



ESG Report

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OVERVIEW OF ESG AT IHC

About

This section documents IHC's sustainability performance, commitments, and strategic objectives in Environmental, Social and Governance practices from 1 January 2021 to 31 December 2021 with the objective of integrating Environmental Social Governance (ESG) best practices across our verticals and subsidiaries.

Here, IHC addresses ESG performance across its verticals of; Food, Utilities, Health, Real Estate and Capital, as encompassed by the activities of the following subsidiary companies:



There follows details of efforts to support international and national standards, visions and objectives, including Global Reporting Initiative (GRI) Standards, United Nations Sustainable Development Goals (SDGs), Abu Dhabi Stock Exchange (ADX) ESG Guidance and the United Arab Emirates (UAE) Vision 2021.

IHC welcomes any feedback or inquiries related to this report on any of the following channels:



Embedding Sustainability in our Strategy

IHC continues to safeguard the interests of its shareholders, intensifying efforts and executing strategies to enhance corporate value. Despite significant global headwinds resulting from the COVID-19 outbreak, the company continued to deliver high shareholder value in 2020 and 2021.

During 2021, we embedded our purpose, values and ambition into our strategies and continued our pursuit of sustained long-term corporate growth. We focused intently on achieving our sustainable development goals and contributing to the growth of the UAE's economy.

The Abu Dhabi Economic Vision 2030 presents a long-term plan for the diversification of the Emirate's economy, reducing dependence on oil and gas exports in preference of a knowledge-based economy. The Abu Dhabi Vision 2030 aims to achieve some of the following goals:

- The further development of premium education, healthcare and infrastructure assets
- The growth of a larger, more diversified private sector
- The optimisation of Abu Dhabi's resources
- The development of a sustainable knowledge-based economy

IHC aligns with these objectives by pursuing growth in eight different vertical markets, namely, real estate, digital, utilities, industries, food, capital, health, and education.

Our underlying objective is to improve the health and well-being of every community we touch by means of our expansion in these fields. We actively aspire to contribute to forging a community and a world where equality and inclusion are afforded to all, by fostering an inclusive and welcoming corporate culture, and leveraging our influence to promote equality.

In February, IHC entered a new vertical market, focusing on investments in the education sector, thereby supporting the UAE government's development of a high-quality education system. Similarly, our investments in various entities in the food and beverage industry are aimed at supporting the UAE government's food security programme.

Our healthcare subsidiaries have demonstrated stellar performance in recent years, especially demonstrated by their support of the UAE government's response to the COVID-19 pandemic; innovating to safeguard the citizens, supporting local and federal government bodies, delivering field hospitals and mobilising teams to overcome a variety of challenges.

ESG factors have become essential to our competitiveness and ability to generate long-term value for stakeholders. Our investment strategy is to further embed ESG-related factors into our investment, acquisition analysis and decision-making processes. We will achieve this by adding an ESG lens to the acquisition process in the screening and due diligence phase. Additionally, we will ensure that our subsidiaries monitor, measure and report their ESG metrics to reduce the impact of their operations and help meet global environmental sustainability goals.

Our Stakeholders

As a leading strategic investment holding company in a variety of sectors in the Middle East, we are accountable to a diverse group of stakeholders, including our subsidiaries, employees, partners, shareholders, investors, government regulators, customers and communities. Each of these stakeholders has a specific set of interests and expectations with regards to our business. For this reason, we have several channels of engagements through which to obtain feedback from our stakeholders. Their involvement directs our approach to sustainability and the issues on which we focus.

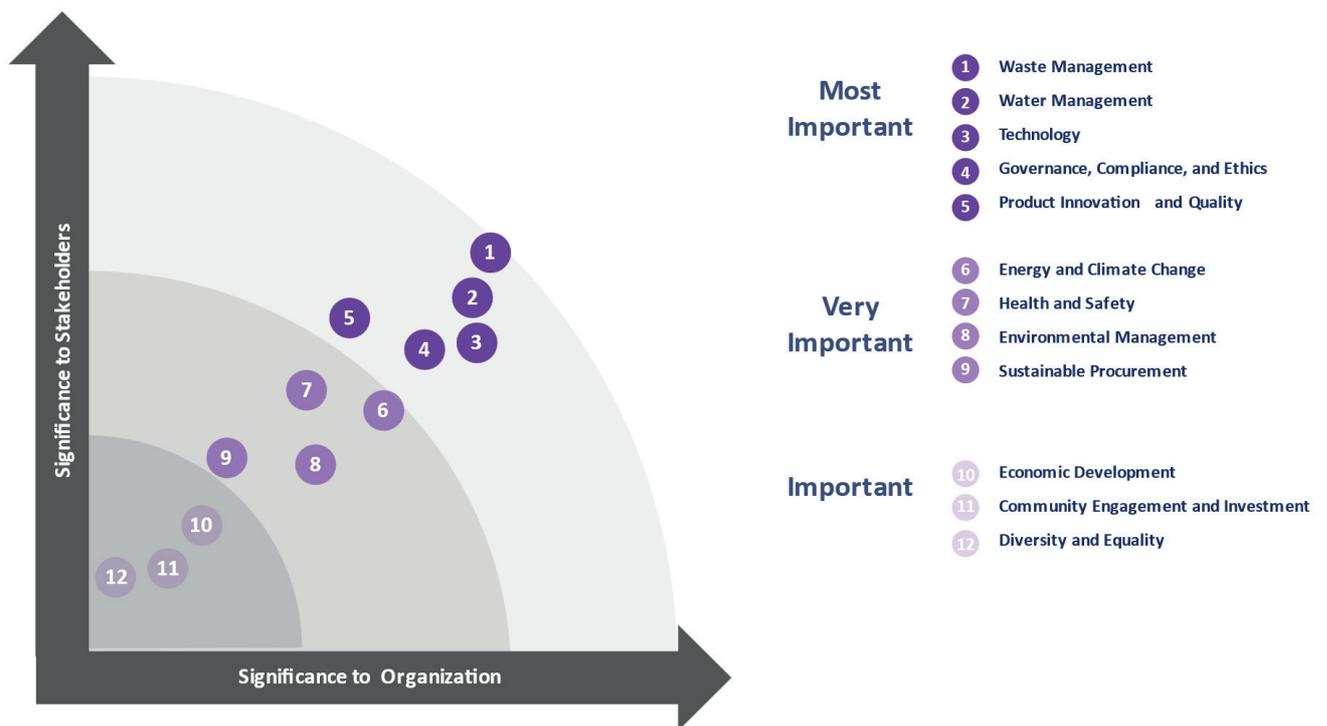
At IHC, we actively engage with our stakeholders to identify and understand their priorities and requirement and address potential sustainability risks and opportunities. The diagram below illustrates our key stakeholder groups.



Our Materiality Assessment

We continually seek to identify and manage existing and emerging global and regional matters that pose risks or present opportunities to our businesses and key stakeholders. Following last year’s comprehensive materiality analysis (see Annual Report 2020), we assessed topics in terms of business relevance as well as their impact on the economy, society and the environment. We also identified 12 material issues which, if improperly managed, could have a material impact on us and our subsidiaries. In developing this year’s ESG report, the material topics were revised and clarified based on the year’s business climate.

The materiality analysis was performed by the sustainability team and approved by executive management. It assessed six of our largest vertical markets and its results helped us make further contributions to the achievement of UAE Vision 2021.



Our Sustainability Framework

Our sustainability framework covers 12 material topics and is intended to close gaps and build on existing strengths. The framework is built on four pillars that align with IHC’s corporate mission and values. Each pillar encompasses activities relating to current and future projects that embody our commitment to reducing our environmental footprint and delivering value to all stakeholders.



ENVIRONMENT

Environmental Management

IHC recognises the importance of environmental management and the need to minimise emissions while enhancing economic growth across all our operations and activities. As a key player in the UAE economy, IHC plays an important role in supporting the country's efforts to address climate change while meeting shareholder expectations.

There have been no incidents of non-compliance with environmental laws and regulations in any of the vertical markets included in this report.



Tamouh Healthcare and RR Facility Management

Tamouh works in cooperation with RR Facility Management (RRFM) on shared environmental management systems and policies. The systems are based on the management of natural resources, pollution and waste. All of Tamouh and RRFM's operations follow local and national regulations set out by the Abu Dhabi Waste Management Centre (Tadweer) and the Abu Dhabi Occupational Safety and Health Centre (OSHAD), as well as other international standards, to reduce environmental impact, use natural resources efficiently, minimise waste generation and recycle. RRFM's environmental management system is split into three categories: management of natural resources, management of pollution, and waste

management. The management system applies to all facilities, employees and subcontractors operating onsite.

Al Ajban

Al Ajban proactively follows and implements its own Occupational Health, Safety and Environmental Policy throughout its operations. It is committed to minimizing the environmental impact of its operations and focuses on environmental protection, resource conservation and pollution prevention. Its policy is fully aligned with the Abu Dhabi Environment, Health and Safety Policy, and is applicable to all its employees.

Asmak

ASMAK is committed to implementing and upholding its Health, Safety and Environment (HSE) Policy, developed in accordance with ISO 45001. The company minimises its environmental footprint by implementing pollution prevention practices. To guarantee the continual improvement of its occupational health and safety management system, ASMAK periodically reviews it to ensure that it stays 'fit for purpose' and is strictly followed across the organisation.

Central Tents

Although it has no environmental policy of its own, Central Tents is devoted to consuming as little water as possible and to minimising its generation of waste.

Pal Cooling Holding (PCH)

PCH continuously strives for professional excellence in the district cooling (DC) sector by seizing every opportunity to improve its business practices and sustainability record as it aims to become the market leader in the region. Through its subsidiaries, the company works to improve efficiency in the district cooling business by means of an HSE policy and management system that are both thoroughly ingrained in the company's operations.

PCH maintains high health and safety standards, protects the environment and conserves valuable materials and natural resources. PCH defines and implements policies and procedures related to water and waste recycling, to reduce resource demand and waste generation.

Alpha Dhabi Holding (ADH)

ADH's priority is to operate all business verticals in a responsible manner and reduce its environmental impact by creating sustainable workplaces, managing waste, reducing water and energy consumption, protecting biodiversity, and more. Each of ADH's subsidiaries have established robust environmental policies, procedures and management systems dependent on their activities. Regular audits and continuous monitoring, measuring and reporting of environmental impacts, are essential tools to ensure compliance and achieve improvements.

All entities in the ADH group have introduced initiatives to shift to paperless working.

Energy and Climate Change

IHC has finely tuned its commitment to the planet's welfare by embracing a sense of responsibility to the environment that runs deeper than simply meeting laws and regulations.

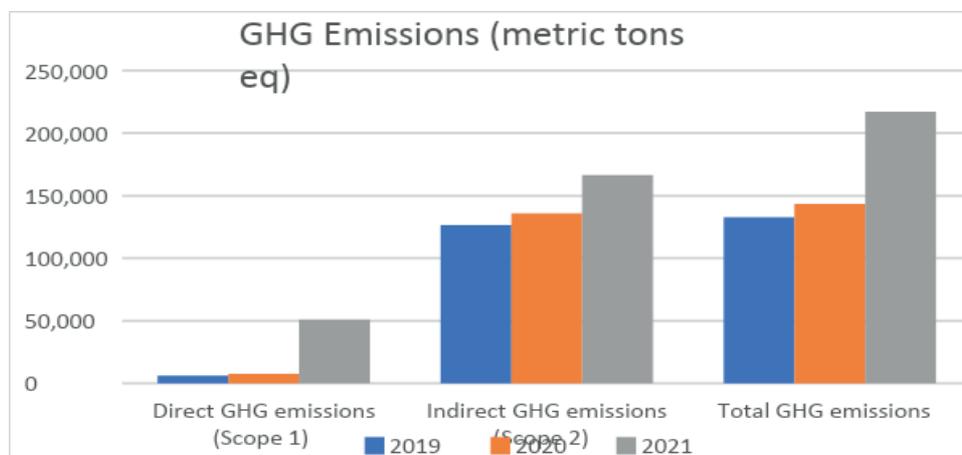
Given the energy-intensive nature of several of our vertical markets, efficient energy management is crucial to maintaining a sustainable business that delivers profitable returns by reducing production costs and overheads while minimising the impact of its operations on the environment. Together with our subsidiaries, we strive to consume energy responsibly and help reduce greenhouse gas (GHG) emissions.

PAL Cooling and ASMAK have installed solar photovoltaic (PV) systems on their premises to reduce reliance on grid-supplied electricity, which is mostly generated by the burning of fossil fuels. The solar PV solutions enable ASMAK and PAL Cooling to generate and use zero carbon electricity for their operations.

Energy Consumption	2019	2020	2021
Direct energy consumption			
Petrol consumption from operations and vehicles (Litres) (ADX #E3)	215,406 ASMAK, Al Ajban, Central Tents	672,868 ASMAK, Al Ajban, Central Tents, National Catering, PCH	2,955,685 ASMAK, Al Ajban, Central Tents, National Catering, PCH, RRFM, ADH
Diesel consumption from operations and vehicles (Litres) (ADX #E3)	2,093,623 ASMAK, Al Ajban	2,258,604 ASMAK, Al Ajban	16,443,483 ASMAK, Al Ajban, ADH
Total direct energy consumption (GigaJoules)	86,925 ASMAK, Al Ajban, Central Tents	108,839 ASMAK, Al Ajban, Central Tents, National Catering, PCH	725,937 ASMAK, Al Ajban, Central Tents, National Catering, PCH, RRFM, ADH
Indirect energy consumption			

Electricity consumption – office, storage, facilities, etc. (kWh) (ADX #E3)	192,334,601 ASMAK, Al Ajban, PCH	206,570,822 ASMAK, Al Ajban, Central Tents, National Catering, PCH, RRFM	32,443,701 ASMAK, Al Ajban, Central Tents, National Catering, PCH, RRFM, ADH
Renewable energy consumption – office, storage, facilities, etc. (kWh) (ADX #E3)	0	43,800 ASMAK	323,000 ASMAK, PCH
Emissions			
GHG intensity (metric tons CO₂ equivalent per employee)	158 ASMAK, Al Ajban, Central Tents, PCH	113 ASMAK, Al Ajban, Central Tents, National Catering, PCH, RRFM	9 ASMAK, Al Ajban, Central Tents, National Catering, PCH, RRFM, ADH

Over the years, energy consumption within our vertical markets has naturally increased in tandem with the expansion of our business activities, resulting in greater GHG emissions. The GHG intensity indicator demonstrates our emissions per employee and shows our direct and indirect energy consumption. In mitigation of this, 2021 saw emission intensity calculated to be nine metric tonnes of CO₂ equivalent, a 92% reduction on the previous year’s value.



Tamouh Healthcare and RRFM

Tamouh and RRFM operate at government facilities and do not have access to energy consumption data. Despite this, the companies are developing recording systems to measure and monitor energy consumption, data which will be used to create energy conservation plans. As of now, these plans include the installation of energy-efficient equipment and fixtures, inspecting and maintaining all electrical equipment, educating all stakeholders about the responsible use of electricity, and retrofitting air conditioning (AC) units with non-ozone depleting refrigerants.

Al Ajban

Al Ajban is pursuing a series of strategic initiatives to reduce the energy consumption of its operations. These include use of low energy LED bulbs at its farms and offices and encouraging staff to reduce their energy consumption.

Asmak

In line with its commitment to minimise its environmental footprint, ASMAK invested AED 2.45 million to install a 1,205 kWp solar plant on site. The plant became operational on 20th October 2021, and its annual generation capacity is 1,950,000 kWh, which is expected to offset 1,563,765 tonnes of carbon dioxide (CO₂) emissions.

Central Tents

While Central Tents does not have a policy defining its commitments to energy conservation, a target has been set for the installation and deployment of a renewable energy plant expected to generate 15,000 kWh a year.

PCH

PCH's yearly average electrical efficiencies at all its DC plants have bettered the key performance indicator (KPI) set by Abu Dhabi's Department of Energy (DoE). In addition, its DC plants have a reliability of 99.9%, again surpassing the 99.5% KPI set by the DoE.

The company has taken steps to optimise service reliability and operational efficiency that ultimately leads to lower energy consumption and emissions. These include

Data includes ASMAK, Al Ajban, and PCH for 2019; ASMAK, Al Ajban, Central Tents, National Catering, PCH, RRFM for 2020; and ASMAK, Al Ajban, Central Tents, National Catering, PCH, RRFM, ADH for 2021. Refer to Energy Consumption table for details on data included in the GHG Emissions graph.

liaising with chiller manufacturers to ensure that all chillers are used in the most efficient way possible, operating additional cooling towers with lower fan speeds and working with customers to identify optimal water temperatures.

In order to further enhance operational sustainability, PCH has deployed a 50 kWp roof-mounted solar PV plant at one of its DC facilities, reducing demand for grid-supplied electricity. Further to this, PCH has invested in the development of a 100 kWh, state-of-the-art, super capacitor-based Battery Energy Storage System (BESS), as a pilot project to support the potentially intermittent supply from the PV plant. The aim of this project is to study how the BESS can efficiently store energy generated by the PV plant during the daytime and use it during the night. The study will provide insight into the reliability of this type of renewable energy system.

The district cooling system has more than halved CO₂ emissions compared with conventional cooling, as greater energy efficiency translates to lower emissions. In efforts to reduce emissions further, new PCH DC plants in both the design and construction stages will deploy HFO (HydroFluoroOlefin) refrigerants (R-1233zd and R-514A). These have zero ozone depletion potential (ODP) and ultra-low global warming potential (GWP), meaning that they have the least possible impact on global warming.

ADH

ADH has a duty to support the UAE's net-zero ambitions and accelerate the transition to an affordable, reliable, and sustainable energy system. Investment in renewable and clean energy technologies and infrastructure is a key part of the company's mission and vision. One example of such investment is the company's partnership with Abu Dhabi Development Holding Company (ADQ) to invest USD 375 million in Netherlands-based OCI N.V. to develop methanol as a clean hydrogen-based fuel. The UAE companies have taken a 15% stake in OCI Methanol Group, which will be incorporated in Abu Dhabi. In addition to other applications, the methanol produced by the new venture will be used to de-carbonise the shipping industry.

ADH has made it a strategic priority to manage and reduce the group's GHG emissions, as well as those of its value chain. Some of its subsidiaries, namely Trojan Holding and National Marine Dredging Company (NMDC), compute their own emissions, so ADH has consolidated their data to ensure the same methodology is consistently applied across the group. This will help track future progress. ADH's emissions in 2021, the year the group was established, have been set as the baseline amount with which future emissions are to be compared.

Water Management

IHC aims to reduce consumption of water, increase the efficiency of its use, and ensure that waterways remain clean by treating operational wastewater.

We are devoted to developing and deploying sustainable water consumption solutions that minimise our impact on the environment while continuing to deliver high levels of quality in the products and services we provide. In our district cooling (DC) business, water is the primary asset. PCH has pursued research and development initiatives to boost productivity and improve the water and energy efficiency of its district cooling plant designs to mitigate how our yearly water consumption has increased over the years due to the growth of our businesses. As a testament to their commitment to safeguarding natural resources, our subsidiaries ASMAK and Al Ajban, two water-intensive businesses, have continued to reuse wastewater to reduce water consumption. The amount of wastewater re-used has increased steadily year by year, in proportion with the growth of ASMAK, Al Ajban, and PCH.

Water Management	2019	2020	2021
Total water consumption (m³)	176,238 ASMAK, Al Ajban, PCH	262,297 ASMAK, Al Ajban, Central Tents, National Catering, PCH	278,997 ASMAK, Al Ajban, Central Tents, National Catering, PCH, ADH
Water consumption intensity (m³/employee) (ADX #E6)	2,166 ASMAK, Al Ajban, PCH	1,482 ASMAK, Al Ajban, Central Tents, National Catering, PCH	193 ASMAK, Al Ajban, Central Tents, National Catering, PCH, ADH
Total volume of wastewater generated (m³)	176,238 Al Ajban, PCH	262,297 ASMAK, Al Ajban, RRFM, PCH	278,997 ASMAK, Al Ajban, RRFM, PCH
Total volume of wastewater reused (m³)	39,600 Al Ajban	56,011 ASMAK, Al Ajban	59,200 ASMAK, Al Ajban

Tamouh Healthcare and RRFM

Tamouh and RRFM work to minimise water consumption and are mindful of preserving water for future generations. As mentioned previously, Tamouh operates a government facility which means water consumption data is not directly available to them, nevertheless, they remain committed to water conservation. RRFM operates in compliance with environmental policies and its operation management system manual for facilities management.

The company has implemented a series of processes and monitoring systems to improve water conservation. These include establishing water conservation analysis (to evaluate conservation ideas, methods and equipment), educating employees, subcontractors and visitors on the importance of water conservation, and designing their watering systems for maximum efficiency.

Al Ajban

Al Ajban's commitment to using natural resources efficiently includes initiatives to reduce water usage and recycle used water. It operates a water treatment plant with a capacity of 1,200 m³/day, or 10 m³/hour. The wastewater from the company's abattoir is treated at the processing plant so it can then be used for agricultural irrigation. In 2021, Al Ajban recycled 100% of the wastewater generated from its operations.

ASMAK

In line with its Environment, Health and Safety Policy, ASMAK works to reduce water consumption by recycling wastewater. ASMAK installed a wastewater treatment plant which provides treated water for refrigeration, lavatories and irrigation. The company is committed to further minimising water consumption in all future endeavours.

Central Tents

Although Central Tents has no water management policy of its own, the company fosters a culture of mindfulness when it comes to day to day water usage. .

PCH

As a supplier of chilled water in Abu Dhabi to residential, commercial and industrial customers for use in air conditioning systems, water is a vital component of PCH's operations and the company is committed to its conservation. PCH measures water

consumption and water quality to meet compliance obligations, support process optimisation and enhance environmental performance.

PCH operates with an environmental permit obtained yearly from the local authority, the Environment Agency - Abu Dhabi (EAD), which ensures that its cooling tower blowdown water meets authority standards and regulations. There have been zero incidents of non-compliance with environmental laws and regulations.

To optimise water and energy consumption, PCH has increased the cycles of concentration (CoC) of its open-loop condenser water systems by monitoring the conductivity of water sourced from Abu Dhabi Distribution Company (ADDC) and adjusting the blowdown conductivity set point accordingly. This results in a lower makeup water requirement. Overall water efficiency has increased in all five district cooling plants since 2019.

PCH also collects condensate water from the heating, ventilation and air conditioning (HVAC) systems of Marina Square buildings, in Abu Dhabi. The recovered water is transferred to one of the district cooling plants in Tamouh Development where it is used as cooling tower makeup water. In 2021, the total condensate water recovered amounted to 27,284 m³. The condensate water reduces the need to use potable water as cooling tower makeup water.

PCH has also installed a skid-mounted reverse osmosis (RO) plant at one of its district cooling sites for experimental purposes. The objective of the RO plant is to recover water from the cooling tower to increase efficiency and achieve cost savings. The RO plant has been designed to achieve 50% water recovery, and its maximum permeate production is 57,600 gallons per day.

The yearly average water-energy efficiency of all PCH's district cooling plants was 1.817 USG/TRH (6.87 Lit/TRH) in 2021, which exceeded the KPI of 2.16 USG/TRH (8.19 Lit/TRH) set by the DoE.

In the future, PCH plans to treat cooling tower blowdown water for reuse, and introduce renewable energy plants at its sites.

ADH

Trojan Holding, National Projects & Construction (NPC) and Trojan General Contracting (TGC) all aim to reduce water consumption to 2.6 m³ per person per month. They aim to achieve this by raising awareness about water consumption reduction among workers at labour camps, deploying water recycling plants at labour camps to produce 30 litres of grey water per day/per labourer, and having separate

water tanks for construction purposes and labourer usage to manage water consumption more efficiently.

Furthermore, Barari Natural Resources harnesses state-of-the-art technology to conserve and manage forests and wildlife in Abu Dhabi. Barari's research department focuses on making advances in areas such as irrigation technology, water management, aquaculture, alternative energy and water recycling, while also collaborating with internationally recognised tertiary and R&D institutions. Ensuring the responsible use of irrigation water is a key part of the company's environmental conservation efforts in their management of 40 forests and reserves, home to 12 million trees. Barari also grows native shrubs and trees at its nurseries to support the Abu Dhabi government's efforts to improve water efficiency in parks, gardens and recreational areas

Waste Management

IHC is conscious of the importance of minimising waste generation and avoiding the sending of waste to landfill sites. As such, all subsidiaries share the company's commitment to implementing and abiding by processes and systems that reduce waste generation and contribute to a circular economy.

Waste is inevitably generated by our subsidiaries due to the nature of their work, however the majority of them work with third-party waste-management companies to treat waste and recycle materials when and where possible.

Given the nature of its work in treating COVID-19 patients, Tamouh generates hazardous waste that is disposed of appropriately. The group's overall waste figures have increased over the years due to the expansion of their business.

ASMAK's plastic recycling produced a total of 221 tonnes of recycled material in 2021. As a result, ASMAK was able to sell AED 75,871 worth of recycled paper in 2021, an increase of almost 50% on the amount it sold in 2020.

Waste Generation and Recycling	2019	2020	2021
Total non-hazardous waste generated (m³)	45 PCH	4,938 National Catering, PCH, Tamouh	9,220 Tamouh
Total hazardous waste generated (m³)	2 Tamouh	15,682 Tamouh	29,792 Tamouh
Waste recycled (metric tons)	0	193 National Catering	1,380 ASMAK, National Catering

IHC's commitment to investing in sustainable business is affirmed by the company's latest endeavour, **Rebound Ltd**, established to create an innovative solution to reduce the world's plastic pollution, one of the most complex environmental challenges. This new subsidiary is set to launch the Rebound Plastic Exchange in mid-2022, a global quality assured trading platform for plastic feedstock that enables buyers and sellers to efficiently trade recycled plastic. The platform aims to increase the efficiency of recycling plastics at scale, provide new economic opportunities and reduce the impact of plastic pollution on our planet, creating a global business opportunity valued at AED 56 billion.

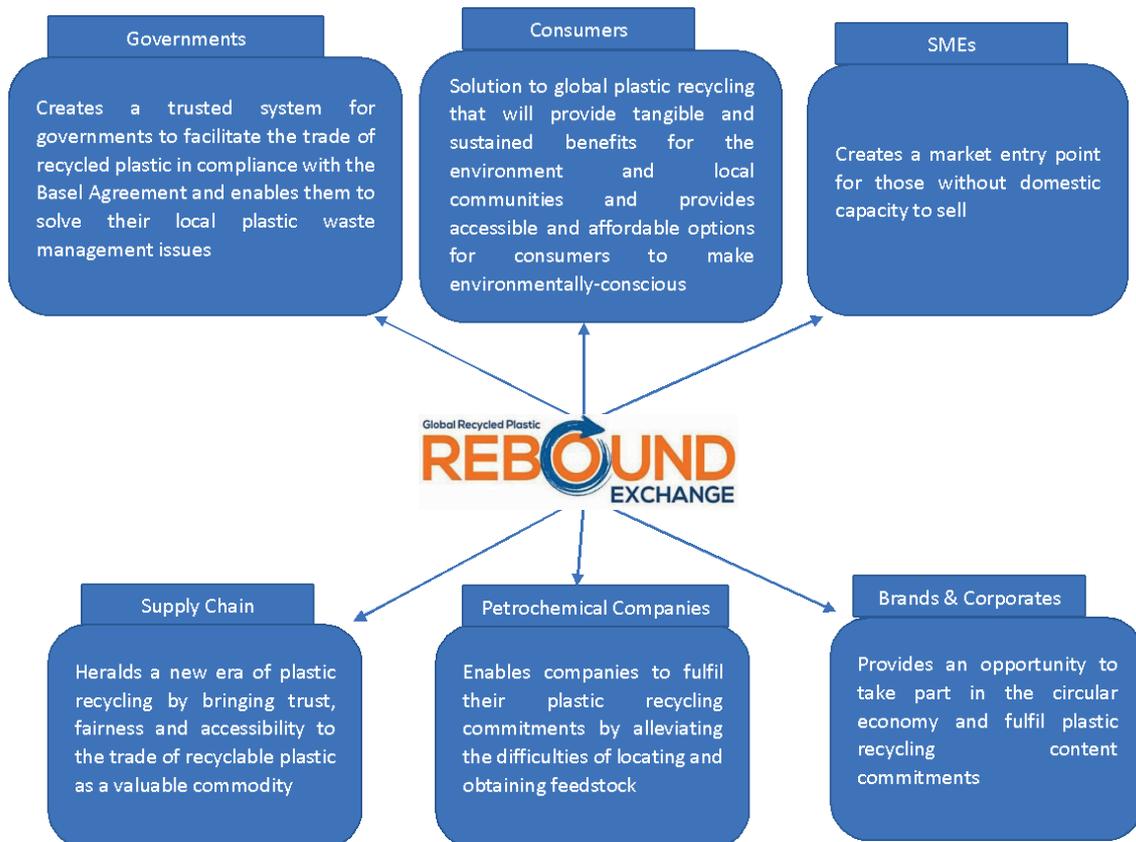
IHC has invested in the Rebound Exchange platform to support the creation of a globally accessible centralised exchange platform for recycled plastics to professionalise, secure, facilitate and scale-up the trade of recycled plastic, uniting buyers with suppliers across borders

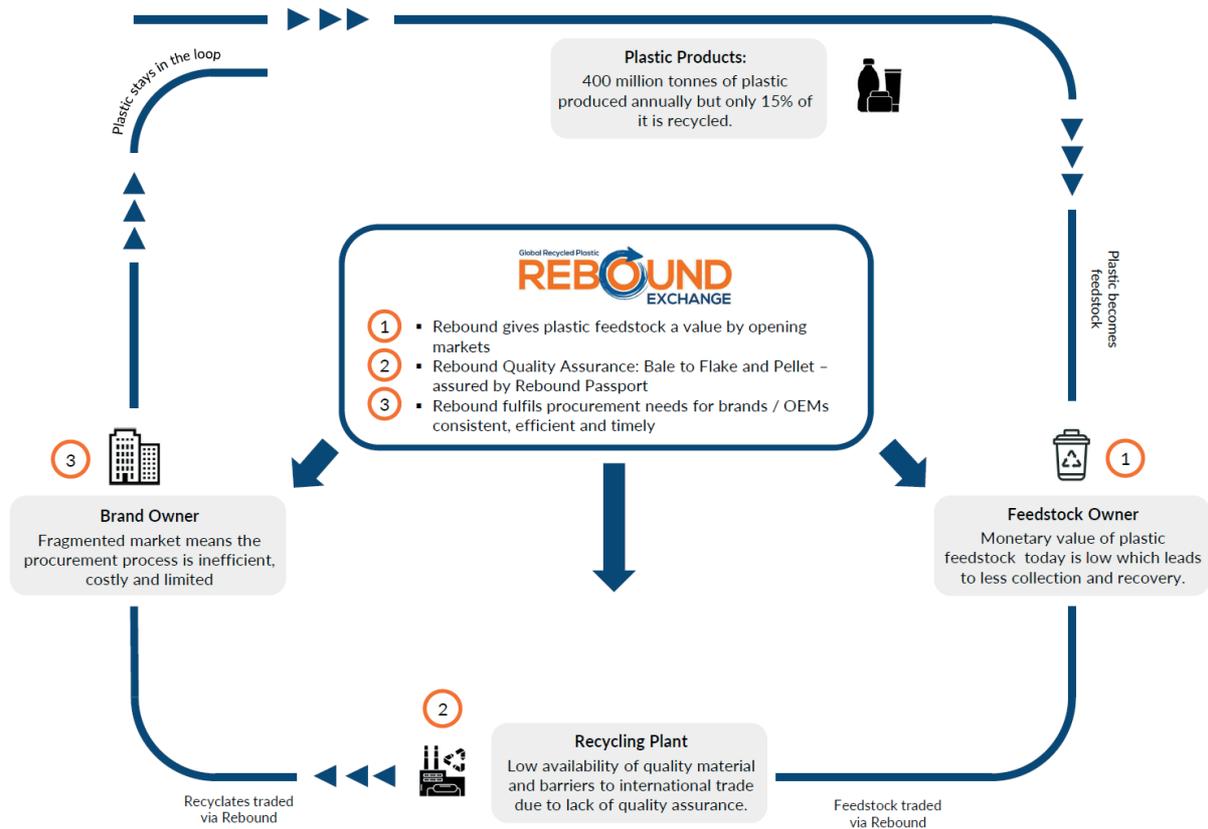


Because of the world’s growing plastic waste production, and the high demand for recycled plastic, the Rebound Exchange platform is an immediate opportunity to:

- Address the lack of approved quality standards for recycled plastic;
- Provide a simple and transparent route for sourcing recycled plastic;
- Increase liquidity in the recycling market and encourage growth in supply;
- Increase price transparency in the market which in turn helps to reduce investment risk in recycling infrastructure.

Rebound Plastics Exchange will engage various stakeholders to ensure trust and security and create value for the economy and society.





Tamouh Healthcare and RRFM

In cooperation with RRFM, Tamouh focuses on reducing waste, preventing pollution and applying practicable methods to eliminate and substitute waste-generating elements in its operations. Where these options are not applicable, Medi Q, in cooperation with RRFM, applies the ‘4Rs’ rule set by Tadweer: Reduce, Reuse, Recycle, and Recovery. RRFM conducts campaigns to increase employee awareness around the importance of minimising waste by reusing and recycling non-infected products.

In 2021, the waste generated by RRFM facilities was double that of the previous year due to an increase in the number of facilities they operate.

Waste from Tamouh’s operations is sorted and sent on to its destination based on the waste stream and its characteristics. To make it easier for waste to be segregated, Tamouh, in cooperation with RRFM, appoints competent subcontractors and sets up colour-coded bins based on waste type. All waste generated is segregated by the subcontractors and placed in the appropriate bins to be collected or sent off for incineration.

Most of the waste produced by Tamouh and RRFM is solid non-hazardous waste. All such waste is recycled, and any hazardous and medical waste is disposed of in compliance with local environmental and waste regulations. Tamouh engages with the Abu Dhabi Sewerage Services Company (ADSSC) or other approved wastewater collection companies, to remove liquid waste such as sewage water.

Al Ajban

In line with its environmental policy, Al Ajban uses biodegradable bags and paper cartons to package its products, as well environmentally friendly food grade chemicals and oils for cleaning, sanitising and lubricating machines at farms and factories. In addition, Al Ajban has developed a new module for selling bagless chicken in plastic crates to minimise the use of plastic poly bags and disposable plastic trays.

The company encourages open lines of communication with its suppliers to optimise resource efficiency and minimise waste generation. In particular, Al Ajban engages with its packaging suppliers to ensure that packaging materials can be recycled and repurposed at their facilities.

ASMAK

ASMAK has implemented industry best practices to optimise its production process. In doing so, it has increased product yield and minimised waste generation. ASMAK uses eco-friendly Styrofoam boxes for product packaging and has also installed a polystyrene compactor on its premises that allows it to recycle up to nine tonnes of polystyrene per month.

ASMAK has an agreement with a company that recycles cardboard, cartons and polystyrene for reuse in its operations and product packaging. ASMAK diverted 240.9 tonnes of cardboard, cartons and polystyrene material from landfills in 2021. This resulted in pollution reductions equivalent to 714.69 million tonnes of CO₂ and energy savings of 44,114.41 million BTUs (British Thermal Units). Furthermore, ASMAK generated a total of 221 tonnes of recycled plastic material in 2021. As a result of its recycling operations, the company sold AED 75,871 worth of recycled paper, an increase of almost 50% on 2020's sales.

ASMAK's waste by-products mainly consist of organic material in the form of fish carcasses. A portion of this waste is sent to vendors that use it as feed, while the rest is sent to the local municipality for further recycling. Through these processes, ASMAK makes contributions to a circular economy by minimising the losses in the value chain. No hazardous materials are generated on site by ASMAK's operations.

APEX National Catering

APEX National Catering is committed to reducing, managing, storing, transporting, and disposing of waste materials generated from its operations in an environmentally friendly manner. APEX National Catering has an extensive policy (ref ANC/IMS/PR49) that aims to minimise food and general waste generated by its kitchens. The company uses a third-party waste management company to collect all cooking oil and cardboard waste for processing and recycling.

PCH

PAL Cooling has a dedicated waste management plan for the disposal of its waste materials in accordance with local regulations. The waste management plan covers all types of waste that could be harmful to people, the environment and biodiversity. Procedures have been developed for the collection and disposal of waste generated at PCH sites and waste management is always considered at the conceptual stage of any new business activity. The waste management plan is a comprehensive one, covering everything from identification and categorisation to the collection, transport and disposal of waste material. PCH ensures that staff are aware of its policy for reducing the production of waste by providing regular training.

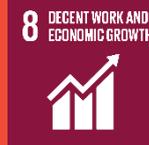
ADH

ADH's NPC and TGC have made it a priority to produce as little waste as possible at building sites. Any waste that is produced is assessed for its recycling potential. Tadweer offers an advanced system that allows companies to efficiently monitor and track the type and quantity of waste being produced at any given time. Waste segregation is carried out manually by trained employees at source. Concrete is the main type of waste generated, in addition to wood and paper. The concrete is sent to a recycling facility where it is crushed and reused in the production of asphalt or new concrete. NPC and TGC aim to recycle at least 82% of the waste that their companies produce.

SOCIAL

People

Our people provide the knowledge, skills and dedication that form the foundation of our success. Our ambition is to provide the best working environments and the resources to enhance their skills and attract and retain talent from all over the world who share our values. By promoting equality of opportunity within IHC, we offer our employees a safe, healthy and inclusive work environment and encourage a culture of transparent communication. We are committed to continuing our efforts to support the communities in which we operate by reducing inequality, supporting initiatives in Emiratisation and contributing to the social development of local communities.

<p>Material Issues Covered</p>	<p>Health and Safety Diversity and Equality Community Engagement and Investment</p>
<p>UAE Vision Pillars</p>	 <p>Competitive Knowledge Economy</p>  <p>Cohesive Society and Preserved Identity</p>
<p>Sustainable Development Goals</p>	   

Health and Safety

At IHC, the health and safety of employees, contractors and visitors is the utmost priority.

We create a safe working environment in compliance with safe labour practices, laws and standards.

PCR tests are conducted three times a week for our employees, and we offer them the opportunity to be vaccinated against COVID-19 at work.

Given that the nature of Tamouh and RRFM's business means that some employees work closely with COVID-19 patients, the companies recorded higher employee down time in 2021.

Certifications:

Verticals certified with OHSAS 18001 Occupational Health and Safety		Verticals certified with ISO 45001:2018 Occupational Health and Safety	
Tamouh		ASMAK	
RRFM		PCH	
		Central Tents	
		Alpha Dhabi	
Health & Safety	2019	2020	2021
Total employee worked hours (ADX #S7)	259,594 Al Ajban, Central Tents, PCH	3,109,982 Al Ajban, Central Tents, Tamouh, National Catering, PCH	80,474,355 Al Ajban, Central Tents, Tamouh, National Catering, PCH, ADH
Total contractor worked hours	27,160 PCH	1,910,611 PCH, National Catering, Tamouh	7,212,258 PCH, National Catering, Tamouh

Verticals certified with OHSAS 18001 Occupational Health and Safety		Verticals certified with ISO 45001:2018 Occupational Health and Safety	
Employee fatalities (#) (ADX #S7)	0	0	0
Employee total recordable injuries (#) (ADX #S7)	4 ASMAK, PCH	10 ASMAK, Tamouh,	10 ASMAK, National Catering, Tamouh, PCH
Employee time lost to injuries (#) (ADX #S7)	6 ASMAK	424 ASMAK, RRFM, Tamouh	877 ASMAK, RRFM, National Catering, Tamouh

Tamouh Healthcare and RRFM

Tamouh, in cooperation with RRFM, is committed to providing a safe environment for employees, visitors, commercial tenants and contractors. As a healthcare provider primarily treating COVID-19 patients, Tamouh focuses on training associates and volunteers to respect safety practices and take appropriate precautionary measures during and after working hours. Together, Tamouh and RRFM, have initiated extensive guidelines relating to health and safety.

Tamouh in cooperation with its facility management is committed to providing safe environments for employees, visitors, commercial tenants and contractors at their own sites or at those of its by the following means:

- Establishing a programme to provide safe and healthy work environments.
- Establishing a management team to oversee each department and ensure competency in the handling of hazardous materials, the use of personal protective equipment (PPE), emergency response, the fulfilment of the duties and responsibilities of employees and contractors, and the training of employees in safe practices and procedures.

- Holding monthly safety meetings to discuss and review performance and identify areas for improvement.
- Reporting accidents and incidents to the appropriate sector's regulatory authorities.
- Providing proper facilities and ensuring PPE is available for all employees.
- Conducting document inspections.
- Ensuring all employees identify and report hazards.
- Halting work when dangerous circumstances are identified or when PPE is not used by employees and contractors.
- Investigating any incidents, accidents and near misses that the HSE officer requests.

Tamouh and RRFM have appointed several department heads to their Safety Committee. Selected by the CEO, the Committee is responsible for identifying hazards, conducting risk assessments, reviewing risk assessments, determining appropriate controls, and implementing document and review controls.

ASMAK

ASMAK undertakes several occupational health and safety (OHS) measures to guarantee the development of a positive health and safety culture and improve its OHS management system. The system is ISO 45001 certified and ASMAK has developed its Health, Safety and Environment Policy in accordance with ISO 14001 and 45001 requirements. The company's policies regarding health and safety are available in the Quality, Safety, Health and Environment (QSHE) manual accessible by all its employees.

ASMAK's Health and Safety Policy aims to:

- Provide adequate resources to establish, implement, maintain and continuously improve HSE management systems.
- Provide a safe working environment that exercises controls over occupational health and safety hazards.
- Develop and sustain a culture of routinely 'doing things right', 'doing things better', and of adopting safety and environmental best practices.
- Identify and assess risks and hazards associated with occupational health, safety and the environment in the workplace, and take actions to prevent, reduce and/or control them to an acceptable level.
- Reduce consumption of resources and improve the efficiency of resource utilisation.

- Incorporate the ‘three Rs’ culture, Reduce, Reuse, and Recycle, within the workplace and supply chain.
- Monitor, review, and continuously improve ASMAK’s health, safety, and environment objectives and programmes.
- Comply with the applicable local laws and regulations relating to health, safety and the environment.
- Enhance the competency of employees through knowledge sharing, training and motivation.
- Communicate this policy to personnel at all levels within the organisation and other interested parties upon request.

In 2021, there were two incidents of employee injury in the workplace that resulted in the loss of productive work time. ASMAK conducted 16 health and safety audits on contractors as well as 134 health screenings.

Al Ajban

As defined in the company’s HSE Policy, Al Ajban is committed to safeguarding the health and safety of its employees. Al Ajban believes that HSE excellence is everyone’s responsibility and therefore is intent on providing all the necessary resources to ensure corporate and ethical undertakings that lead to safe working environments. As a testament to the emphasis Al Ajban places on its employees’ and contractors’ health, safety and wellbeing, there were no incidents of injury or fatality in 2021.

Central Tents

Central Tents does not have a health and safety policy of their own. Despite this, the company has had no incidents of injury or fatality since 2019.

APEX National Catering

APEX National Catering has obtained certification for the Occupational Health and Safety Standard, ISO 45001.

In 2021, the company carried out 115 HSE audits on its contractors, compared to 30 in the previous year, reflecting a higher level of diligence concerning health and safety procedures. APEX National Catering also significantly increased the amount of HSE training provided to employees, more than doubling training hours compared with 2020.

In 2021, the total number of recordable employee injuries was five and there were 15 incidents of employee lost-time injuries.

PCH

PCH is committed to safeguarding the health and safety of its employees, visitors and subcontractors. To do so, the HSE management system manual was developed and implemented in line with international standards (including ISO 14001 and ISO 45001) and local regulations. The purpose of the manual is to establish, implement, maintain, and continuously improve the HSE management system to achieve higher performance levels. The manual defines PCH's policy and requires business activities to have the utmost regard for the health and safety of employees and other individuals, as well as the health of the environment and its conservation. In 2021, they registered only one recordable injury.

ADH

ADH is committed to safeguarding the health, safety and wellbeing of its 40,000 employees. While individual subsidiaries have their own policies and procedures, ADH maintains close contact with the safety departments of each, particularly those of subsidiaries whose industries are more prone to health and safety risks, such as those in the construction sector and the marine dredging industry. ADH's subsidiaries are all ISO 45001 certified for occupational health and safety management systems. By monitoring compliance and conducting regular audits and management reviews, ADH, through its subsidiaries, continuously strives to instil a strong OHS culture and leads by example in the industries within which it operates.

An important part of ADH's due diligence when it comes to matters of health and safety matters is to ensure that employees are regularly trained and that awareness remains high amongst all staff. Thanks to its rigorous enforcement of health and safety procedures, the company did not report a single work-related injury in 2021.

ADH subsidiary, Pure Health, has taken all the necessary precautions to prevent the spread of COVID-19 at its screening sites, protecting staff and visitors alike. Measures include providing sanitisation tunnels, enforcing mask wearing and providing hand sanitiser, and placing masks and gloves at entrances. All sites enforce social distancing protocols with stickers on the ground separated by a distance of 1.5-2 metres. Markings on the ground also direct a one way flow of patient traffic. Separate entry and exit points have been designated for people visiting the sites, all equipped with indoor air-conditioned waiting areas. Pure Health has also provided a COVID-19 mobile screening unit, a dedicated service for individuals who

cannot access screening centres, or who simply prefer to get tested in the comfort of their own home or office.

Diversity and Equality

IHC strives to respect the personal dignity, privacy, and the rights of every employee. We are committed to maintaining a workplace free from any form of discrimination and harassment. IHC believes that a diverse and inclusive workforce boosts productivity, and while some of our subsidiaries have predominantly male workforces due to the nature of their business, others, like Tamouh, encourage inclusion with particular emphasis on career development for female employees. Based on our Code of Conduct, employees are expected to never discriminate on the basis of ethnic origin, nationality, religion, race, gender or age, and we do not tolerate any form of verbal or physical harassment.

Our acquisition of Alpha Dhabi Holding in 2021 resulted in a notably large increase in the total number of employees within the group. On the other hand, it is worth noting that almost half of new hires in Alpha Dhabi's healthcare business were female.

Workforce Profile	2019	2020	2021
Workforce size			
Total number of employees (#) (ADX #S5)	847 ASMAK, Al Ajban, Central Tents, PCH, IHC	2,608 ASMAK, Al Ajban, Central Tents, PCH, IHC, National Catering, Tamouh	25,562 ASMAK, Al Ajban, Central Tents, PCH, RRFM, IHC, National Catering, Tamouh
<ul style="list-style-type: none"> Full-time employees (#) (ADX #S5) 	856 ASMAK, Al Ajban, Central Tents, PCH, IHC	2,142 ASMAK, Al Ajban, Central Tents, PCH, IHC, National Catering, Tamouh	3,818 ASMAK, Al Ajban, Central Tents, PCH, RRFM, IHC, National Catering, Tamouh
<ul style="list-style-type: none"> Part-time employees (#) (ADX #S5) 	-	1 ASMAK	1 ASMAK
Workforce by gender profile			

Female full-time employees (#) (ADX #S4)	292 Al Ajban, Central Tents, PCH, IHC	772 ASMAK, Al Ajban, Central Tents, PCH, IHC, National Catering, Tamouh	1,884 ASMAK, Al Ajban, Central Tents, PCH, RRFM, IHC, National Catering, Tamouh
Male full-time employees (#) (ADX #S4)	263 Al Ajban, Central Tents, PCH, IHC	1,815 ASMAK, Al Ajban, Central Tents, PCH, IHC, National Catering, Tamouh	23,674 ASMAK, Al Ajban, Central Tents, PCH, RRFM, IHC, National Catering, Tamouh

Note: As a result of travel restrictions imposed across the world, there were incidents of employees not being able to return to the UAE for work after travelling to their home countries on vacation.

Hiring and Turnover	2019	2020	2021
Total number of employees who left the company (#) (ADX #S3)	51 Al Ajban	613 ASMAK, Al Ajban, National Catering, Tamouh, IHC	5,869 ASMAK, Al Ajban, Central Tents, IHC, National Catering, Tamouh, ADH
Turnover rate	13% Al Ajban	25% ASMAK, Al Ajban, National Catering, Tamouh, IHC	24% ASMAK, Al Ajban, Central Tents, IHC, National Catering, Tamouh, ADH
<ul style="list-style-type: none"> Full-time (ADX #S3) 	51	613	5,869

● Part-time (ADX #S3)	-	-	-
Total new employee hires (#)	229 ASMAK, Al Ajban, Central Tents, PCH	1,915 ASMAK, Al Ajban, Central Tents, PCH, National Catering, Tamouh, IHC	6,816 ASMAK, Al Ajban, Central Tents, RRFM National Catering, Tamouh, IHC
● Female (#)	12	483	918
● Male (#)	217	1,432	5,898

Tamouh Healthcare

Tamouh develops an inclusive, diverse, and welcoming work environment for all employees, regardless of nationality, gender, age, beliefs, marital status or disability. The company has a Non-Discrimination and Harassment Policy which it implements strictly. Employees receive training especially designed to educate them on discrimination and harassment. The company encourages employees to respect each other's differences and explains the repercussions if an incident of discrimination or harassment occurs. No reports of such incidents were made in 2021.

Tamouh is also a big supporter of women's rights and provides female employees with the credit and recognition they deserve. Tamouh has developed the following strategies with regards to its female employees:

- **Tamouh encourages women to grow** – female employees are provided mentorship opportunities helping them become more experienced professionals and building their self-confidence.
- **Tamouh lets women's voices be heard** – meeting protocols and employee training aims to ensure that everyone is treated fairly during meetings and that individuals feel able to speak up, regardless of their gender.

- **Allowing room for negotiation** – negotiation is one of the most significant contributing factors to the gender pay gap. Normalising negotiations is crucial to combat this, and helps ensure that pay increases are evaluated with fairness and integrity.
- **Respectful of parental roles** – more than 40% of Tamouh's workforce is female. A significant portion of these employees are also mothers. Helping leaders establish a proper work-life balance and boundaries, as well as offering flexible work options, can be beneficial for women in leadership roles.
- **Workload sharing** – women in leadership roles often take on a larger workload. To support women, it is important that work is evenly distributed among employees.
- **Offering equal opportunities** – when opportunities for career advancement open up, everyone who qualifies is considered, and equal opportunities afforded to all capable employees, regardless of their gender.

APEX National Catering

APEX National Catering is currently drafting an employee diversity programme to define and guide the development of a diverse and inclusive working environment.

PCH

PCH places great value on attracting and retaining employees by means of strategic actions designed to keep them focused and motivated. These include mandating the respectful treatment of employees at all levels, encouraging trust between employees and senior management, and offering job security, competitive compensation and professional development opportunities to employees.

PCH follows a Non-Discrimination Policy which aims to protect its employees by creating a work environment free from discrimination based on colour, race, gender, nationality, able bodiedness, ethnic origin, age and marital status. Incidents of discrimination or harassment are dealt with in line with the company's Disciplinary Code and Procedure. No incidents of discrimination or harassment were reported in 2021.

ADH

With over 40,000 employees across the group, many of them highly skilled, ADH's workforce is key to generating long-term sustainable value. The company is committed to diversity and inclusion and offers opportunities for professional growth and progression to all employees. Policies and procedures are in place to ensure an

ethical workplace which is imbued with respect and integrity. The company's regard for diversity, equity and inclusion in the workplace is clear and these outcomes will continue to be a priority moving forward.

Of the 4,606 employees hired in 2021, most were male. As stated previously however, this is due to the nature of the male dominated construction industry. At its subsidiary Pure Health for example, nearly half of all new hires were female. ADH is determined to encourage more female representation in mid and senior-to-executive level roles, and has a woman on its Board of Directors.

The company's Code of Business Conduct and Ethics, currently awaiting Board approval, seeks to ensure that no discrimination of any kind takes place at ADH and aims to guide employees to act with honesty and integrity when representing the company.

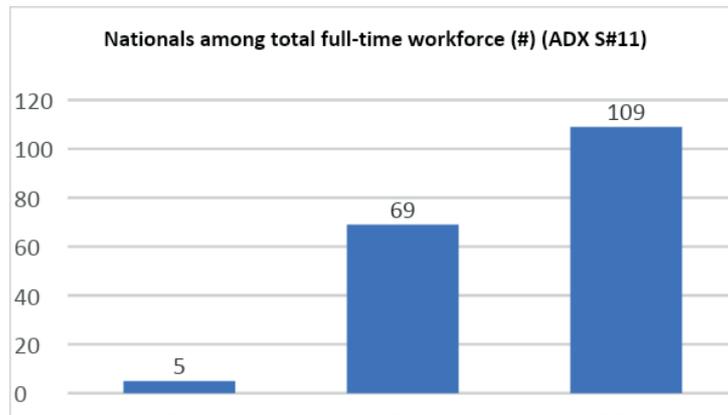
Talent Development and Emiratisation

At IHC, we consider it an imperative to retain our high-calibre experts under our umbrella. By using vocational, technical and compliance training, we ensure that our employees remain up-to-date with the necessary certifications and qualifications required to continue their professional growth. In tandem with these efforts, we are also recruiting UAE nationals at all levels of our organisation in line with the UAE's Emiratisation programme. We believe in providing our talented workforce with opportunities to grow professionally by means of training and development. In 2021, subsidiaries ASMAK and Tamouh increased their training hours by 11% and 16% respectively, compared to 2020, while the largest amount of training hours delivered by a single subsidiary was 40,000, provided by Alpha Dhabi.

Training Hours	2019	2020	2021
Total training hours delivered (#)	187 ASMAK, Al Ajban	28,338 ASMAK, Al Ajban, Tamouh, RRFM, PCH, APEX National Catering	88,982 ASMAK, Al Ajban, Tamouh, RRFM, APEX, PCH, National Catering, ADH
Total training hours delivered to male employees (#)	183 ASMAK, Al Ajban	17,950 ASMAK, Al Ajban, Tamouh, RRFM, PCH, APEX National Catering	72,412 ASMAK, Al Ajban, Tamouh, RRFM, PCH, APEX National Catering, ADH
Total training hours delivered to female employees (#)	4 ASMAK	10,338 ASMAK, Tamouh, RRFM, PCH, APEX National Catering	16,570 ASMAK, Tamouh, RRFM, PCH, APEX National Catering, ADH

Emiratisation within the group has continued to increase steadily over the years. Tamouh has the largest representation of UAE nationals, with 100 full-time Emirati employees, of which 40 are female.

Emiratisation²



²Data includes ASMAK and Central Tents for 2019; ASMAK and Central Tents, National Catering and Tamouh for 2020; and, ASMAK, Central Tents, National Catering, PCH, IHC, and Tamouh for 2021.

Tamouh Healthcare

Tamouh has developed a diverse and inclusive work environment where employees treat each other with respect and dignity. In compliance with IHC policies and local laws and regulations, Tamouh seeks to employ qualified and talented UAE nationals who will support the company and contribute to the local economy.

Tamouh provides considerable employee training and development in the form of formal education, career and performance assessments, job experience and interpersonal relationship training. In addition, Tamouh has designed and implemented an HR strategy bolstering its reputation for good talent management.

The company's mentoring programme is an effective tool for supporting employee career advancement. The programme matches employees with mentors based on their skills and development needs. The mentors assist mentees in outlining, defining and tracking their goals, linking these individual objectives to those of the company as a whole.

Tamouh values its employees and is committed to maintaining a dedicated workforce. To support this, Tamouh has developed an employee engagement programme that focuses on four key factors: leadership, enablement, alignment and development (LEAD).

Tamouh is proud to have been chosen to pilot a training programme for Union Assessment and Certification (UAC), an organisation providing innovative solutions

to governments and employers across the region. The programme will further help to maintain a cadre of highly skilled employees at the IHC Group as a whole.

Al Ajban

Working towards the vision of increasing the representation of UAE nationals amongst its workforce, Al Ajban is in discussions with United Arab Emirates University (UAEU) Veterinary Medicine Faculty to establish a programme aimed at hiring Emirati veterinary graduates.

Al Ajban is currently developing a parental leave policy in line with the national regulations.

Despite the pandemic, Al Ajban was able to maintain normal levels of employee training throughout 2021, with an average of 10 hours of training completed per employee. Training also included sustainability awareness programmes, in which 89 employees participated.

To assess employee performance and contributions to the growth of the company, Al Ajban conducts performance and career development reviews. In 2021, 70% of its employees took part in these reviews.

ASMAK

ASMAK has an annual training schedule which aims to provide two hours of training monthly at the minimum. Training is provided on food safety, personal hygiene, health and safety, emergency procedures and more. In addition, annual basic food hygiene training sessions are provided to every ASMAK employee who handles food as part of their job.

As a result of COVID-19 restrictions, performance and career development reviews have been limited since 2020. This year, ASMAK conducted employee evaluations on 11% of non-management staff.

The absenteeism rate in ASMAK more than doubled in 2021 because of global travel restrictions. Employees who had travelled for vacation were unable to return to the UAE and were therefore allowed to take unpaid leave.

Although ASMAK does not conduct employee engagement and satisfaction assessments, it does strive to create a compelling work environment by designing programmes to stimulate and engage its workforce. In 2021, football and cricket matches were organised for members of staff. In addition, ASMAK established the Quality and Sustainability Reward Programme, to recognise employees who make outstanding contributions to the company.

Furthermore, ASMAK offers parental leave to its employees as per national regulations current at the time: male employees were entitled to three working days, while female employees were entitled to 45 calendar days of parental leave. In 2021, three employees took parental leave, all of whom returned to work following their allotted leave period. **The UAE Labour Law has changed w.e.f. 2nd February, 2022, and the new allowances for leave will figure in next year's Annual Report.*

ASMAK is working on developing a programme to increase the hiring of Emirati nationals and women. In 2020, ASMAK had one Emirati employee and eight female employees.

APEX National Catering

Apex National Catering expanded significantly in 2021, with its workforce growing by more than 55% to meet the demand for providing daily meals to COVID-19 patients. Apex National Catering prioritises talented Emiratis in its recruitment process.

The company places great importance on providing in-house training and skills development programmes to ensure high product quality, operational efficiency, and the safeguarding of health and safety. In 2021, APEX National Catering provided its employees with 8,600 hours of training, almost double that provided in 2020. Programmes and initiatives aimed at more efficient engagement for employees to improve their performance and motivation levels are currently under development.

Central Tents

Central Tents is developing policies and procedures for employee training aimed at improving job specific knowledge, skills and subsequently, performance.

PCH

PCH has implemented an operational control procedure for competency training and toolbox talk. The purpose of this initiative was to develop effective training and induction programmes for all employees thereby creating a workforce qualified to conduct its responsibilities safely and cost-effectively.

In 2021, PCH invested in a series of certification courses for its employees, including project management professional (PMP), certified maintenance and reliability professional (CMRP), and certified energy manager (CEM) courses.

ADH

ADH is always seeking to add new talent to its workforce. In 2021, the company hired 4,606 new employees. Almost half of these new hires were below the age of 30, with

the remainder aged between 30 and 50. ADH has ensured that its workforce constitutes the right mix of fresh graduates and experienced professionals. Furthermore, the ADH group develops rigorous training programmes to improve both soft and hard skills amongst its workforce.

ADH intends to hire a further 2,500 Emirati citizens over the next five years through the federal government programme, Nafis, aimed at boosting the competitiveness of Emirati human resources and increasing the representation of Emiratis in the private sector. ADH is committed to supporting the programme by recruiting and training UAE talents and providing them with the skills and expertise necessary to find suitable positions in the private sector. To kick-start these efforts, ADH held a careers fair in October 2021 at which a group of talented UAE nationals were selected to fill several positions at its subsidiary companies. The new talent commenced work after the UAE National Day holiday on December 2nd.

Community Engagement and Investment

As responsible corporate citizens, we strive to support the communities within which we operate at IHC through donations, charitable contributions, education projects and the COVID-19 National Screening Programme. In 2021, we continued demonstrating our commitment to operating in ways that have a measurable and lasting positive effect on communities; notably, contributing over five million hours-worth of volunteering through Tamouh, donating 42,000kg of poultry products through Al Ajban, and providing 18 million meals through APEX National Catering.

Community Investments	2020	2021
Total amount of donations contributed (AED)	211,510	1,046,522
	Al Ajban	Al Ajban, National Catering

Tamouh Healthcare

Since the start of the pandemic, Tamouh has worked hard to improve its relations with the community, spreading awareness on topics such as COVID-19, health and safety, carbon emissions and corporate policies that benefit the environment. Tamouh has set up a company calendar with monthly topics and initiatives in this regard.

Tamouh's most important contribution to the community was its contribution of over five million hours of volunteering performed by company employees during 2021. From helping with the National Screening Programme to treating and isolating COVID-19 patients, PCR testing and other vital operations across the UAE, Tamouh did all it could to support the country in the fight against coronavirus.

Al Ajban

Al Ajban dedicates its resources to supporting and investing in the UAE community through a series of programmes every year. In 2021, the company partnered with the Emirates Red Crescent on their Ramadan Relief Campaign, distributing 42,000kg of poultry products among local communities in the UAE. The Emirates Red Crescent provided Al Ajban with a document of recognition in appreciation of the donations.

Al Ajban is proud of its community initiatives, which are aimed at fostering local talent and providing them with the skills necessary to join its workforce. Al Ajban is developing a Memorandum of Understanding (MOU) with the UAE government in collaboration with universities to train veterinary students and to conduct useful scientific research.

During the pandemic, Al Ajban held lectures at scientific and official events relating to poultry production, national food security and resilience plans to spread knowledge and best practices within the industry.

Al Ajban, IHC, Ghitha and ASMAK, in association with the Emirates Veterinary Association (EVA), is a major sponsor of the 37th World Veterinary Association Congress in Abu Dhabi in 2022, where its General Manager will be conducting scientific seminars and lectures.

APEX National Catering

APEX National Catering provided more than 18 million meals in 2021 alone, an unprecedented number in the UAE's commercial catering industry. The meals were provided to COVID-19 patients and frontline staff involved in the fight against the pandemic.

Also, the company provided free transportation and logistics services, amounting to approximately AED 800,000 in value.

Central Tents

Central Tents contributed vastly to the UAE's community by providing tents for critical services during the COVID-19 pandemic. These included COVID-19 testing and vaccination services.

Central Tents is looking to invest AED 1 million in the local community in 2022 in addition to providing voluntary community services carried out by each of its employees.

ADH

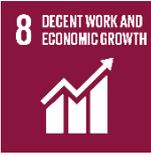
As a major asset owner and strategic contributor to the UAE economy, Alpha Dhabi Holding has an inbuilt responsibility to support community development. One of the most effective ways of adding value to local communities is through job creation.

ADH's Pure Health has played a vital role in supporting the UAE during the COVID-19 pandemic by providing critical testing and vaccination services. In partnership with the local government, Pure Health has set up several screening centres in key locations throughout the country. Its rapid screening project across the UAE reached an amazing 50,000 COVID-19 screenings per day and provided a more localised approach to screening and testing.

Pure Health also launched the first online COVID-19 screening appointment portal in the UAE, enabling individuals to book and pay for appointments online in three easy steps. The company releases test results on the portal's mobile application, where those screened can easily access their results once they are ready.

Responsible Business Practices

Using advanced technology and disruptive digital innovation, we offer sustainable products and services spanning categories that include eco-packaging and renewable energy resources. Additionally, we are committed to ethical sourcing by conducting social and environmental screening when selecting suppliers, sourcing locally whenever possible.

<p>Material Issues Covered</p>	<p>Technology Product Quality and Innovation Sustainable Procurement</p>
<p>UAE Vision Pillars</p>	<p>Sustainable Environment and Infrastructure </p> <p> Competitive Knowledge Economy</p>
<p>Sustainable Development Goals</p>	 

Technology

Technological advancements are crucial to our business and that of our subsidiaries in order to optimise production and service provision, while minimising operational costs. Overall, innovative technology enables us to reach our long-term goals faster. At IHC, we are committed to investing in research and development to increase efficiency and achieve better results overall.

Tamouh Healthcare

Tamouh spent approximately AED 250,000 on research and development in the area of sustainable products and services, and aims to increase this investment by 50% in 2022.

RRFM

RRFM plans to install solar panels on sites to reduce dependency on grid-supplied electricity.

ASMAK

ASMAK has established a Hazard Analysis Critical Control Points (HACCP) system and has implemented traceability throughout its supply chain by means of the widely used enterprise resource planning (ERP) software, SAP. Any raw material entering the supply chain can be traced from supplier to customer using this system.

Al Ajban

Al Ajban has deployed the latest smart traceability system in its processing plant and applies traceability stickers to its products to guarantee transparency when it comes to quality.

PCH

As a district cooling service provider, PCH focuses heavily on technology and innovation to optimise services and minimise resource consumption. The company has implemented a series of initiatives (and is testing others) to deliver district cooling solutions, including:

- Solar PV plants.
- Reverse osmosis plants for waste recovery.
- Carpooling for employees.
- Energy efficient HVAC equipment.

In total, PCH invested AED 535,197 in research and development of sustainable products and services in 2021.

ADH

ADH's mission, to augment the collaboration and performance of verticals and amplify shareholder value by infusing technologies, guides the company's strategy to remain competitive and achieve sustainable growth.

ADH invests in technology and innovation through rigorous planning and assessment of how such investments can support the company's strategic objectives. ADH has developed two technology investment categories. The first is 'Technology as part of the investment strategy', whereby ADH invests in innovation and technology focused companies as part of a mandate to underpin its mission and vision, while the second is 'Technology to enhance synergy across the group', under which the company strives to embrace technology to enhance the performance of existing subsidiaries and increase shareholder value.

Product Quality and Innovation

Product innovation allows our subsidiaries to enhance their efficiency and better respond to the needs of their customers. At IHC, we aim to deliver value-added solutions and the highest quality of products and services to all customers. Our food and beverage (F&B) subsidiaries adopt stringent measures to ensure that products are safe for consumption and are of the highest quality. The goal is to continue to identify areas for improvement within our vertical markets, making use of the latest technologies to deliver unmatched experiences to customers.

Tamouh Healthcare

The UAE government has tasked Tamouh with supporting its fight against COVID-19. The company is proud to have made history by establishing a multipurpose treatment centre in just eight days to spearhead essential healthcare tasks. Tamouh adheres to the highest standards of medical professionalism and has provided additional security for citizens and residents of the UAE during this challenging period.

Tamouh's team members rose to the occasion during the pandemic. The team grew from one doctor and one nurse in April 2020 to 2,300 field professionals, including specialised domain experts and an advisory panel of renowned specialists. Tamouh has effectively handled half a million hospitalisations and over one million quarantine patients. As a result of these outstanding efforts, the World Health Organization (WHO) praised Tamouh for being the only medical agency to achieve this feat and record zero mortalities.

Tamouh's field hospital was a huge success thanks to the support provided by government authorities, the coordinated efforts of both its medical and non-medical staff, and of course, the trust put in Tamouh by its patients.

Tamouh is mindful of the necessity to consider sustainability when making decisions related to the products and services it offers. The company ensures the adoption of best practices across its workforce. These include, but are not limited to, installing recycling bins, eliminating single-use water bottles, deploying renewable energy sources and using hybrid or fully electric cars.

In addition to providing medical services, Tamouh has also been trusted with operating and managing call centres and hotline numbers to deal with technical issues, vaccination schedules, feedback on services provided, and more. These call centres, which began work in April 2020, have handled approximately 7,000 to 8,000 engagements per month since.

To enhance customer experience and facilitate customer engagement, Tamouh has made use of QR codes at its facilities to obtain customer feedback on the services it provides. The company has established command centres at all its facilities and is in the process of creating a command centre that will work across the UAE to enhance service quality and customer satisfaction.

RRFM

Notwithstanding a series of challenges faced as a result of the pandemic, such as personnel shortages, scarcity of essential products and short notice operations, RRFM mobilised and operated 11 COVID-19 facilities and commercial projects in 2021. As a service-based organisation, RRFM strives to operate in compliance with environmental management systems and puts policies in place to ensure that its services cause the minimum amount of environmental harm possible.

RRFM also conducts customer satisfaction surveys to improve the services provided at its COVID-19 facilities.

ASMAK

ASMAK has certification from many food and beverage authorities to guarantee the quality, ethical origin and food safety of its products.

The company is proud to be able to make legitimate claims regarding its products, such as the fact that their seafood is organic, sustainably sourced, and rich in protein and Omega-3 fatty acids.

As a food processing company, ASMAK follows GCC Standardization Organization (GSO) standards and international food safety requirements for labelling and nutritional information. All products destined for customer consumption are labelled with production and expiry dates, ingredients and allergen information, and more.

In 2021, ASMAK participated in Carrefour Discovery Day to further expand its business prospects. Their work on the day included a presentation to the vice president of Majid al Futtaim (MAF) Carrefour and his management team, sharing insights into the work of ASMAK and IHC. A factory tour of ASMAK's new production facility resulted in an agreement to launch a private fresh seafood brand packaged exclusively for MAF Carrefour.

Each year, ASMAK conducts customer satisfaction surveys to gather feedback on key criteria such as product quality, order accuracy, delivery punctuality and customer query resolution. The results and feedback are gathered and discussed in senior management meetings to improve the products and service offered as well as customer satisfaction.

ASMAK values its ability to resolve customer complaints in a professional and timely manner. For this reason, a standard procedure for such complaints has been established, whereby they are sent to the quality assurance (QA) department for investigation. The QA team identifies the root cause of the complaint and proposes the appropriate corrective actions with a timeline for their implementation. Although

the number of customer complaints received in 2021 was higher than the previous year, overall customer satisfaction remains as high as ever.

Al Ajban

Al Ajban utilises Hazard Analysis Critical Control Points (HACCP), is certified in Food Safety Management (ISO 22000), and halal certified. The company does not work with or sell genetically modified organism (GMO) products.

Al Ajban uses social media platforms, such as Facebook, Twitter and Instagram, to engage with its customers. Its accounts on these platforms are managed by Viola, another IHC subsidiary. Al Ajban also has a dedicated account for receiving customer complaints and a hotline number to take customer phone calls.

To guarantee transparency and assist customers in making mindful decisions while purchasing products, Al Ajban product labels are approved by the Abu Dhabi Quality and Conformity Council. The labels contain a range of information required by customers, including nutritional facts about each product.

In 2021, the company received just four complaints out of the hundreds of thousands of transactions it carried out. Each was resolved by following quality control procedures. Products receiving complaints undergo investigation and Al Ajban uses product tracing to identify the root cause of an issue and implement immediate corrective actions.

APEX National Catering

APEX National Catering provides food for COVID-19 patients, and packages its products in recyclable single use cardboard boxes.

The company assesses customer satisfaction based on food quality, palatability, service quality and hygiene/health and safety.

APEX National Catering encourages customer feedback by means of both its centralised toll-free number and email correspondence.

Central Tents

Central Tents supports the UAE government in its fight against COVID-19. The company's primary focus is to provide marquees to accommodate medical providers and patients. In 2021 the company built 40 healthcare marquees at short notice.

PCH

PCH is dedicated to listening to its customers. The company conducts customer surveys to gather feedback and uses the results of these surveys to inform its efforts to improve the customer experience. This year, PCH received average ratings in the following categories: quality of interaction, scheduling and timing, product quality, service quality and overall service.

Embarking on a mission to improve customer satisfaction scores, PCH met customer representatives to identify ways of improving chilled water temperature. As a result, an optimal water temperature was determined, resulting in enhanced efficiency of its DC plants and higher levels of customer approval.

ADH

ADH considers the impact it has on the environment in which it operates. By providing access to quality healthcare through Pure Health, building sustainable communities through Trojan Holding and a resilient infrastructure through NMDC, ADH maximises its positive impact on society. ADH reinforces its own efforts by continually investing in innovative technology.

With advances in technology and digitisation comes the added responsibility of safeguarding the data being handled. Data privacy and cybersecurity are a top priority at ADH. While the company is looking at implementing a group-level security framework, each entity has its own data security policies and procedures, ensuring that the necessary systems are in place to protect data. In 2021, none of the subsidiaries experienced data leakage or cyberattacks.

Sustainable Procurement

IHC acts responsibly and transparently with all its suppliers. We prioritise working with local suppliers to support the development of the local economy. While our purchases from local suppliers dipped in 2020 due to supply chain challenges, this aspect of trade increased significantly again in 2021.

Sustainable Procurement	2019 ³	2020 ⁴	2021 ⁵
Total number of local suppliers engaged (#)	488	748	1,110
Procurement spending on local suppliers (AED million)	221	334	1,324
Total procurement spending (AED million)	227	541	1,580
Proportion of spending on local suppliers (%)	97%	62%	84%

Tamouh Healthcare

Tamouh expects all vendors and suppliers to abide by its Supplier Code of Conduct. The company evaluates and selects suppliers not only based on economic criteria, but also by looking closely at their commitments to environmental protection, human rights and labour and social standards. Suppliers are expected to fully comply with any applicable national laws and international standards. Tamouh also encourages its suppliers to implement these standards with their respective suppliers and subcontractors.

In 2021, Tamouh engaged with 140 suppliers, all of whom were locally based.

Targets have been set for 2022 to increase total procurement spending by more than 6%, in order to contribute to the growth of the national economy.

RRFM

RRFM has not yet implemented a Supplier Code of Conduct, Nevertheless, the company conducted audits on 83% of its suppliers in 2021. None of its suppliers were identified as having unsustainable practices.

Data includes Al Ajban, Central Tents, PCH, IHC

Data Includes ASMAK, Al Ajban, Central Tents, National Catering, PCH, IHC

Data includes ASMAK, Al Ajban, Central Tents, National Catering, PCH, IHC, RRFM, ADH

ASMAK

ASMAK's Supplier Code of Conduct is shared with potential vendors via external communication methods during the vendor approval process. The company ensures that any changes to the Code are communicated to vendors.

ASMAK has also implemented a supplier audit programme, which considers environmental and social criteria during the supplier approval process. The programme is based on a risk assessment matrix, covering food safety, environmental, labour, social and human rights factors. Each of these factors are assigned a specific mark in the audit checklist, resulting in a supplier assessment score.

In 2021, 16 suppliers were audited and, as a result, improvements were agreed upon with each.

ASMAK has not implemented a policy on locally based spending, but it does prefer to purchase raw materials from local suppliers, if product specifications and buying criteria can be met, to reduce lead time. As a result, the portion of total procurement spending on locally based suppliers increased from 19.3% in 2020 to 20.6% in 2021 .

Al Ajban

While Al Ajban is in the process of implementing a Supplier Code of Conduct in line with company policy and procedures, it had a Supplier Audit and Evaluation Policy in place during 2021.

Al Ajban carries out supplier audits and evaluations on potential new suppliers as well as on existing suppliers of critical raw materials in line with the policy. The evaluations measure the ability of suppliers to supply products and services while complying with quality, environmental and occupational health and safety requirements. In 2021, Al Ajban agreed on improvements with one supplier as a result of the audit and evaluation.

Al Ajban maintained local procurement spending at 92% in 2021 with 139 local suppliers engaged.

APEX National Catering

APEX National Catering is drafting a Supplier Code of Conduct along with a Human Rights Policy that will apply to suppliers and vendors.

To guarantee proper procurement practices when awarding business to suppliers and third-party contractors, its Internal Procurement Committee is responsible for reviewing their processes and operations. Moreover, the purchasing department conducts audits on its suppliers for current or potential threats to sustainability, and

during supplier selection, places heavy priority on vendors strongly engaged in sustainable environmental and social practices.

APEX National Catering prioritises local procurement and is in the process of awarding a contract for the supply of locally produced vegetables, a step that will support and promote the development of the local farming community.

Central Tents

Central Tents does not currently have a supplier code of conduct in place, nor does it conduct audits or assessments on its suppliers.

In 2021, procurement spending increased exponentially compared with the previous year. In effect, 2021 spending was almost 65 times higher. Additionally, unlike previous years where Central Tents only engaged with local suppliers, in 2021 the company imported vehicles necessary for its operations. Nevertheless, 99.9% of the company's procurement spending was local. Central Tents has set targets to continue to increase total and local procurement spending, contributing to the growth of the national economy.

PCH

PCH has not implemented a supplier code of conduct, but it follows national labour laws with regards to ensuring the protection of human rights.

Additionally, although PCH does not have a policy for locally based spending in place, procurement spending over the years has almost entirely been with locally based suppliers.

GOVERNANCE

Good Governance and Strong Institutions

At IHC, we are committed to conducting our business with the highest standards of integrity, transparency and accountability. Our robust governance structure is guided by a sound risk management framework. We work diligently to eliminate any manifestation of fraud, bribery, corruption and all forms of financial crime, while advocating human rights. IHC is a valuable contributor to the economic vitality of UAE and the overall attainment of UAE Vision 2021. We aim to continuously achieve stable financial growth and attract investment for the benefit of our stakeholders.

Material Issues Covered	Governance, Ethics and Anti-corruption Economic Development
UAE Vision Pillars	 Competitive Knowledge Economy
Sustainable Development Goals	  

Governance, Ethics and Anti-corruption

Our Board of Directors is composed of five members, four male and one female. There are three Board of Directors Committees: the Audit Committee, Nomination and Remuneration Committee and Follow-Up and Insider Transaction Supervision Committee. Each committee consists of three members, all of whom are non-executive.

At IHC, our Code of Business Conduct and Ethics, Conflict of Interest, and Anti-fraud policies define the company's stance on ethics and corruption and define the conduct expected from our employees. Furthermore, the defined Delegation of Authority Policy Framework and the active involvement of our senior management in operational activities ensures tight monitoring to prevent any form of fraud, corruption or bribery.

No incidents of corruption or non-compliance with laws and regulations were reported in 2021.

Tamouh Healthcare

It is a priority for Tamouh to conduct all its business in an honest and ethical manner. The company follows thorough guidelines for the prevention of corruption within the organisation, enforced by its Anti-Corruption Policy, and a zero-tolerance approach to bribery or acts that may reflect adversely on the integrity and reputation of Tamouh. The policy is applicable to everyone working at Tamouh or on behalf of the organisation. Breaches of the policy are met with disciplinary action. Tamouh also follows a Data Privacy Policy to safeguard company and patient information.

Tamouh's Human Rights Policy demonstrates the company's commitment to respecting human rights, as defined by the UAE's National Human Rights Institute. Tamouh emphasises that individuals should be treated with dignity and respect within the organisation, as well as throughout the supply chain. Furthermore, Tamouh provides a full training programme on human rights to all its employees.

Tamouh follows a Data Privacy Policy to safeguard the privacy of its employees and patients.

ASMAK

ASMAK places great emphasis on good governance and ethical practices across its organisation. Included in its employee handbook, provided to every member of staff, are policies and procedures that describe the kind of conduct expected of its employees, an explanation of its Anti-Corruption and Business Policy, and descriptions of the systems and controls in place to combat bribery, fraud and other forms of corruption. The company conducts regular assessments of business risks and prepares action plans to mitigate such risks.

ASMAK strives to develop an inclusive and pleasant workplace for all its employees, and to protect their interests by adopting fair and ethical practices. The company does not tolerate discrimination or harassment of any kind as per national regulations and its human resource (HR) policies. ASMAK's employees can submit grievances through a complaint box and these are then addressed by the HR department and resolved accordingly. No formal grievances were filed in 2021.

ASMAK's main motto with regards to human rights is "Protect, respect, and remedy", and the conduct this motto necessitates is detailed in its Employee Human Rights Policy. All ASMAK employees are given access to documents explaining the policies and procedures that relate to their rights as employees and their human rights. The Employee Human Rights Policy is communicated to employees via training sessions as well as on bulletin boards across the company's facilities. In line with its human rights motto, ASMAK is committed to preventing forced labour and each of its employees are

requested to sign labour agreements before joining its workforce, to ensure that they understand all the conditions of their employment.

To further safeguard the rights and interests of individuals and encourage ethical business practices, ASMAK has become a member of Supplier Ethical Data Exchange (Sedex). Sedex provides tools and services to help organisations further improve their responsible and sustainable business practices. Sedex helps ASMAK enforce its four main pillars of ethical business conduct: labour standards, health and safety standards, environmental standards and business ethics standards.

ASMAK also has a data privacy policy in place, overseen by its IT department. All company computers are password and firewall protected, ensuring that company data can only be accessed by authorised users.

To motivate employees and maximise business growth, ASMAK has established performance-based incentive programmes for sales and marketing employees, as well as a reward programme for food handlers.

Al Ajban

Al Ajban assesses risks relating to corruption and mitigates wrongful actions through a series of processes. These include regular meetings to enhance employee awareness of ethical behaviour, rotating staff between departments, and segregating duties and responsibilities. These actions are guided by the Delegation of Authorities (DoA) procedures developed by its internal audit team. Furthermore, all critical administrative and production areas are monitored by CCTV cameras.

Al Ajban rewards employees who exceed expectations in terms of performance and achievements through a “Star of the Month” programme.

The company values safeguarding the rights of all individuals and follows local laws and regulations to ensure that its operations are ethical. It applies a stringent process for identifying risks to human rights in its operations and supply chain, in line with national law and its own HR policy. Al Ajban ensures employees are aware of the importance of human rights and employee rights by providing information through Tawjeeh Centers, which are licensed to provide governmental services by the Ministry of Human Resources and Emiratization (MoHRE). Furthermore, the company is in the process of developing a formal grievance system as part of its company policy and procedures profile.

Al Ajban’s internal audit division conducts audits to monitor and assess the implementation of environmental and social policies, risk assessments and mitigation processes.

Al Ajban also has a Data Privacy Policy that complies with the General Data Protection Regulation (GDPR), the strictest of privacy and security laws.

As a result of a 6% contraction of Al Ajban's workforce, total salaries paid were slightly lower in 2021. However, the ratio of salaries and benefits paid to the number of employees was higher in 2021 than in preceding years.

APEX National Catering

APEX National Catering's Code of Conduct details the company's expectations of its employees as far as ethical behaviour and the prevention of corruption are concerned. Strong internal controls and a dedicated framework were established to specifically target bribery, fraud and other forms of corruption. APEX National Catering prevents corruption by segregating duties and conducting internal audits. The company is drafting a human rights policy to ensure ethical practices within both the business and the supply chain to enhance the commitments contained in its HR Policy. No incidents of harassment, discrimination, or human rights violations were recorded or reported this year.

APEX National Catering follows a Data Privacy Policy to guarantee the protection of company information.

PCH

PCH is committed to maintaining high ethical standards and good governance across its organisation. Its Business Code of Ethics was developed to ensure this. On day one of their employment, employees receive communications from HR regarding the policy's terms and company expectations where respect for individuals, civil responsibility and privacy are concerned. PCH expects all its staff to comply with its Business Code of Ethics at all times.

This Code and other comprehensive company policies aim to prevent bribery and corruption in the following areas:

1. Soliciting third-party hospitality.
2. Accepting third-party hospitality.
3. Giving third-party hospitality.
4. Financial or other interests of the employees and family members.
5. Fraudulent or unlawful conduct.

PCH has also implemented a Disciplinary Code and Procedure to deal with misconduct or the violation of its Business Code of Ethics. A grievance procedure at PCH encourages employees to report any form of dissatisfaction with their experiences at work, especially where human rights violations are concerned.

PCH places strong emphasis on safeguarding the privacy of its customers and employees and is committed to keeping their personal information confidential. A

confidentiality statement is included in its contracts with all customers, and access to employee records is only granted to IHC Group employees who require the information for legal reasons to conduct legitimate business.

ADH

ADH went public in June 2021. Its Board of Directors was elected at the company's Annual General Meeting (AGM), where a comprehensive corporate governance manual was issued. The role of the Board is to provide effective leadership in the company's pursuit of its long-term strategic goals, to oversee the execution of its business plan and to deliver sustainable value for shareholders. The company has five members, four of whom are independent non-executive members with extensive amounts of experience across a range of sectors, and one of the five Board members is female. The Board is well qualified to strategically steer such a large, diversified organisation in its intended direction.

Following the establishment of ADH as a Public Joint Stock Company (PJSC), three committees were formed to oversee effective corporate governance practices. The Audit Committee oversees financial reporting and disclosures and establishes a robust risk management process and internal controls. The Nomination and Remuneration Committee is in charge of developing fair and transparent procedures for the company's HR strategy, as well as the remuneration of directors and senior management. Finally, the Insider Trading Supervision Committee is in charge of managing the transactions of insiders, maintaining a register of these, and submitting statements and periodic reports to the market.

Furthermore, ADH has drafted numerous policies aimed at ensuring ethical practices within the group, including its Anti-fraud Policy, Conflict of Interest Policy, Whistleblower Policy and the Compliance Management Policy. These policies define the company's approach to corporate governance, ensure compliance with local laws and regulations, and provide guidance for consistent decision-making. They also help to streamline internal processes.

The company's Business Ethics Policy lays out the responsibilities of its management team and its employees at all levels, as far as managing business activities with integrity and in compliance with applicable laws is concerned. In 2021, there were no reported incidents of rule breaches at ADH.

All ADH subsidiaries are expected to follow the same standards that it sets out for itself. The company's Delegation of Authority Policy Framework was developed to clarify decision-making procedures and operational responsibilities to ensure a consistent approach across the group.

At ADH, sustainability is addressed by its management and leadership team. Moving forward, ADH plans to form a sustainability committee and a corresponding charter to oversee the sustainable evolution of the company and ensure that ESG factors are

considered from a strategic perspective and fully embedded in its governance agenda.

Economic Development

In line with our mission to generate value and create sustainable growth for our shareholders, we have a clear strategy for enhancing our corporate portfolio through acquisitions, strategic investments, restructuring and diversification.

We currently have 302 subsidiaries and conduct business in all of the following vertical markets: industrial, capital, digital, food, utilities, real estate, education and health

Our company's economic performance continues to improve year-on-year, demonstrating our commitment to our core values, mission, and vision. For further details on our economic performance, please refer to the Financial Statements section of this report.

ASMAK

ASMAK's revenue grew in 2021 in comparison with 2020, when the company witnessed a dip in turnover. Following the lifting of COVID-19 lockdown measures, there has been a return to normality and ASMAK's net profits have been steadily increasing.

Al Ajban

Not with standing the supply chain disruptions, volatile demand and significant increases in raw material prices caused by the pandemic, Al Ajban has managed to achieve an overall revenue growth of 7% year-on-year and a 39% improvement in its net profit margin.

As a result of Al Ajban's high levels of customer confidence and satisfaction, revenue from egg hatching grew by 52% year-on-year, resulting in the company achieving control of 35% of the local market share.

APEX National Catering

APEX National Catering's financial performance spiked in 2021, with revenue almost triple that of the previous year. Due to various business opportunities & economies of scale, operating costs increased at a lower rate than revenue, resulting in a substantial increase in net profits.

Central Tents

Given the necessity for medical tents across the country during the pandemic, Central Tents' total revenue and net profits soared in 2021 after a flat performance in 2020.

ADH

ADH's prosperity is founded on how its business activities also create prosperity for all stakeholders, for the communities in which it operates and for the UAE as a whole. More importantly, the company's activities also create prosperity for local suppliers, many of whom are small to medium sized enterprises that form the very foundations of the national economy.

ADH will continue to diversify its business activities, by means of both organic growth and acquisitions, in order to support national strategies for the diversification of the UAE's economy.

A. IHC STAKEHOLDER MAP

Stakeholder Group	Importance to IHC	Needs and Expectations	Methods of Engagement
Customers	<p>Fostering strong relationships with our customers is crucial to the success and growth of IHC. Our growth of the group is attributable to the expansion of our customer base, for whom we are building customer partnership models and maintaining the highest levels of product quality. Our objective is to continue to identify areas for improvement that will allow us to deliver unmatched experiences to each of our customers.</p>	<ul style="list-style-type: none"> • Innovative and sustainable products and services • Efficient and proactive customer channels • Friendly and responsive customer service 	<ul style="list-style-type: none"> • Social media channels such as Twitter, Facebook, Instagram and LinkedIn • Customer service offices for IHC vertical companies
Our People	<p>Our hardworking employees continue to demonstrate their commitment to IHC year after year - and we recognise their massive contribution to our success and our ambitious plans. Our ongoing commitment remains to be the establishment of a workplace that retains the most talented employees and offers them opportunities to grow and realise their career ambitions.</p>	<ul style="list-style-type: none"> • Employee engagement and growth, by cultivating a diverse and inclusive workforce • Providing a safe and secure work environment • Fair compensation • Recognition and rewards 	<ul style="list-style-type: none"> • Employee training, including orientations, professional training, and certifications • Health and safety policies • Social gatherings such as annual picnics

Stakeholder Group	Importance to IHC	Needs and Expectations	Methods of Engagement
Shareholders & Investors	<p>Growing our portfolio of subsidiaries and diversifying our investments continues to result in solid returns that create value for our shareholders. Our efforts are coordinated towards capturing a higher market share to generate sustainable income for our shareholders.</p>	<ul style="list-style-type: none"> • Strong balance sheet and continuous cash flows • Transparency and disclosure • Incorporate ESG criteria into business operations and activities • Dynamic risk management • Strong market position 	<ul style="list-style-type: none"> • Annual reports • Corporate governance reports • Quarterly financial statements • Annual General Meetings (AGM)
Communities	<p>IHC contributes to the development of the community through job creation, community investments, and supporting local government initiatives. Corporate social responsibility is deeply rooted in our activities as we are committed to making a positive impact on the world.</p>	<ul style="list-style-type: none"> • Charitable initiatives to help less privileged communities • Social initiatives and programmes to promote health, education, security, sports and culture • Partnerships with other organisations to address social concerns 	<ul style="list-style-type: none"> • Sponsorship in educational expenses for people of determination • Participation in seminars and lectures related to the environment and sustainability • Donations to charitable causes • Social welfare campaigns
Government Regulators	<p>Promoting a compliance culture is paramount to our strategy. We demonstrate our commitment to our various stakeholders by developing and enhancing our transparency and sense of accountability. We are committed to complying with all rules and regulations. We strive to raise the standards of corporate governance in line with global and regional best practices.</p>	<ul style="list-style-type: none"> • Alignment with federal and local strategies and visions (e.g. UAE Vision 2021, Abu Dhabi Economic Vision 2030) • Compliance with legal and regulatory requirements • Protecting customers and shareholders 	<ul style="list-style-type: none"> • Internal audit • External audit • Internal control and risk management systems • Compliance department • Audit Committee • Annual reports

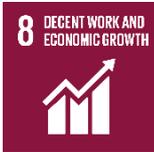
Stakeholder Group	Importance to IHC	Needs and Expectations	Methods of Engagement
		<ul style="list-style-type: none"> • Transparency and disclosure 	
<div style="background-color: #0070C0; color: white; padding: 5px; text-align: center; border-radius: 10px;">Partners</div>	<p>At IHC, we create, develop and maintain alliances with various partners to facilitate consistent growth and strategic positioning. Strengthening partnerships with the best suppliers, distributors and trade partners allows us to meet our customers' needs.</p>	<ul style="list-style-type: none"> • New opportunities for engagement and interaction • Open communication channels • Fair and respectful treatment of suppliers • Timely payments • Fair and transparent bidding procedures 	<ul style="list-style-type: none"> • Supplier surveys to obtain feedback • Supplier portal • Procurement department

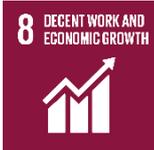
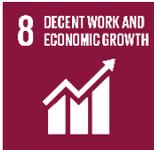
B. ADX ESG GUIDANCE

Metric	Calculation	Corresponding GRI Standard	Corresponding SDG	Coverage
Environment				
E1. GHG Emissions	E1.1) Total amount in CO ₂ equivalents, for Scope 1	GRI 305: Emissions 2016		Energy and Climate Change
	E1.2) Total amount, in CO ₂ equivalents, for Scope 2 (if applicable)			
	E1.3) Total amount in CO ₂ equivalents, for Scope 3 (if applicable)			
E2. Emissions Intensity	E2.1) Total GHG emissions per output scaling factor	GRI 305: Emissions 2016		Energy and Climate Change
	E2.2) Total non-GHG emissions per output scaling factor			
E3. Energy Usage	E3.1) Total amount of energy directly consumed	GRI 302: Energy 2016		Energy and Climate Change
	E3.2) Total amount of energy indirectly consumed			
E4. Energy Intensity	Total direct energy usage per output scaling factor	GRI 302: Energy 2016		Energy and Climate Change

Metric	Calculation	Corresponding GRI Standard	Corresponding SDG	Coverage
E5. Energy Mix	Percentage: Energy usage by generation type	GRI 302: Energy 2016		Environmental Management
E6. Water Usage	E6.1) Total amount of water consumed	GRI 303: Water and Effluents 2018		Water Management
	E6.2) Total amount of water reclaimed			
E7. Environmental Operations	E7.1) Does your company follow a formal environmental policy? Yes/No	GRI 103: Management Approach 2016		Environmental Management
	E7.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No			Water Management
	E7.3) Does your company use a recognised energy management system?			Energy and Climate Change
E8. Environmental Oversight	Does your Management Team oversee and/or manage sustainability issues? Yes/No	GRI 102: General Disclosures 2016		No
E9. Environmental Oversight	Does your Board oversee and/or manage sustainability issues? Yes/No	GRI 102: General Disclosures 2016		No
E10. Climate Risk Mitigation	Total amount invested, annually, in climate-related infrastructure, resilience and product development			Environmental Management

Metric	Calculation	Corresponding GRI Standard	Corresponding SDG	Coverage
Social				
S1. CEO Pay Ratio	S1.1) Ratio: CEO total compensation to median FTE total compensation	GRI 102: General Disclosures 2016		N/A
	S1.2) Does your company report this metric in regulatory filings? Yes/No			No
S2. Gender Pay Ratio	Ratio: Median male compensation to median female compensation	GRI 405: Diversity and Equal Opportunity 2016		N/A
S3. Employee Turnover	S3.1) Percentage: Year-over-year change for full-time employees	GRI 401: Employment 2016		Diversity and Equality
	S3.2) Percentage: Year-over-year change for part-time employees			Diversity and Equality
	S3.3) Percentage: Year-over-year change for contractors/consultants			Diversity and Equality
S4. Gender Diversity	S4.1) Percentage: Total enterprise headcount held by men and women	GRI 102: General Disclosures 2016 GRI 405: Diversity and Equal Opportunity 2016		Diversity and Equality
	S4.2) Percentage: Entry- and mid-level positions held by men and women			Diversity and Equality
	S4.3) Percentage: Senior- and executive-level positions held by men and women			Diversity and Equality

Metric	Calculation	Corresponding GRI Standard	Corresponding SDG	Coverage
S5. Temporary Worker Ratio	S5.1) Percentage: Total enterprise headcount held by part-time employees	GRI 102: General Disclosures 2016		Diversity and Equality
	S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants			Diversity and Equality
S6. Non-Discrimination	Does your company follow a non-discrimination policy? Yes/No	GRI 103: Management Approach 2016*		Governance, Ethics and Anti-corruption
S7. Injury Rate	Percentage: Frequency of injury events relative to total workforce time	GRI 403: Occupational Health and Safety 2018		Health and Safety
S8. Global Health and Safety	Does your company follow an occupational health and/or global health and safety policy? Yes/No	GRI 103: Management Approach 2016*		Health and Safety
S9. Child & Forced Labour	S9.1) Does your company follow a child and/or forced labour policy? Yes/No	GRI 103: Management Approach 2016*		Yes
	S9.2) If yes, does your child and/or forced labour policy also cover suppliers and vendors? Yes/No			Yes
S10. Human Rights	S10.1) Does your company follow a human rights policy? Yes/No	GRI 103: Management Approach 2016		Yes, we abide by UAE regulations covering human rights
	S10.2) If yes, does your human rights policy also			

Metric	Calculation	Corresponding GRI Standard	Corresponding SDG	Coverage
	cover suppliers and vendors? Yes/No			
S11. Nationalisation	Percentage of national employees			Talent Development and Nationalisation
S12. Community Investment	Amount invested in the community, as a percentage of company revenues.	GRI 413: Local Communities 2016		Community Engagement and Investment
Governance				
G1. Board Diversity	G1.1) Percentage: Total Board seats occupied by men and women	GRI 405: Diversity and Equal Opportunity 2016		Governance, Ethics and Anti-corruption
	G1.2) Percentage: Committee chairs occupied by men and women			Governance, Ethics and Anti-corruption
G2. Board Independence	G2.1) Does the company prohibit the CEO from serving as Board chair? Yes/No			Governance, Ethics and Anti-corruption
	G2.2) Percentage: Total Board seats occupied by independent board members			Governance, Ethics and Anti-corruption
G3. Incentivised Pay	Are executives formally incentivised to perform on sustainability?			No

Metric	Calculation	Corresponding GRI Standard	Corresponding SDG	Coverage
G4. Supplier Code of Conduct	G4.1) Are your vendors or suppliers required to follow a code of conduct? Yes/ No			Sustainable Procurement
	G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?			
G5. Ethics and Prevention of Corruption	G5.1) Does your company follow an ethics and/or prevention of corruption policy? Yes/No			Governance, Ethics and Anti-corruption
	G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?			
G6. Data Privacy	G6.1) Does your company follow a data privacy policy? Yes/No			Governance, Ethics and Anti-corruption
	G6.2) Has your company taken steps to comply with GDPR rules? Yes/No			
G7. Sustainability Reporting	Does your company publish a sustainability report? Yes/No			Yes
G8. Disclosure Practices	G8.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No			Yes

Metric	Calculation	Corresponding GRI Standard	Corresponding SDG	Coverage
	G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No			Yes
	G8.3) Does your company set targets and report progress on the UN SDGs? Yes/No			No
G9. External Assurance	Are your sustainability disclosures assured or validated by a third party audit firm? Yes/No	* GRI 103: Management Approach 2016 is to be used in combination with the topic-specific standards		No