

Sustainability & Impact Report 2025

Enriching people, planet, and progress across generations

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01

About This Report



This report presents an overview of how **AW Rostamani Group** (“AWR Group” or the “Group”) manages its material environmental, social and governance (ESG) topics across its diversified portfolio of businesses. It is intended for our employees, customers, suppliers, partners, investors, regulators, and other stakeholders seeking to understand how we embed responsible business practices into our operations.

The report focuses on providing transparent, decision useful information on the Group’s ESG priorities, management approaches, and performance during the reporting period, recognising that ESG integration is an evolving process supported by strengthening data, systems, and governance over time.



1.1 Reporting Scope and Boundary

This report covers the period 1 January 2025 to 31 December 2025, unless otherwise stated. The scope includes operations over which AWR Group has operational control, across our core business verticals in the UAE: automotive, real estate, logistics, lifestyle, and investments, as well as other activities that are managed under the Group umbrella.

Quantitative data is presented on a consolidated Group basis unless otherwise specified. Where relevant, disaggregated information is provided in Section “9. Detailed Disclosures.”

As part of this reporting cycle, ESG data (including energy and greenhouse gas emissions) has been compiled for assets and operations under our operational control that were active during 2025, to reflect the full extent of our operational footprint. In line with leading practice, certain assets, entities, or projects may be excluded where we do not have operational control; where relevant, these exclusions are noted in this report or in the accompanying data tables.

1.2 Organisational Boundary

The organisational boundary applied in this report follows operational control for ESG disclosures, aligned as far as practicable with our financial reporting. This includes key entities across AWR Automotive, AWR Properties, AWR Logistics, AWR Investments, AWR Lifestyle, Sineo Packaging, Frater Lighting and BCD Travel.

Joint ventures and associates where AWR Group does not have full operational control are excluded from consolidated quantitative ESG data but may be referenced qualitatively to reflect our wider influence and partnerships.

1.3 Reporting Framework

This is AWR Group’s first ESG report prepared in accordance with the Global Reporting Initiative (GRI) Standards (2021). A GRI Content Index is included to support transparency and enable stakeholders to locate relevant disclosures.

As part of this initial reporting cycle, we aim to demonstrate leadership among family-owned conglomerates in the region and to provide stakeholders with a transparent view of how we manage our material ESG topics.

We also recognise the importance of contributing to national sustainability ambitions in the UAE. Accordingly, where appropriate, we highlight how selected initiatives and focus areas align with national sustainability strategies and priorities. We remain attentive to evolving expectations and will periodically review the applicability and relevance of additional frameworks as our ESG journey progresses.

1.4 Data Governance and Reporting Methodology

We have established a structured approach to ESG data governance to support consistent and reliable reporting. Oversight of ESG reporting is delegated by the Board to Group senior management, with input from business units and Group functions.

ESG data governance is anchored in the Group's ESG Framework and materiality assessment, ensuring that reported information reflects the topics most relevant to our business and stakeholders.

Data is sourced from operational systems where available and supplemented by estimates and assumptions where direct measurement is not yet feasible. Data owners within each business are responsible for collection and submission, while Group-level teams coordinate consolidation and validation.

Our current methodology covers the full ESG data lifecycle from data extraction and aggregation through to internal validation, consolidation, and reporting, and is designed to evolve over time as our systems, controls and capabilities develop.

1.5 Forward Looking Statements

This report may contain forward-looking statements, including, but not limited to, statements regarding our strategy, ESG ambitions, targets, commitments, planned initiatives and expected future performance. These statements are based on current expectations, assumptions and projections about future events and trends that may affect our business, many of which are beyond our control.

Actual outcomes may differ materially from those expressed or implied in any forward-looking statements due to a variety of factors, including changes in economic conditions, regulatory developments, and market dynamics. Forward-looking statements speak only as of the date of publication of this report, and the Group undertakes no obligation to update or revise them in light of new information, future events or otherwise, except as required by applicable law and regulation.

A close-up photograph of a person's hand holding a black pen, writing on a white document. The person is wearing a white long-sleeved shirt. The background is blurred, showing an office setting with a framed picture on the wall.

02

Message from the Chairman and Group CEO

A legacy that began in 1954 continues to shape how we approach growth, responsibility, and the future at AWR Group. Over more than seven decades, our business has evolved alongside the UAE, guided by enduring values, long term partnerships, and a belief that success is built not only on performance, but on trust, stewardship, and doing what is right for the generations that follow.



Khalid Abdul Wahid Al Rostamani
Chairman and Group Chief Executive Officer
AW Rostamani Group

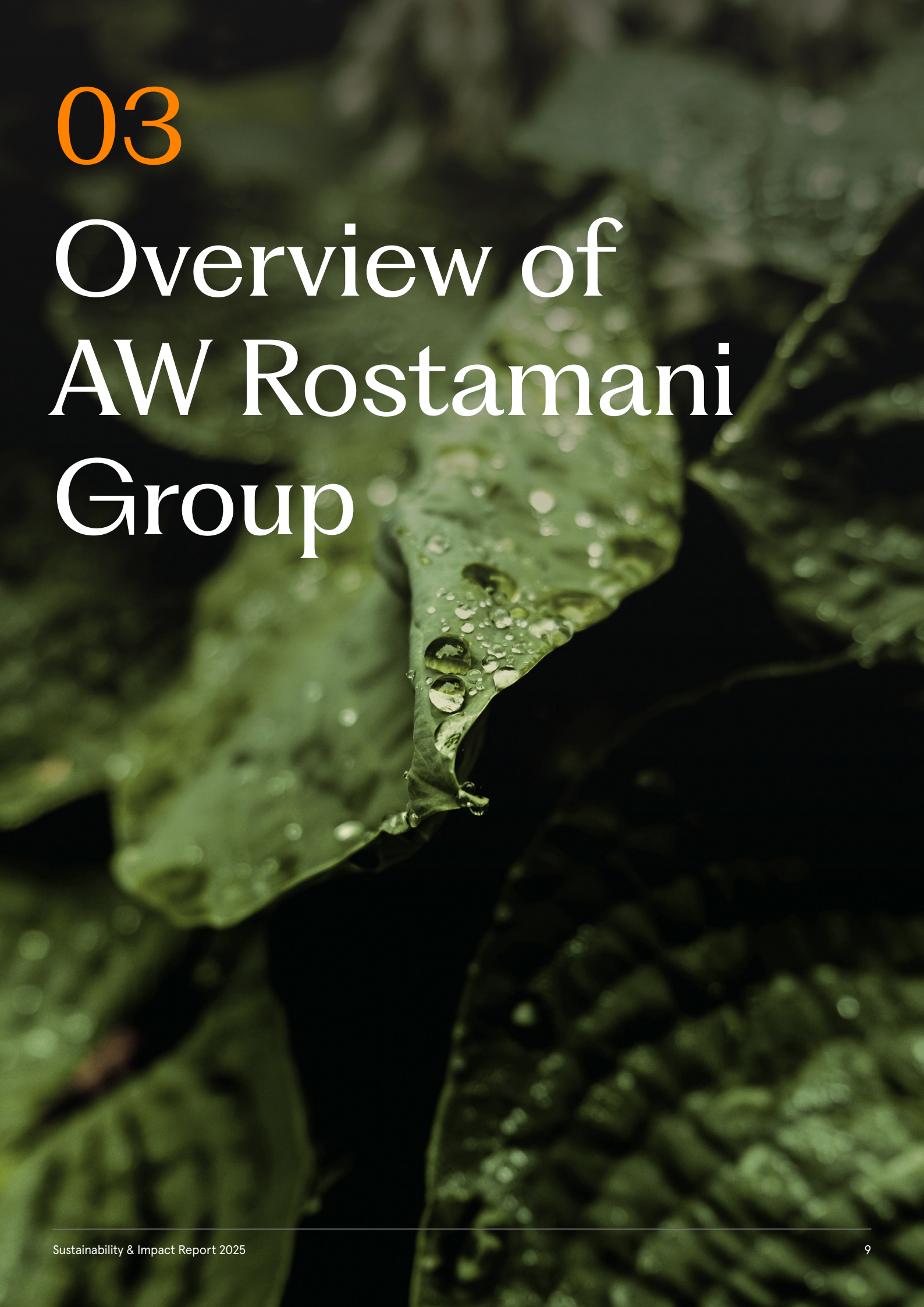
This Sustainability & Impact Report builds on the foundations established through our 2024 ESG Legacy Report. It reflects a further step in moving from commitment to implementation, and in embedding ESG considerations more deliberately into how we govern, manage risk, and make decisions across our diversified portfolio.

During 2025, our focus was firmly on strengthening the core enablers of effective ESG management. A key milestone was the establishment of our Group wide greenhouse gas emissions baseline, aligned with the UAE's evolving regulatory landscape. This work has improved our understanding of our environmental footprint and provides a critical reference point as expectations around climate related disclosure and performance continue to develop. At the same time, we advanced efforts to formalise ESG governance and data management, strengthening internal accountability and laying the groundwork for more consistent and reliable reporting across the Group.

Our ESG Framework, developed in 2024, defines the priority areas that are most relevant to our business and stakeholders. In 2025, we began translating this framework into a practical ESG Roadmap, identifying the initiatives, phasing and data priorities required to support implementation across our businesses. This work has been carried out with careful regard to national priorities, including the UAE Net Zero by 2050 initiative, as well as to evolving expectations from regulators, partners, and stakeholders.

We recognise that sustainability is not a single project or a one time publication. It is an ongoing process that requires discipline, clarity, and continuous improvement. As our approach continues to mature, our focus remains on strengthening governance, enhancing data quality, and embedding ESG considerations more systematically into risk management and long term decision making.

This report therefore represents an important waypoint in our journey. It reflects the progress we have made to date, while also setting the direction for the next phase of our ESG development. Above all, our ambition remains unchanged: to build purposeful businesses that enrich the lives of every generation we touch, and to contribute meaningfully to the UAE's vision for a sustainable and resilient future.

The background of the slide is a close-up photograph of green leaves. The leaves are covered with numerous small, clear water droplets, which are in sharp focus in the foreground. The lighting is soft, highlighting the texture of the leaves and the glistening of the water.

03

Overview of AW Rostamani Group

3.1 Our Business

AW Rostamani Group (AWR Group) is a UAE based, family owned, and privately held group with a diversified, multi sector footprint spanning multiple industries. What began in 1954 as Dubai’s first modern bookshop has evolved into a progressive business group operating in automotive, real estate, logistics, lifestyle, lighting solutions, travel, agritech and packaging.

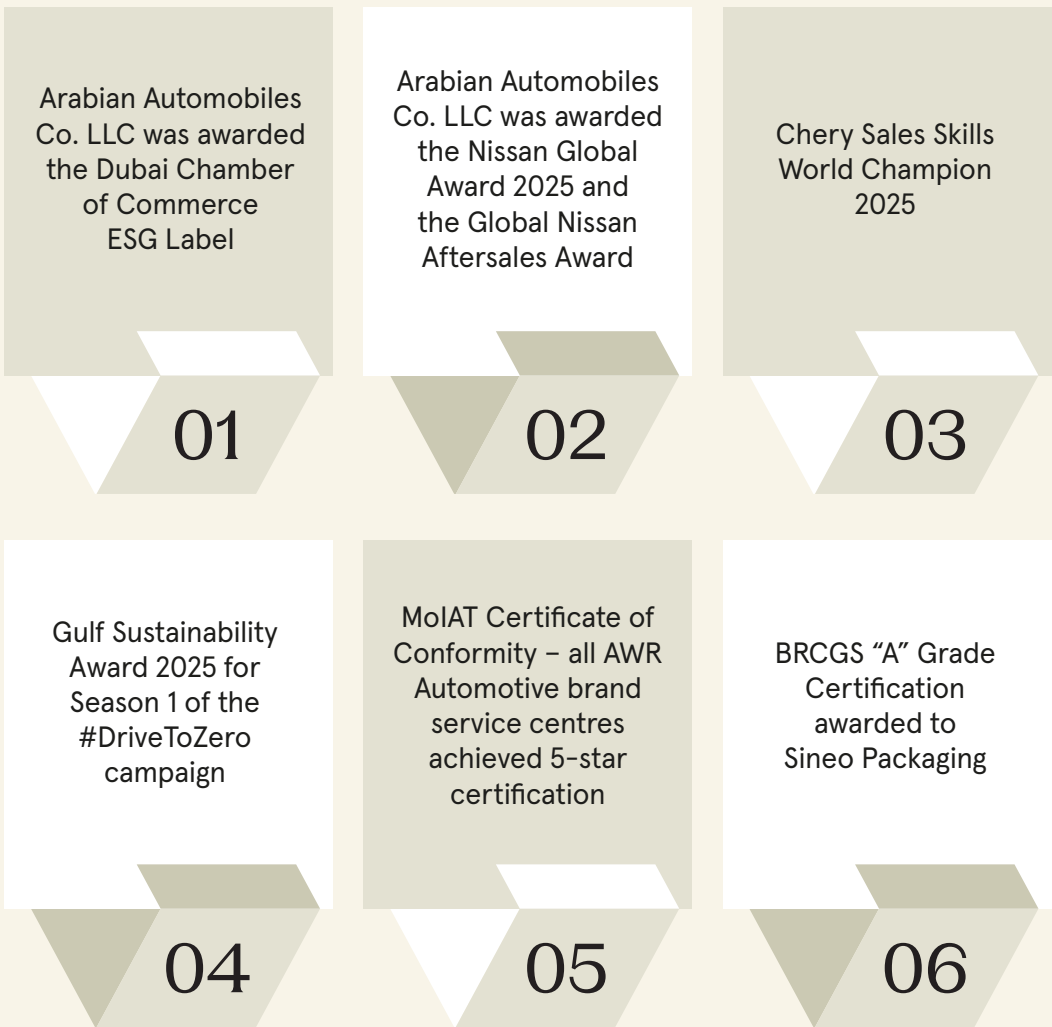
With a 75 year legacy, the Group has become recognised in the region for its contribution to both economic and societal value. Its businesses are united by a shared belief: that business can be a force for good, capable of driving positive and meaningful change for both today and tomorrow.

The Group’s portfolio is designed to be balanced and resilient, bringing together businesses across industries that support mobility, urban living, and everyday life in the UAE. Headquartered in Dubai, AWR Group operates across the UAE and continues to explore new sectors and opportunities aligned with its long term ambitions.

Across more than 3,300 employees representing over 60 nationalities, the Group’s people are central to how it operates and grows. This diversity reflects its commitment to building an inclusive organisation that supports collaboration, innovation, and long term performance.

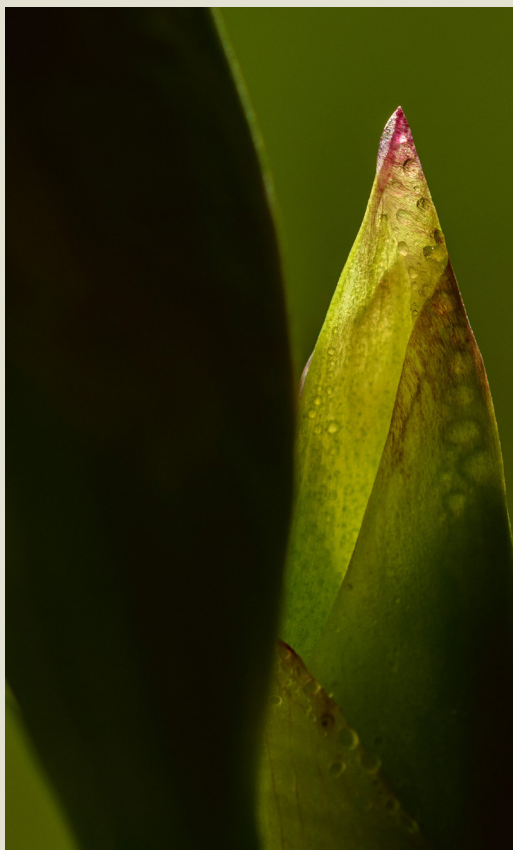
Together, AWR Group is focused on building purposeful businesses that enrich lives for generations, guided by clarity of strategy and a disciplined, long term approach.

Awards and Recognitions in 2025



Our Purpose

“We build purposeful businesses to enrich the lives of every generation we touch.”



3.2 Our Purpose and Values

In 2025, AWR Group refreshed its purpose and values to reaffirm what the Group stands for and how it seeks to create lasting value.

This reflects our commitment to creating value that goes beyond profit, building a legacy of trust and positive impact, and contributing to a prosperous future for both people and planet. Purpose at AWR Group is not confined to statements or policies; it is reflected in daily actions, decisions, and the way we show up for our customers, communities, and colleagues.

Our values guide how we put our purpose into practice:

We Are Enterprising – we think creatively and embrace a forward looking spirit, with the curiosity to explore new ideas and the courage to bring them to life.

We Are Purposeful – we recognise our responsibility to create meaningful progress for all, staying connected to something bigger than ourselves and creating value that goes beyond profit.

We Act with Integrity – we are honest, sincere, and accountable in everything we do, showing fairness and transparency and holding ourselves to high ethical standards.

These values shape how we think, collaborate, and grow, both as individuals and as one Group. They are championed by a network of Culture Ambassadors and through everyday behaviours that promote collaboration, continuous learning and doing the right thing – even when no one is watching.

Vision 2030 and our ESG framework sit alongside our brand and culture as part of our “Pillars of Progress”, guiding leadership and value creation across the Group. Together, they align legacy with ambition, connect purpose with performance, and ensure that how we grow matters as much as where we are going.

3.3 ESG at AWR Group

3.3.1 Our ESG Evolution

Our journey in sustainability has grown steadily from our long standing values driven approach to doing business. Over time, caring for the environment, investing in our people, and creating long-term economic value have become an integral part of how we think about progress as a Group.

We have explored new ways of working across our businesses – from the adoption of technology and digital solutions to advancements in mobility, buildings, and service delivery. In parallel, we have continued to invest in learning and development, recognising education and upskilling as essential to building a future-ready workforce.

This steady evolution reflects a simple belief: sustainability is not a separate initiative, but a lens through which the Group operates. As our understanding of environmental and societal-related risks continues to develop, we are working to strengthen an ESG approach that supports both current performance and long-term resilience.

Our Purposeful Business Pledge has helped shape this journey. It sets out seven commitments that guide how we seek to drive sustainable growth, manage ESG-related risks, support our people and communities, and uphold strong ethical standards in all we do.





3.3.2 Our ESG Framework

To bring this commitment together in a clear and consistent way, we developed a Group-wide ESG Framework in 2024. Underpinned by our purpose and aligned with national sustainability ambitions, the framework provides a foundation for how ESG considerations are incorporated into our strategy, operations, and decision-making processes.

Our ESG Framework is built around four pillars: **Innovation, Inclusion, Impact, and Integration.**

- Through **Innovation**, we look at how new ideas and solutions can shape the future of the industries and communities we serve.
- Through **Inclusion**, we seek to create opportunities that are open, fair, and accessible, reflecting the diversity of our people and communities.
- Through **Impact**, we focus on enriching lives and strengthening communities, with actions designed to create meaningful, lasting outcomes.
- Through **Integration**, we work to embed ESG considerations into how we plan, make decisions, and manage risk across the Group.

Together, these pillars provide a consistent structure for how ESG is approached across the Group. In 2025, we began developing an ESG Framework Roadmap to translate these pillars, together with our refreshed materiality assessment, into a practical and phased pathway for **implementation**.

Together, the ESG Framework and Roadmap are intended to create a unified view of how we move from commitment to action, ensuring that our ESG priorities remain closely connected to our overall strategy, risk management processes, and Purposeful Business Pledge.

3.3.3 Stakeholder Engagement & Materiality Assessment

Listening to our stakeholders has always been central to how we operate, and it continues to guide our ESG journey. In 2025, we conducted a refresh of our materiality assessment using a double materiality approach to better understand which topics matter most from two perspectives: their potential impact on our business performance and resilience, and our impact on people, communities, and the environment.

The refresh combined internal workshops, engagement with our people and structured desktop research. As part of this process, we considered the perspectives of key stakeholder groups including customers, suppliers, business partners, and local authorities. Where direct engagement was not feasible, publicly available information and sector practices were used to inform our understanding of stakeholder expectations, risks, and emerging issues.

The outcome is a refined set of Group level material ESG topics that bring together environmental, social, and governance priorities into a single, consolidated view. These topics guide where we focus our efforts, inform the development of our ESG Framework Roadmap and help shape our reporting.

Our Group level material topics are:

Environmental	Social	Governance
• GHG Emissions and Climate Change • Energy Management and Efficiency • Green Buildings • Waste Management • Water Management • Air Quality • Innovation and Clean Technology	• Health and Safety • Product Quality and Safety • Employment Practices and Wellbeing • Employee Career Development and Training • Community Engagement • Privacy and Data Security	• Corporate Governance • Corporate Behaviour • Responsible Procurement • Responsible Investments

These material topics define the scope of ESG matters we will oversee and report on across the Group. They provide a common reference point for assessing risk, setting priorities and monitoring performance as we continue to strengthen our ESG data and reporting capabilities.

While these topics are defined at Group level, their relevance and application vary across our diverse portfolio. The table below illustrates the relationship between our Group level material topics and individual business units, reflecting differences in operational activities, risk exposure and stakeholder interaction identified through the 2025 materiality refresh.

	Material Topics (Refreshed in 2025)	AWR Automotive	AWR Properties	AWR Investments	AWR Logistics	BCD Travel	AWR Lifestyle	Sineo Packaging	Frater Lighting
Environmental	GHG Emissions & Climate Change	✓	✓	✓	✓	✓	✓	✓	✓
	Energy Management & Efficiency	✓	✓	✓	✓	✓	✓	✓	✓
	Water Management	✓	✓						
	Waste Management	✓							
	Air Quality				✓				
	Innovation and Clean Technology	✓							
	Green Buildings		✓						
Social	Employment Practices and Wellbeing	✓	✓	✓	✓	✓	✓	✓	✓
	Employee Career Development and Training	✓	✓	✓	✓	✓	✓	✓	✓
	Health and Safety	✓	✓	✓	✓	✓	✓	✓	✓
	Product Quality and Safety	✓	✓						
	Privacy and Data Security	✓	✓	✓	✓	✓	✓	✓	✓
	Community Engagement	✓	✓	✓					
Governance	Corporate Governance	✓	✓	✓	✓	✓	✓	✓	✓
	Corporate Behaviour	✓	✓	✓	✓	✓	✓	✓	✓
	Responsible Investments			✓					
	Responsible Procurement	✓			✓				



04

Pillar 1

Innovation

Innovation focuses on how we explore new ideas, technologies, and solutions to improve the way we design, deliver, and experience our products and services. Through this pillar, we concentrate on innovation and clean technology, green buildings, and product quality and safety, reflecting our ambition to shape more sustainable and future ready offerings for our customers and communities.

4.1 Innovation and Clean Technology

Innovation and clean technology within our Automotive business (AWR Automotive) focus on how we introduce and apply technologies that influence what we offer and how we operate, rather than on energy or emissions performance, which are addressed under the Impact pillar. Our efforts centre on technology choices, systems, and process design that enable lower-emission mobility solutions and more efficient operations.

Low-emission products and infrastructure

We work closely with original equipment manufacturer (OEM) partners – including but not limited to – Nissan Motor Corporation, INFINITI, Renault, Royal Enfield, Chery, JMMC, Zeekr Group, and smart – to make lower-emission technologies available to customers in the UAE market. Our portfolio spans internal combustion engine (ICE), hybrid and electric vehicle (EV) models, reflecting a structured, technology neutral transition approach that balances efficiency improvements in ICE vehicles with the expansion of hybrid and EV offerings.

Hybrid technologies in particular are positioned as transition enablers in markets where full EV adoption is still developing, providing customers with a practical pathway toward lower emission mobility. EV and hybrid vehicles are also being progressively integrated into our short term rental and long term leasing fleets, supporting real world customer exposure to these technologies beyond the retail sales channel. To support this transition, EV charging stations have been installed at selected dealerships and service locations for both customer and internal fleet use. This represents an initial step in supporting the broader transition toward lower-emission mobility in the UAE.





Operational technologies and digitalisation

Across our operations, innovation and clean technology are reflected in the adoption of digital diagnostics, automation in logistics and parts distribution, and more resource efficient workshop equipment. Examples include robotic binning and picking systems in the parts distribution centre and the use of paperless processes in service centres to streamline workflows and reduce material use. Workshop sustainability is further supported through adaptive cooling systems and eco-efficient consumables.

To support the growing EV portfolio, AWR Automotive has invested in EV-ready workshop capabilities, including technician upskilling and diagnostic readiness for EV platforms such as Zeekr and smart. Innovation also extends into our mobility solutions, where digital tools and emerging telematics capabilities are being deployed to support fleet optimisation and vehicle utilisation efficiency across rental and leasing businesses. Internal operational efficiency is further supported through the introduction of EV-based vehicles within operations.

Management systems and certifications

Environmental management is supported by ISO 14001:2015 Environmental Management System certification at both Arabian Automobiles [EK1.1][SO1.2] and KAR Freight & Forwarding LLC (KARFF), part of our Logistics division, providing a structured approach for integrating environmental considerations into operational decision-making. Whilst certain certifications and awards continue to reference Arabian Automobiles Company as the awarded entity, all automotive brands and operations are now housed under AWR Automotive.

In 2025, Arabian Automobiles held the Dubai Chamber ESG Label, and all AWR Automotive brand service centres maintained five star certification under the Ministry of Industry and Advanced Technology Certificate of Conformity programme, recognising adherence to defined environmental and regulatory standards. Zeekr service centres have also obtained VREMT battery repair centre certification, reflecting specialised capability in EV battery maintenance and repair. Together, these certifications support a more structured and disciplined approach to environmental and technical management across the automotive value chain.

Beyond the Automotive business, Sineo Packaging commissioned an on-site solar power system at its manufacturing facility in December 2025, supporting the transition towards lower-carbon manufacturing and improving energy efficiency across its operations.

Future Focus

Looking ahead, our priorities include further expanding the range of electric and hybrid vehicle models across brands, with further electrification of rental and leasing fleets forming a key focus beyond the retail sales channel. We also plan to continue scaling supporting EV infrastructure and services, and to pilot and integrate digital and telematics tools more widely into our mobility solutions to improve fleet optimisation, driver behaviour insights, and overall operational performance. These efforts will continue to evolve as technologies develop and operational requirements evolve.



4.2 Green Buildings

Green building practices are being progressively embedded into selected projects and are moving towards a more structured, certification-driven approach from 2026 onwards. In 2025, the AWR Logistics Parts and Distribution Centre served as the main demonstration project for the practical application of these measures.



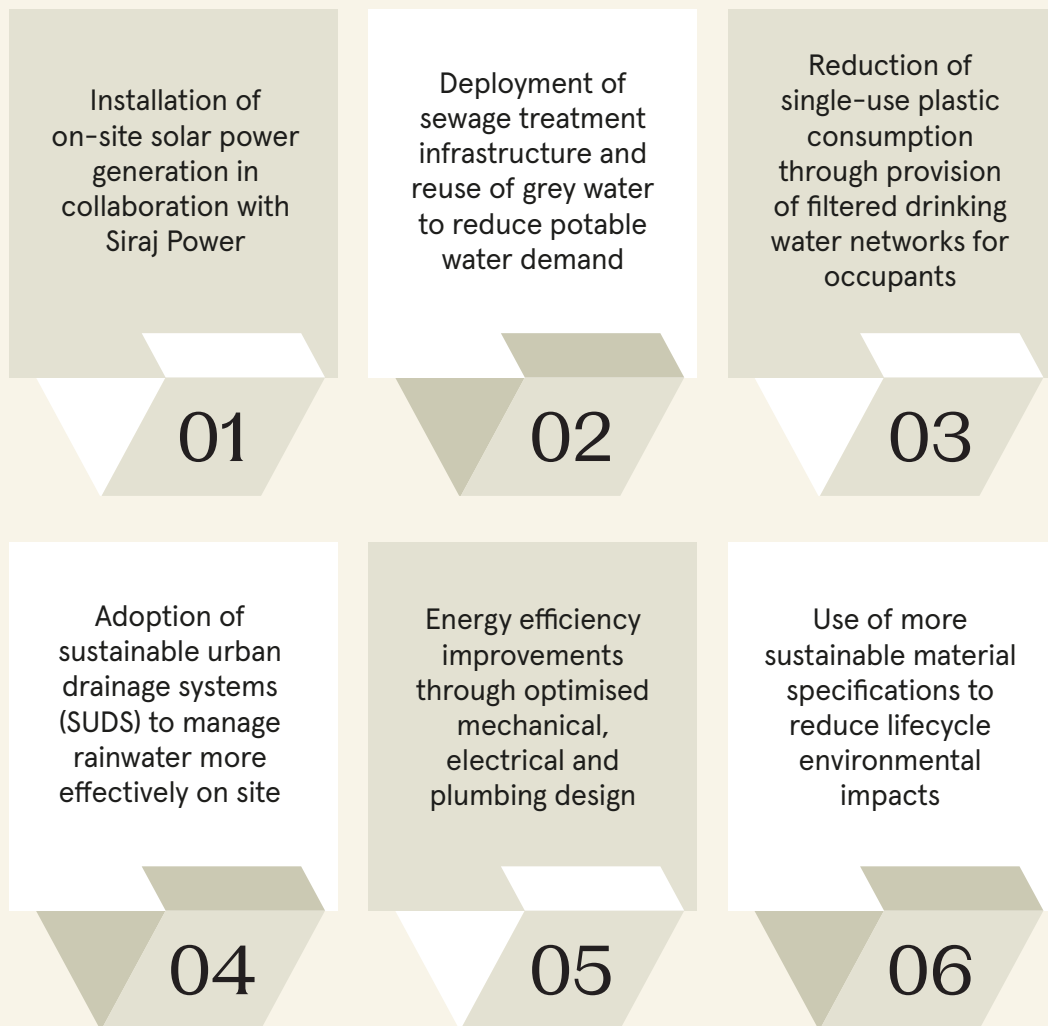
Management approach

Green building considerations are progressively embedded into project planning, design, and construction, with an emphasis on enhancing environmental performance without undermining project feasibility or operational requirements. Current commitments are conveyed through internal expectations and project requirements that encourage teams to adopt a green building approach wherever practicable, balancing sustainability outcomes with cost and technical constraints.

In 2023, actions to apply green building practices were initiated and remain in progress, with sustainability features integrated into project specifications and construction activities. An initial objective has been set to begin pursuing recognised green building certifications from 2026, creating a clearer framework to evaluate environmental performance and outcomes across priority projects.

Highlights and achievements

In 2025, green building measures implemented at the AWR Logistics Parts and Distribution Centre, included:



Future outlook

From 2026 onwards, we plan to adopt a more structured approach to green building by targeting certifications such as LEED, alongside continued compliance with Dubai Green Building regulations and relevant good practice standards. This approach will be applied to selected developments currently in the design phase, led by the Project Development and Design (PDD) team in coordination with Facilities Management to ensure that sustainability requirements are integrated without compromising project feasibility.



4.3 Product Quality and Safety

Ensuring product quality and safety is a fundamental to how we design, develop, and deliver our projects and services. Our approach focuses on maintaining high standards of quality, efficiency, and regulatory compliance, while embedding customer wellbeing and long-term performance across our operations.

Management approach

Across the Group, responsibility for product quality and safety is embedded within business unit operations, supported by established procedures, contractual requirements, and performance monitoring mechanisms. Group level oversight continues to be strengthened to promote consistency in quality standards and compliance practices.

Within our Automotive business, governance over customer health and safety is more formalised, with clear accountability from senior management through to frontline teams. Oversight includes designated HSE officers, structured approval processes for marketing communications, mandatory safety training, and clearly defined roles and responsibilities across service, sales, and rental operations.

We assess customer health and safety across different project lifecycle stages, with greater emphasis applied as projects move into construction or active operations. Variations in the number of categories assessed year on year reflect the timing and progression of new projects and services.

Performance is monitored through audits, incident and near miss reporting, customer feedback mechanisms, and regulatory compliance reviews. Where issues are identified, corrective actions are implemented, and lessons learned are integrated into operational processes to support continuous improvement.

Business Unit Spotlight – AWR Automotive

Within our Automotive division, product quality and customer safety are supported by a more formalised framework of policies, procedures, and operational controls tailored to vehicles, aftersales services, and customer communications. These include documented procedures covering quality control, health and safety, traffic safety, equipment maintenance, customer protection, and marketing communications, as well as product-specific handling requirements for vehicles, tyres, lubricants, and batteries in line with OEM requirements and applicable GCC regulations.



In 2025, we continued to implement actions to prevent or mitigate potential negative impacts on customer health and safety. These included deployment of an ANPR-based vehicle monitoring system, upgraded CCTV coverage at AutoTrust sites, use of shockproof personal protection equipment (PPE), and the introduction of dedicated safety measures in high-voltage EV workshops. We also strengthened preparedness through emergency response training for service centre employees, online reporting channels for safety and near-miss incidents, and the implementation of business continuity measures.

We maintained processes to address actual or potential negative impacts where they arise. Service teams supported OEM-led recall campaigns in line with manufacturer instructions and regulatory obligations, while customer feedback and grievances were managed through the Qualtrics platform, enabling systematic logging, review, and resolution of recurring issues and root causes.

Alongside risk mitigation, we pursued actions designed to enhance positive customer outcomes. These included AutoTrust's preventive vehicle maintenance awareness programmes, Chery UAE's 24/7 roadside assistance offering, and dedicated EV "Tech Talk" sessions aimed at strengthening technician knowledge on emerging technologies, maintenance practices, and safety protocols.

We monitor performance through a comprehensive set of controls that support ongoing evaluation of product quality, customer safety, and marketing integrity. These controls include monthly dashboards tracking complaints, warranty claims, recalls, and near-miss incidents; at least two HSE audits per year across showrooms and service centres; periodic third-party surveillance audits; customer satisfaction measurement; a digitised complaint management system; defect tracking registers; and post-campaign reviews of marketing communications.



We have also set targets to evaluate performance and drive improvement. For 2025, these included zero critical safety incidents across service centres, achieving defined employee completion rates for mandatory safety training, and improvement in Fixed Right First Time rates, with targets of 95% for Nissan and INFINITI and 96% for Renault. Monitoring activities generated practical lessons that informed process enhancements, including the introduction of diagnostic checklists to reduce misdiagnosis and repeat repairs, strengthened incoming parts inspection protocols, improved workflow planning and job scheduling, mandatory final quality inspection gates prior to vehicle handover, standardised documentation to improve traceability, and the embedding of continuous technician training as an ongoing operational requirement.

Stakeholder engagement also forms part of our Automotive management approach. We gather feedback through post-interaction customer satisfaction surveys, customer engagement events such as the Zeekr owner event attended by OEM delegates, collaboration with regulators and industry bodies on spare parts safety standards, and daily technician briefings that encourage employees to share operational and safety related improvement suggestions.

Transparency towards customers remains an important element of this approach. Vehicle listings include verified fuel economy and emissions data based on official test results; EV materials provide estimated real-world range data, SUBSCRIBE ME presents all-inclusive pricing before booking confirmation; warranty terms are clearly communicated at point of sale; and AWR Connect provides customers with real-time vehicle health information, service reminders, and key product details.

Our Automotive business also recorded several highlights in 2025 that reinforce this approach. These included strong results in the Nissan third-party warranty audit, 100% compliant disposal of hazardous workshop waste at AutoTrust with zero major environmental or safety incidents, service quality improvements linked to scheduling and complaint handling, and multiple external recognitions, including the Gulf Sustainability Award for Best Social Impact, several MENA Digital Awards, and the continued maintenance of ISO certifications and MOIAT five star Certificates of Conformity across service centres.



Looking ahead, we plan to continue strengthening product quality and safety practices across the Automotive business. Priorities for 2026 onwards include expanded customer engagement initiatives for EV brands, authorised charger installation partnerships, enhanced waste management audits, more frequent complaint review meetings, additional employee training on spill prevention and safe workshop operations, broader community engagement initiatives, and the deployment of a mobile service van to improve service accessibility.

Business Unit Spotlight – AWR Properties

Within AWR Properties, responsibility for product quality and safety is shared across all levels of the organisation, from project design and development through to handover and ongoing services. For AWR Properties services, this approach extends into the operational phase, with a focus on property management, facilities management, and tenant experience across occupied assets. We place strong emphasis on product positioning, quality, operational efficiency, and regulatory compliance, integrating these priorities across design, construction, and operations.

In 2025, we focused on reinforcing compliance with relevant codes and regulations throughout project design and development. Quality considerations are embedded from early design stages and consistently applied across projects, helping to ensure ensuring that technical, safety, and performance requirements are clearly reflected in project specifications. These standards are maintained during operations through structured service delivery processes and ongoing property management practices.

Customer health and safety impacts are assessed as projects progress through different lifecycle stages, with more detailed assessments typically undertaken once projects enter construction, where risks can be more directly managed. All projects are subject to ongoing HSE oversight during construction, including daily monitoring by project teams and periodic reviews by HSE functions. For services, customer

health and safety impacts are primarily associated with day-to-day operations, including maintenance activities, contractor management, and tenant interactions, and are managed through continuous HSE oversight, inspections, and operational controls.

For our Properties products and services, the number of categories assessed each year is influenced by the scale and type of projects initiated at the design stage, as well as the timing of their progression to construction. For services, the scope is further shaped by the size, occupancy, and operational complexity of the managed portfolio. Health and safety considerations are integrated into project delivery processes through inspections, audits, and incident tracking to manage associated risks. These are reinforced during operations through preventive maintenance programmes and continuous monitoring of service delivery.



We monitor product and service quality through regular inspections and oversight during project delivery, supported by HSE reporting and periodic safety reviews. Service provider performance is managed through contracts with defined service level agreements and key performance indicators, supported by regular scoring and audits conducted by the AWR Properties team. For services, this includes continuous monitoring of contractor performance and service standards across operational properties.

Customer feedback is central to our approach. Tools such as Net Promoter Score (NPS) surveys, annual customer satisfaction surveys, mystery shopper assessments, and feedback on service requests are used to identify improvement opportunities. Insights from project execution, contractor performance, and customer feedback are used to inform subsequent developments, supporting continuous improvement in quality, efficiency, and operational performance. For services, feedback is directly linked to service performance monitoring, enabling timely corrective actions and enhancement to tenant experience.

For Properties products, we recorded no incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of products and services during the period from 2023 to 2025. For Properties services, were recorded and addressed over the same period, with none recorded in 2023 and isolated cases in subsequent years. We continue to strengthen monitoring and performance oversight to further reduce such occurrences.

Key projects delivered in 2024 – 2025 that reflect this integrated focus on quality, safety and user wellbeing include the AWR Automotive Parts and Distribution Centre and the AWR Group Head Office refurbishment, with the V8 Al Barsha Villas community forming part of our upcoming development pipeline. Looking ahead, we will continue to embed this approach in new developments and ongoing operations, maintaining a consistent emphasis on quality, safety, and customer health across our Properties portfolio.

Assessment of Health and Safety Impacts

	2023	2024	2025
AWR Properties – Products			
Number of categories ¹	11	7	5
Number of significant categories for which health and safety impacts are assessed for improvement ²	6	1	0
% of significant categories for which health and safety impacts are assessed for improvement	55%	14%	0%

AWR Properties – Services

Number of categories	4	4	4
Number of significant categories for which health and safety impacts are assessed for improvement	1	1	1
% of significant categories for which health and safety impacts are assessed for improvement	25%	25%	25%

AWR Automotive

Number of categories	7	10	11
Number of significant categories for which health and safety impacts are assessed for improvement ³	7	10	11
% of significant categories for which health and safety impacts are assessed for improvement	100%	100%	100%

¹ Number of categories reflects new projects initiated at the design stage during the reporting year, including both new builds and refurbishment projects. Some projects are completed within the year, while others continue into subsequent periods.

² Health and safety impact assessments are primarily conducted once projects progress to the construction phase. Projects still in the design stage are assessed in subsequent years. All projects undergo ongoing HSE assessment during construction, including daily oversight by project teams and periodic reviews by HSE functions.

³ All Automotive product and service categories are subject to applicable regulatory and OEM safety requirements. Vehicle brands sold comply with homologation and safety standards, while allied products (including tyres, batteries, and lubricants) are governed by relevant product safety regulations. As a result, all significant categories are considered to be assessed for customer health and safety impacts.

Number of incidents of non-compliance

	2023	2024	2025
AWR Properties — Products			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total number of incidents	0	0	0
AWR Properties — Services			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	1	1
Incidents of non-compliance with regulations resulting in a warning	0	1	0
Incidents of non-compliance with voluntary codes	0	0	0
Total number of incidents	0	2	1
Total number of incidents	0	0	0
AWR Automotive¹			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total number of incidents	0	0	0
Total number of incidents	0	0	0

¹ AWR Automotive ensures compliance with applicable regulatory requirements, including the Gulf Standardisation Organisation (GSO) Certificate of Conformity for new vehicles and the Ministry of Industry and Advanced Technology (MoIAT) Certificate of Conformity for workshop operations.

Number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling

	2023	2024	2025
AWR Properties — Services			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total number of incidents	0	0	0

AWR Automotive

Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total number of incidents	0	0	0

Compliance with Product and Service Information and Labelling

	2023	2024	2025
AWR Automotive			
Number of significant product or service categories covered by and assessed for compliance with product and service information and labelling	7	10	11
% of significant product or service categories covered by and assessed for compliance with product and service information and labelling	100%	100%	100%

Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship

	2023	2024	2025
AWR Properties — Services			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	5	1
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total number of incidents	0	5	1
AWR Automotive			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total number of incidents	0	0	0



05

Pillar 2

Inclusion

Inclusion brings together how we support our people and engage with our communities. This pillar covers employment practices and wellbeing, employee career development and training, health and safety, and community engagement, recognising that a supportive, safe, and inclusive environment is essential to our long-term success and resilience.

5.1 Employment Practices and Wellbeing

We manage employment practices and employee wellbeing through a Group-wide HR framework that combines formal policies, defined governance processes, and specialist HR functions. This framework supports consistent people management across business units while allowing for targeted initiatives that respond to distinct business and workforce needs.

Management approach and governance

We maintain a comprehensive suite of HR policies covering recruitment and selection, compensation, work hours, leave, benefits, business travel, employee records, performance management, discipline and grievance handling, and end of service arrangements. Roles and responsibilities related to employment practices and wellbeing are clearly defined at Group level and embedded within documented policies, procedures, and job descriptions, with accountability reinforced through role specific KPIs for managers and senior leaders. Performance and remuneration governance is supported by a structured annual performance and talent review cycle led by Group HR functions, including Learning and Development and Compensation and Benefits under the leadership of the Chief HR Officer (CHRO). Senior executive remuneration is aligned with performance objectives through this same cycle, supported by a grading and salary scale system and periodic external benchmarking to ensure competitive and internal equity.

Employee experience, wellbeing, and engagement

We monitor the effectiveness of employment practices and wellbeing initiatives through standard operating procedures across core HR processes and through Empower, our annual employee engagement survey conducted by an external provider. Survey feedback covers areas such as remuneration, wellbeing, training, leadership, and the work environment and informs action plans aimed at strengthening employee experience.

Employees receive a range of benefits in line with internal policies and local labour regulations, including healthcare coverage, life insurance, disability and invalidity coverage, parental leave, and retirement provisions. These benefits are reinforced through transparent grading and salary structures that support fair and non discriminatory remuneration decisions across the Group.

Our workforce continued to grow over the reporting period, reflecting sustained business expansion and organisational development. Female representation increased in absolute terms during 2023 – 2025, indicating gradual progress towards a more balanced and diverse workforce.

Total Employees			
	2023	2024	2025
Male	2,574	2,730	2,821
Female	452	530	554
Total	3,026	3,260	3,375

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

In 2025, we implemented a range of initiatives to support engagement, wellbeing, and recognition. These included service tenure awards for 15 and 20 year milestones, Emiratisation awards, Employee and Manager of the Quarter programmes, the delivery of an employee engagement survey, and the signing of a memorandum of understanding with the University of Wollongong. Together, these initiatives complement our broader talent and development activities by recognising contribution, strengthening organisational affiliation, and providing additional channels for feedback and collaboration.

Highlights and future plans

Looking ahead, we plan to further enhance employment practices and wellbeing through new initiatives, including an internal idea incubator platform, and a new Group wide Rewards and Recognition programme launching in 2026. These programmes are intended to encourage innovation, reinforce performance, and support a positive, engaging workplace culture across the Group.

5.1.1 Talent Management, Hiring and Retention

Our approach to talent management, hiring and retention is designed to ensure that workforce composition, capability and succession planning remain aligned with business needs while supporting fair, consistent and evidence based decision making.

We manage talent through an annual performance management and talent review cycle (described in the Employee Career Development and Training chapter), which provides a structured process for assessing individual performance, identifying high performing and high potential employees, and supporting succession planning across functions and business units. This process informs development planning, internal mobility, and leadership pipeline considerations.

Recruitment activity remained strong during the reporting period, as we continued to attract talent to support business growth and organisational development. Following a period of heightened hiring in 2024, recruitment volumes in 2025 reflected a more stable phase, with a greater focus on optimising workforce size, role mix, and capability alignment.

We monitor hiring and turnover trends by gender and age group to understand workforce dynamics and inform workforce planning. Turnover and hire rates are reviewed at Group level to assess stability, with 2025 data reflecting broadly stable hire rates with turnover patterns consistent with continued organisational change and portfolio development.

Parental leave form part of our broader approach to employee wellbeing and work-life balance. Over the reporting period, return-to-work rates following parental leave remained consistently high, with all employees who took parental leave returning in each year, and the majority retained 12 months after return. These outcomes reflect the effectiveness of our reintegration practices and ongoing support for employees balancing professional and personal responsibilities.

Total New Hires by Gender

	2023	2024	2025
Male	379	481	410
Female	130	167	164
Total	509	648	574

Total New Hires by Age Group

	2023	2024	2025
Under 30 years old	0	0	193
30-50 years old	507	640	367
Over 50 years old	2	8	14
Total	509	648	574

Total Employees that Left by Gender

	2023	2024	2025
Male	265	327	320
Female	65	89	139
Total	330	416	459

Total Employees that Left by Age Group

	2023	2024	2025
Under 30 years old	0	0	0
30-50 years old	306	381	434
Over 50 years old	24	35	25
Total	330	416	459

	Turnover Rate	Hire Rate
2023	0.11	0.17
2024	0.13	0.20
2025	0.14	0.17

2022

2023

2024

2025

Number of employees that were entitled to parental leave

Total	2,834	3,026	3,260	3,375
Male	2,451	2,574	2,730	2,821
Female	383	452	530	554

Number of employees that were eligible and took parental leave

Male	45	74	83	52
Female	6	3	3	2
Total	51	77	86	54

Number of employees that are expected/due to return to work after parental leave ended

Male	45	74	83	52
Female	6	3	3	2
Total	51	77	86	54

Number of employees that returned to work in the reporting period after parental leave ended

Male	45	74	83	52
Female	6	3	3	2
Total	51	77	86	54

Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

Male	38	70	79	47
Female	5	2	3	2
Total	43	72	82	49

Note: Parental leave refers to the statutory parental leave entitlement applicable under UAE labour law. Employees retained 12 months after return to work are considered as those who remained employed in the subsequent reporting year.

Return to Work Rate

2023

2024

2025

1.00

1.00

1.00

Return to Work Rate

2023

2024

2025

1.41

1.06

0.57

5.1.2 Diversity, Equality and Non-discrimination

We promote diversity, equality and non discrimination through HR policies and practices that support fair and consistent treatment throughout the employee lifecycle. These include standardised recruitment procedures, structured performance assessment frameworks, and consistent application of HR processes, ensuring that decisions on hiring, progression and reward are grounded in merit and aligned with internal policies and regulatory requirements.

Our workforce reflects a diverse employee base, with more than 60 nationalities represented across the Group in 2025, an increase compared to previous years. Gender diversity improved in absolute terms during the reporting period, including at professional and management levels, supporting gradual progress toward a more balanced workforce.

No incidents of discrimination were reported across the Group during period from 2023 to 2025. Employee engagement surveys, HR monitoring, and grievance mechanisms, provide ongoing insight into workplace experience and help identify any emerging issues related to fairness, inclusion, or culture.

% of Employees by Job category and by Gender

	2023	2024	2025
Clerical and Supervisory			
Male	87%	86%	86%
Female	13%	14%	14%
Professionals			
Male	75%	73%	72%
Female	25%	27%	28%
Mid Management			
Male	79%	79%	78%
Female	21%	21%	22%
Senior Management			
Male	79%	73%	73%
Female	21%	27%	27%
Executive			
Male	86%	78%	78%
Female	14%	22%	22%

% of Employees by Job category and by Age Group

	2023	2024	2025
Clerical and Supervisory			
Under 30 years old	17%	18%	18%
30-50 years old	75%	73%	73%
Over 50 years old	8%	8%	9%
Professionals			
Under 30 years old	18%	21%	17%
30-50 years old	74%	72%	75%
Over 50 years old	8%	7%	8%
Mid Management			
Under 30 years old	5%	3%	3%
30-50 years old	84%	83%	83%
Over 50 years old	11%	13%	14%
Senior Management			
Under 30 years old	0%	0%	0%
30-50 years old	75%	74%	72%
Over 50 years old	25%	26%	28%
Executive			
Under 30 years old	0%	0%	0%
30-50 years old	66%	71%	53%
Over 50 years old	34%	29%	47%

	2023	2024	2025
Number of incidents of discrimination	0	0	0
Number of incidents reviewed by the organisation	0	0	0
Number of incidents with remediation plans being implemented	0	0	0
Number of incidents with remediation plans that have been implemented, with results reviewed through routine internal management review processes	0	0	0
Number of incidents no longer subject to action	0	0	0

5.1.3 Emiratisation

Emiratisation remains a key priority within our people strategy, with dedicated roles and programmes focused on attracting, developing, and retaining UAE national talent. Our approach is coordinated through a specialised Emiratisation function within HR, working closely with HR Business Partners and business leaders to embed national talent considerations into workforce planning, recruitment, and development.

In 2025, our Emiratisation framework, Wa'ed, was reinforced through targeted recruitment, structured career development, and internal recognition initiatives, including Emiratisation awards recognising contribution and progression among UAE national employees.

Qiyada, our UAE National Leadership Development programme, further supports this approach by nurturing high-potential Emirati talent. Built on the principle that leadership begins from within, the programme offers a structured one-year journey

combining learning, mentorship, and hands-on leadership experience. In 2025, 20 Emirati colleagues participated, developing the capabilities required to take on future leadership roles across the Group.

The number of Emirati employees increased during the reporting period, with progress observed across multiple job categories. Participation of Emirati women also continued to rise, reflecting broader advancement in representation and alignment with national workforce development priorities.

Emiratisation Rate

2023	5.7%
2024	6.2%
2025	7.8%

	2023	2024	2025
Emiratisation Rate - Female	28%	27%	30%
Emiratisation Rate - Male	2%	2%	3%
Emiratisation Rate	6%	6%	8%

	2023	2024	2025
Total UAE National Employees	173	203	263
Emiratisation Rate - Clerical & Supervisory	5%	6%	7%
Emiratisation Rate - Professionals	16%	17%	17%
Emiratisation Rate - Mid Management	3%	3%	4%
Emiratisation Rate - Senior Management	5%	3%	3%
Emiratisation Rate - Executive	9%	9%	9%

5.2 Employee Career Development and Training

Employee career development and training are central to how we invest in our people and prepare the Group for the future. Capability development is guided by our Learning and Development Policy, an annual Training Needs Analysis (TNA), and the AWR Academy digital platform. Together, these provide employees with relevant, high quality development opportunities for different stages of their careers.

Governance and approach

Training and development are overseen by the Learning and Development function within Group HR, working closely with the leadership team and HR business partners across our portfolio companies. Governance of learning and development is closely linked to our structured annual performance management and talent review cycle, which applies across all levels of the organisation, including senior management and executive leadership.

Each year, we conduct a Training Needs Analysis (TNA), which is reviewed with business heads to identify capability gaps and priority skills. This process is supported by Talent Review discussions that identify high-potential employees and shape targeted development plans. Performance management is captured in the Group's HR system using agreed SMART goals and KPIs. For more senior grades, the process includes self assessment, manager evaluation, and calibration discussions to support fair and consistent performance review outcomes.

Performance outcomes inform individual development plans and, where required, personal improvement plans. Business leaders and managers play a key role in grounding team level needs, endorsing development plans and supporting participation in learning programmes. The Learning and Development function is responsible for designing, coordinating, and monitoring learning activities and for ensuring alignment with performance outcomes and talent priorities.

2025 learning priorities and programmes

In 2025, learning initiatives covered leadership development, core professional skills, and technical capabilities, supporting both high potential employees and the wider workforce. Our learning management system, AWR Academy, has over 10,000 courses from credible institutions, designed to help our people with their personal and professional growth journeys, empowering them to thrive.

High potential talent participated in structured leadership and strengths based programmes, including internal leadership pathways and selected executive education programmes delivered in collaboration with external institutions. These programmes focused on building strategic thinking, self awareness, and people leadership capability.

For broader employee groups, development initiatives focused on strategic thinking and communication, presentation skills, emotional intelligence, and digital productivity tools. A Summer Accelerator Programme combined digital fluency with behavioural skills and was supported by peer led internal training and ongoing access to AWR Academy content.

Training also supported an inclusive workplace and employee wellbeing, including a "Building an Inclusive Workplace" workshop designed to support colleagues with visual and physical disabilities, as well as intercultural competence sessions aimed at strengthening awareness of cultural diversity and inclusive behaviours.



Monitoring effectiveness and outcomes

We monitor the effectiveness of training programmes through participation and completion data captured in AWR Academy, alongside post training feedback surveys assessing relevance and quality. Learning activities are reviewed against TNA and Talent Review outcomes to ensure alignment with priority capability areas.

Training metrics are considered alongside performance management outcomes to assess whether development is supporting role performance, progression, and succession planning. Targets are set around participation, completion and coverage of critical skills, and insights from monitoring are used to refine programme content, delivery formats, and learning pathways.

In 2025, employees completed a total of 7,290 training hours, averaging 2.16 hours of training per employee, and 86% of employees received a performance review during the year. These outcomes reflect continued integration of performance management and learning as complementary levers for capability building and career development.

Future focus

Looking ahead, our priorities include expanding AWR Academy content, introducing targeted programmes for middle management, continuing structured development for high-potential employees, and rolling out a broader mentoring programme to support knowledge transfer and career progression.

Our Internal Trainer Programme will further strengthen this approach by enabling employees to share expertise through peer-led learning, building internal capability while enhancing coaching and communication skills. Topics span a range of functional and professional areas, supporting practical, experience-based development across the Group.

The integration of performance management, talent reviews, and learning and development will remain central to our people strategy, ensuring that employee growth, succession planning, and leadership pipeline development stay aligned with Group objectives and future capability needs.

Business Unit Spotlight – AWR Automotive

AWR Automotive supports employee development through the AWR Automotive Academy, which delivers structured training programmes across sales, service, and parts operations. Training covers technical capabilities, customer experience, and operational performance across multiple brands and systems, using a blended delivery model that combines digital learning, classroom sessions, and on-the-job training.

In 2025, the Academy delivered programmes including OEM-certified technical training, sales and service methodologies, and leadership development. These were supported by internal trainer development, vocational programmes delivered in collaboration with external institutions, and structured mentorship initiatives.

During the year, AWR Automotive delivered 24,613 training hours across 359 training sessions, supported by 2,184 hours of on-the-job training and coaching. In addition, 66 UAE Nationals were trained as part of ongoing national development initiatives.

Training quality was reflected in average trainer and training experience feedback scores of 4.93 and 4.92 out of 5, respectively, and through external recognition, including five awards at the Nissan Regional Skills Contest and the Chery Sales Skills World Champion 2025 title.

Business Unit Spotlight – AWR Properties

Training activities during the year focused on both technical and compliance-related areas, including First Aider Training, Fire Warden Training, and professional certifications such as LEED (Leadership in Energy and Environmental Design) and FIDIC (International Federation of Consulting Engineers). These programmes support capability development in property management, safety, and sustainable building practices.

In 2025, AWR Properties delivered a total of 196 training hours, compared to 206 hours in 2024 and 76 hours in 2023, reflecting sustained investment in employee capability building. Training was delivered across a range of roles, including 120 hours for clerical and supervisory employees, 24 hours for professionals, 44 hours for mid-management, 4 hours for senior management and 4 hours for executive roles.

Gender participation remained balanced, with 122 training hours completed by male employees and 74 hours by female employees. Training activities also support health and safety preparedness and operational risk management, ensuring employees are equipped to respond effectively to workplace incidents and emergencies.

Looking ahead, AWR Properties plans to further strengthen employee capabilities by providing sustainability reporting and awareness training to Zone Managers and Facility Engineers in 2026, supporting improved integration of sustainability considerations into day-to-day operations and decision-making.



Business Unit Spotlight – AWR Logistics

In 2025, AWR Logistics delivered training programmes focused on operational competencies and safe working practices across its facilities and fleet operations. Over the year, employees completed 917 hours of training, primarily centred on operational skills and safety-related capabilities, supporting both service quality and workplace safety performance.

Business Unit Spotlight – Frater Lighting

In 2025, we strengthened technical capabilities through curated third-party training, including DIALux lighting design training for the sales team to enhance product knowledge and technical support for lighting solutions.

A total of 40 hours of training were delivered, primarily focused on management roles, with 32 hours completed by mid-management and 8 hours by senior management, reflecting a targeted approach to strengthening leadership and technical capability development. Looking ahead, Frater plans to continue supporting employee development through additional technical and sales skills training.



Business Unit Spotlight – Sineo Packaging

In 2025, training initiatives at Sineo Packaging both covered technical and soft skills such as communication, emotional intelligence, and active listening, aimed at improving teamwork, employee performance, and workplace effectiveness. Additional programmes included sales and marketing training, negotiation skills, and access to online learning platforms.

A total of 16 training hours were delivered during the year. These initiatives contributed to improved employee engagement and supported operational performance and business outcomes.

Total Training Hours by Gender

	2023	2024	2025
Male	6689.62	6192.48	4419
Female	2600	2937.17	2871
Total	9289.62	9129.65	7290.00

Note: The data presented in this table covers Group-organised training initiatives only. It excludes Business Unit-specific training, which is reported separately to provide a more granular view of training activities. BCD is excluded from training data reported for 2025.

Total Training Hours by Job Category

	2023	2024	2025
Clerical & Supervisory	2560.12	2424.75	2207.00
Professionals	1601.50	2010.49	1504.00
Mid Management	2598.80	1738.87	1853.00
Senior Management	1071.48	1964.41	1242.00
Executive	1319.72	991.13	484.00
Total	9151.62	9129.65	7290.00

Note: The data presented in this table covers Group-organised training initiatives only. It excludes Business Unit-specific training, which is reported separately to provide a more granular view of training activities. BCD is excluded from training data reported for 2025.

Average Training Hours by Gender and by Job Category

	2023	2024	2025
Total Average Hours of Training Per Employee	3.07	2.80	2.16
Male	0.99	0.89	0.78
Female	3.54	3.79	2.71
Clerical & Supervisory	1.06	0.93	0.81
Professionals	6.79	7.82	5.94
Mid Management	12.09	7.50	7.32
Senior Management	9.92	17.08	10.71
Executive	29.99	22.03	10.76

Note: The data presented in this table covers Group-organised training initiatives only. It excludes Business Unit-specific training, which is reported separately to provide a more granular view of training activities. BCD is excluded from training data reported for 2025.

% of Employees Receiving Annual Performance Review

	2023	2024	2025
By Gender			
Male	97%	81%	83%
Female	100%	70%	92%
By Job Category			
Clerical & Supervisory	100%	80%	92%
Professionals	94%	79%	94%
Mid Management	73%	74%	97%
Senior Management	99%	75%	97%
Executive	93%	74%	91%

Note: BCD Travel and AWR Partners are excluded from data reported for 2023, 2024, and 2025.

5.3 Health and Safety

Health and safety is embedded in how we operate and are underpinned by our commitment to safeguarding employee wellbeing and promoting a strong culture of safety across all aspects of our operations. Our approach is guided by the AWR Group HSE Manual, which sets the framework for managing health, safety, and environmental risks across our diversified operations, and applies to all employees, on-site contractors, and workplaces. This framework aligns with applicable UAE regulations and ISO 45001 principles.

Our approach and governance

Our commitment to HSE is ingrained in our corporate ethos and core values and corporate culture. We strive to achieve our overarching goal of zero harm to people and the environment through continuous improvement, training, and transparent communication.

HSE is governed through a centralised Group HSE framework. The Group Head of HSE and business unit leaders are responsible for setting strategy, policies, and performance expectations, while the Group COO and senior management provide oversight, review performance, and monitor compliance.

The Group HSE Policy, signed by the Group COO, defines our HSE objectives, principles, and responsibilities. It is supported by procedures covering risk assessment, hazard prevention, emergency response, incident reporting, and occupational health. Our management system reflects Federal Decree-Law No. 33 of 2021 (Labour Law), Ministerial Resolution No. 44 of 2022 (OSH Provisions), Dubai and Abu Dhabi regulations and the UAE Fire & Life Safety Code of Practice.



Managing risks, prevention, and incidents

We identify hazards through collaborative risk assessments, HSE inspections and audits, safety observations, incident and near-miss reporting, and employee feedback channels such as safety meetings, toolbox talks and the Engage Application – Safety Module. Risks associated with both routine and non-routine activities are assessed using a structured methodology, including task-specific risk assessments and permit-to-work controls for higher-risk work.

Risk controls follow the hierarchy of controls, prioritising elimination, and substitution, then engineering and administrative measures, and, where required, personal protective equipment (PPE). Requirements are embedded in safe work procedures across operations. with requirements embedded in safe work procedures. All work-related incidents and near misses are investigated to identify root causes, agree corrective and preventive actions and share lessons learned.

In 2025, key high-consequence hazards included vehicle movement, forklift operations, material handling equipment, working at height, machinery, electrical hazards, fire risks, and contractor activities, with forklift operations contributing to high-consequence injuries. Ill-health risks – including manual handling strain, ergonomic issues, heat exposure, and fatigue – were managed through ergonomic improvements, work-rest schedules, environmental controls, training, and personal

protective equipment (PPE). No significant occupational illness cases were reported during the year.

During the reporting period, a serious road traffic incident occurred within our Logistics operations during delivery activities, resulting in the loss of a colleague and injuries to another requiring medical treatment. The incident was investigated in line with UAE regulatory requirements and the Group's incident investigation protocols. Root-cause analysis identified inadequate following distance as a primary contributing factor, alongside opportunities to strengthen journey planning, fatigue management, and safe driving practices.

Immediate emergency response measures were implemented, including coordination with relevant authorities and support for affected employees and their families. The injured employee continues to receive physiotherapy treatment at a Dubai Health Authority licensed facility.

A comprehensive programme of corrective and preventive actions was subsequently deployed, including enhanced route-specific risk assessments, strengthened journey management and fatigue control procedures, structured driver feedback mechanisms, and expanded deployment of in-vehicle monitoring systems. These measures have been embedded into routine HSE audits and operational oversight, with ongoing performance monitoring to drive continuous improvement in road safety.





Monitoring performance and improving

We monitor effectiveness through HSE audits and inspections, incident and near-miss reporting, corrective action tracking, training monitoring, and management review. Twice-yearly HSE Compliance Analyses provide business units with defined improvement priorities.

Performance targets are set across audits and inspections, safety training, emergency drills, reporting, and timely closure of corrective actions. Progress is tracked through the Group HSE Dashboard.

In 2025, we further digitalised near-miss reporting through our Engage Application – Safety Module, including anonymous reporting for contractors, vendors, and suppliers via the “See Something, Say Something” QR code. During the year, we conducted 180 HSE audits, 363 safety toolbox talks and 204 emergency drills, and recorded 153 near-miss reports, strengthening hazard awareness, trend analysis, and operational preparedness.

Worker participation, protection, and wellbeing

We actively engage employees and contractors in our HSE management system through participation in risk assessments, hazard identification, near-miss and incident reporting, toolbox talks, safety meetings, and HSE reviews. Health and safety information is communicated through inductions, safety training, toolbox talks, safety alerts, internal communications, signage, and supervisor briefings.

We promote an open, non-retaliatory safety culture where employees and contractors can report hazards, incidents, and unsafe conditions without fear of reprisal, including through anonymous near-miss channels. Employees are empowered to stop work and remove themselves from unsafe situations, supported by policies that protect good faith decisions and require timely escalation.

Occupational health services support risk assessments, first aid and fire warden readiness, incident investigations, health surveillance where required and wellbeing programmes. Employees have access to medical insurance and external healthcare providers, complemented by wellbeing and awareness initiatives addressing lifestyle health, stress, and general wellbeing.



Health and safety training and next steps

Training and competency development are central to our approach, with HSE induction integrated into new joiner introduction sessions and ongoing generic safety training covering workplace rules, hazard awareness, reporting, emergency procedures, and safe work practices.

In 2025, 1,594 employees received HSE training, representing 2,387 training hours or on average 1.5 hours per employee, including fire warden, first aid, emergency response, site-specific HSE induction and task-specific training. We also provide targeted training on manual handling, material handling equipment, and forklift safety, working at height, fire safety, emergency response, PPE use and warehouse, logistics and automotive safety.

From 2026, we plan to further strengthen control of higher-risk activities through digitalisation of our permit-to-work system, supporting consistent application of the hierarchy of controls across our business units.

Number of Work-related injuries of Employees

	2023	2024	2025
Number of Fatalities	0.00	0.00	1.00
Fatality rate (per 1,000,000 hours worked)	0.00	0.00	0.14
Number of lost-time injury	3.00	7.00	4.00
Rate of lost-time injury	0.45	1.00	0.57
Number of high-consequence work-related injury (excluding fatalities)	0.00	0.00	1.00
Rate of high-consequence work-related injury(excluding fatalities)	0.00	0.00	0.14
Number of recordable work-related injury	5.00	15.00	9.00
Rate of recordable work-related injury	0.76	2.15	1.29
Main types of work-related injury	• Lacerations and cuts • Other minor injuries to extremities	• Lacerations and cuts • Sprains and strains • Fractures and dislocations • Contusions and bruises • Other minor injuries to extremities	• Lacerations and cuts • Other minor injuries to extremities
Number of Hours Worked	6,612,944.00	6,985,472.00	6,988,800.00

5.4 Community Engagement

Community engagement is an important way we build relationships, support social wellbeing, and contribute to broader societal and environmental priorities. Across our businesses, initiatives are delivered through partnerships, awareness campaigns, and local engagement activities aligned with our broader purpose and national priorities.

Group-wide approach

At Group level, community engagement is guided by an evolving Social Impact approach that is being progressively formalised as part of our ESG framework. Work is underway to establish structured policies, governance mechanisms, and monitoring processes, supported by a dedicated Social Impact function within Group Marketing and Communications, working with Group HR and across business units to move towards a more programme-led, measurable model.

While this framework continues to mature, initiatives are delivered through established practices and strategic partnerships, including seasonal campaigns, engagement with community centres, and environmental initiatives. From 2026 onwards, planned priorities include expanding the Group's Corporate Rainforest programme, strengthening

partnerships with organisations such as Rashid Centre, and rolling out a more structured employee volunteering programme with defined KPIs on participation, volunteer hours, beneficiaries, and environmental contributions.

In 2025, Group-level activities spanned community support, environmental stewardship, and employee wellbeing, including Iftar distributions, visits to community centres, tree planting, mangrove restoration, participation in "Clean UAE" activities and internal awareness campaigns. Performance is monitored through metrics such as number of initiatives delivered, participation levels, volunteer hours, beneficiaries reached, and environmental outputs. Learnings and feedback inform future planning to improve coordination, partner alignment, and impact. No significant actual or potential negative impacts on local communities were identified during the reporting period.





Business Unit Spotlight – AWR Automotive

In 2025, AWR Automotive delivered initiatives to supporting community engagement and institutional collaboration, including partnerships with government entities in Dubai and Abu Dhabi to reinforce relationships with public institutions and broaden community outreach.

Key initiatives led by Chery included its flagship “We Walk” / “Yalla, Let’s Walk” wellness challenge encouraged employees and community members to collectively achieve step goals, promoting healthier lifestyles through both digital and in-person engagement. Chery also supported cultural development through the Art Hub initiative, which promoted local artistic expression in line with the UAE’s broader cultural ambitions. In addition, Chery partnered with the International Union for Conservation of Nature on environmental awareness initiatives, helping advance dialogue around responsible mobility, conservation, and sustainability. The success of these programmes was measured through participation, engagement, and digital interaction metrics, with campaigns also receiving external recognition through marketing and engagement awards.

A core focus of Arabian Automobiles Company’s engagement efforts is the #DriveToZero campaign, delivered in support of Breast Cancer Awareness Month. In 2025, AAC implemented Season 2 of #DriveToZero, building on the foundations established in earlier campaigns. The initiative combines storytelling, digital engagement, and partnerships to promote awareness, early detection, and informed dialogue around women’s health. Campaign performance is monitored through participation and engagement metrics to assess reach and effectiveness. Season 1 of #DriveToZero received the Gulf Sustainability Award in 2025, recognising its contribution to meaningful social awareness and community engagement.

AutoTrust Service Centres contribute through responsible service operations, strong HSE practices and local sourcing, with 80–90% of consumables sourced locally, strengthening the domestic supply

chain. In 2025, AutoTrust achieved 100% compliant hazardous waste disposal – including oils, batteries, and tyres, and reported zero major environmental or safety incidents, supported by ongoing employee staff training, inspections and preventive measures such as spill control and noise management. These practices are reinforced through external certifications, including Environmental Clearance Certification from Dubai Municipality and a 5-Star Vehicle Workshop Certification from MOIAT.

SHIFT Car Rental organised and supported community initiatives including blood donation drives, Iftar box distribution, and clothing donation activities. These efforts are complemented by a continued focus on local workforce participation, and by initiatives promoting environmental awareness through support for electric mobility and participation in conservation-focused events.



Business Unit Spotlight – AWR Properties

In 2025, AWR Properties delivered community engagement initiatives through tenant focused programmes, digital engagement tools, and property level activities aimed at supporting wellbeing, inclusion, and safe, connected communities across its portfolio.

Community engagement is supported by structured community guidelines and digital case management platforms, including Salesforce and Yardi, which track service requests, community cases, and response outcomes through defined service level agreements. These tools support consistent engagement with tenants and transparent issue resolution, complemented by regular inspections and monthly HSE audits across properties.

Digital engagement continued to enhance tenant experience during the year. Online lease renewals reached approximately 90% adoption, reducing the need for in person visits and physical documentation, while resident application usage increased by around 50%, expanding access to services and communication channels. Feedback is gathered through annual customer satisfaction and Net Promoter Score surveys, with insights used to inform service improvements and facility upgrades.

Community initiatives reached more than 2,000 tenants across the portfolio. Activities included Breast Cancer Awareness campaigns delivered in partnership with Pink Caravan, participation in the Dubai Fitness Challenge 30x30, and national observances such as UAE National Day and Mothers' Day. These initiatives were delivered across multiple properties on a rotational basis to support broader inclusion.

Additional initiatives supported day to day community wellbeing and sustainability awareness. These included mini community libraries across selected properties to encourage book sharing and reuse, carpool parking allocations to support shared mobility, and monthly HSE newsletters covering fire safety, waste management, emergency preparedness, and energy saving practices. All properties maintain wheelchair access and inclusive facilities to support accessibility.

06

Pillar 3

Impact



Impact addresses how our operations interact with the environment around us. Through this pillar, we address greenhouse gas emissions and climate change, energy management and efficiency, water use, waste management, and air quality, with the aim of understanding and managing our environmental footprint over time.

6.1 GHG Emissions & Climate Change

Managing greenhouse gas (GHG) emissions and climate-related impacts forms an important part of how we continue to strengthen our environmental performance across the Group. The 2025 reporting cycle marks our second Group-wide GHG inventory, updating the 2024 baseline and deepening our understanding of emission sources, operational drivers, and priority areas for further action.

Approach and current focus

Our climate approach reflects the diversity of our businesses and the varying maturity of practices across the Group. Some business units remain at an early stage of climate integration, while others have begun embedding emissions management into day-to-day operations.

The Group’s GHG inventory has been prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, applying an operational control consolidation approach. Emissions are reported in metric tonnes of CO₂ equivalent (tCO₂e), covering Scope 1 (direct emissions from owned or controlled sources) and Scope 2 (indirect emissions from purchased electricity and energy).

Across the Group, operational measures in place to manage emissions include:



Gradual expansion of electric and hybrid vehicles within internal and rental fleets, supported by EV charging infrastructure at selected locations



Fuel consumption tracking and route optimisation, with a Transport Management System planned for AWR Logistics



LED lighting upgrades, HVAC optimisation, solar installations and digital diagnostics in automotive workshops, collectively supporting reductions in energy-related Scope 2 emissions



ISO 14001:2015 certification in key automotive businesses, supporting systematic monitoring and continuous improvement

These measures are closely linked to the Group’s broader clean technology and low-emission mobility agenda.

Emissions performance

Total Scope 1 and Scope 2 GHG emissions for 2025 amounted to 40,381 tCO₂e, a reduction of 23% compared with 52,702 tCO₂e in 2024, indicating a meaningful year-on-year improvement in our operational emissions footprint.

Scope 2 emissions from purchased electricity remained the largest contributor, accounting for 66% of total emissions in 2025, despite falling 29% year-on-year. This reduction reflects two compounding factors: a decline in electricity consumed from the grid, driven in part by on-site renewable energy growth detailed in Section 6.2, and a 26% decline in the UAE residual mix emission factor. The latter reflects a structural shift in the UAE’s national generation mix – with both solar and nuclear growing between the underlying activity data periods – increasing the proportion of low-carbon sources and lowering the emission intensity applied to the Group’s consumption.

Mobile combustion was the second-largest contributor at 9,255 tCO₂e (23% of total), identifying the vehicle fleet as our most material Scope 1

emissions source. Fugitive emissions, primarily from refrigerant refills and replacement, accounted for approximately 10% of emissions in 2025, while stationary combustion remained immaterial at around 1%.

Overall, our emissions profile is concentrated in three main areas: electricity procurement, fleet fuel consumption, and refrigerant management.

AWR Properties contributed 58% of Group Scope 1 and Scope 2 emissions in 2025, followed by AWR Automotive at 26% and AWR Logistics at 11%, consistent with the 2024 pattern. The overall Group reduction was led by AWR Properties, which fell from 32,125 tCO₂e to 23,703 tCO₂e, and AWR Automotive, which fell from 13,315 tCO₂e to 10,544 tCO₂e. AWR Logistics was broadly stable year-on-year.

GHG Emissions Mt CO₂e

Scope	2024	2025
Scope 1	14,690	13,748
Mobile combustion	9,724	9,255
Stationary Combustion	108	247
Fugitive emissions	4,858	4,246
Scope 2	38,012	27,083
Purchased electricity (market-based)	38,012	27,083
Total Emissions	52,702	40,831

GHG Emissions Intensity Mt CO₂e

Scope	2024	2025
Scope 1	4.51	4.07
Scope 2	11.66	8.02
Total Emissions	16.17	12.10

Detailed Emissions Data, tCO₂e

Scope	2024	2025
Scope 1	14,690	13,748
CO ₂	9,749	9,417
CH ₄	21	18
N ₂ O	62	68
HFCs	4,858	4,246
PFCs	0	0
SF ₆	0	0
NF ₃	0	0
Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	32,413	27,083
CO ₂	32,349	27,031
CH ₄	49	40
N ₂ O	15	12
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	38,012	27,083
CO ₂	37,937	27,031
CH ₄	57	40
N ₂ O	18	12
Biogenic non-CO ₂ GHG emissions from electricity use	0	0

6.2 Energy Management & Efficiency

Energy management and efficiency are addressed across the Group through operational measures aimed at reducing consumption, improving performance, and supporting lower emissions. While maturity differs across business units, a number of subsidiaries have implemented initiatives that deliver measurable energy savings and strengthen operational control.



Energy consumption

Total energy consumption in 2025 amounted to 112,465 MWh, compared with 114,770 MWh in 2024, a reduction of approximately 2% year-on-year. This was supported by ongoing efficiency initiatives across facilities and operations, including HVAC optimisation, LED lighting upgrades, and improved monitoring and control mechanisms implemented across key sites.

Electricity from on-site renewable sources, primarily solar, contributed 2,660 MWh in 2025, a more than tenfold increase from 218 MWh in 2024, directly displacing grid purchases. While renewables continue to represent approximately 2% of total consumption, the improvement in self consumption rates from 42% to 67% indicates improved integration of on site generation to meet local demand and highlights the potential to scale renewable capacity across the portfolio. This indicates growing operational integration of renewables and a meaningful opportunity to scale up on-site generation capacity across the portfolio.

Energy consumption is concentrated in a small number of business units. AWR Properties remained the Group's largest electricity consumer in 2025 at 52,406 MWh, down from 54,313 MWh in 2024, with the reduction driven primarily by increased on-site solar generation and self-consumption at Al Rostamani Real Estate properties. AWR Automotive remained the second-largest consumer at 19,201 MWh, broadly flat versus the prior year.

Business Unit Spotlight – AWR Automotive

Across AWR Automotive, energy efficiency is supported through the rollout of LED lighting, HVAC optimisation, and solar installations at feasible locations. A Siemens-supported energy optimisation system, operational since September 2023, has delivered cumulative energy savings of AED 2,942,380, demonstrating the financial and operational value of structured energy management.

Business Unit Spotlight – AWR Properties

Within AWR Properties, utility consumption is reviewed regularly by zone managers and facility engineers, benchmarked against prior year performance to identify anomalies and improvement opportunities. In 2025, energy performance contracts (EPC) were monitored across multiple properties, alongside seasonal HVAC scheduling, and on site solar generation at selected sites. Energy savings reports are shared with senior management, supporting ongoing review of efficiency performance.

Business Unit Spotlight – AWR Logistics

In Logistics, energy management is closely linked to transport efficiency. In 2025, the business advanced the planned implementation of a Transport Management System to support route optimisation and fuel efficiency, while progressing the potential introduction of biodiesel and the installation of solar power at the new PDC facility. These initiatives, once fully implemented, are expected to reduce fuel consumption and contribute to lower mobile combustion emissions over time.



Business Unit Spotlight – Sineo Packaging

At Sineo Packaging, energy efficiency measures implemented during the year included regular electricity monitoring, LED lighting upgrades, preventive machine maintenance to reduce energy loss, and the commissioning of an on-site solar power system in December 2025. Following commissioning, all factory machinery operating during the 12-hour daytime production shift is powered by solar energy, with grid electricity utilised during night shift operations.

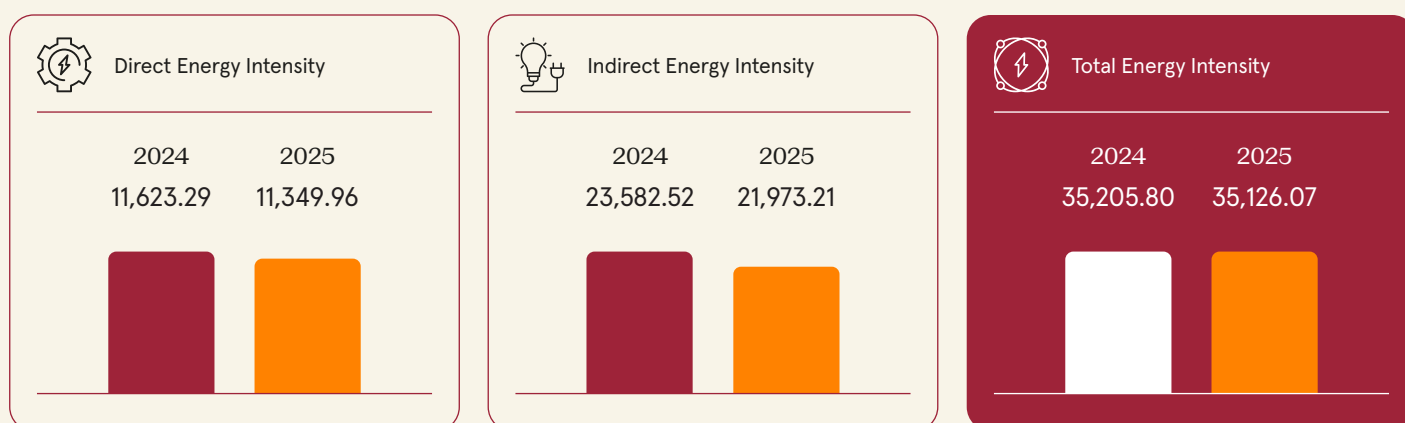
As a paper packaging processing facility, Sineo Packaging also segregates production waste and routes it to authorised recyclers, complementing energy initiatives with resource efficiency and waste reduction practices. Together, these measures support the business’s commitment to more sustainable manufacturing operations and align with its ambition to deliver green packaging solutions through increasingly responsible production practices.

Energy Consumption, kWh

Type of Energy Consumption	2024		2025	
	Renewable Sources	Non-Renewable Sources	Renewable Sources	Non-Renewable Sources
Fuel Consumption	0	37,801,021	0	36,524,485
Electricity Consumption	3,934,845	73,035,054	7,714,413	68,226,826
Purchased	3,843,950	73,035,054	5,932,767	68,226,826
Self-Generated	90,895	0	1,781,646	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	90,895	37,801,021	1,781,646	36,524,485
Indirect Energy Consumption	3,843,950	73,035,054	5,932,767	68,226,826
Total Energy Consumption	3,934,845	110,836,075	7,714,413	104,751,310

Note: Energy consumption data disclosed in this table covers only operations under AWR’s operational control (i.e., within business units where AWR has full operational authority). Energy consumption outside AWR’s operational control, including upstream and downstream activities across the value chain, is not included, as it falls outside the current scope of measurement and reporting.

Energy Intensity, kWh/Employee



6.3 Water Management

Water management focuses on efficient use of municipal supplies and targeted recycling measures within operations, particularly in automotive and properties facilities. Given the regional context, all water withdrawal occurs in areas of high-water stress, reinforcing the importance of careful management.

Group-wide approach

Across the Group, water is sourced from third party municipal suppliers, primarily DEWA and other local utilities. No water is abstracted from surface water, groundwater, seawater or produced water sources. All reported volumes are therefore classified as freshwater. In line with the Group’s operational model, water consumption is considered equivalent to withdrawal, as water is used on site and discharged to municipal wastewater networks.

Water performance is monitored using defined KPIs, including total consumption and, where applicable, recycled, and reclaimed water volumes at key operational sites. These indicators support resource efficiency efforts across automotive and properties operations and inform management reviews and reduction initiatives.

Water Consumption (m³)
2025
Automotive
4,908,211.05
Properties
318,019.68
Total
5,226,230.73

Business unit Spotlight – AWR Properties

Water management is integrated into the operations of AWR Properties, with a focus on monitoring consumption, reducing leakages, and improving efficiency across the portfolio. Water is sourced from the local utility distribution network to support domestic use, cleaning activities, and asset operations at residential, commercial and hospitality properties.

Consumption is monitored through regular reviews of utility data, supported by monthly analysis of property-level performance against historical baselines. This allows variances to be identified and addressed where needed, while annual reduction objectives are assigned at zone level to support ongoing efficiency improvements.

In 2025, AWR Properties implemented several measures to strengthen water management across its assets. These included the installation of water tank overflow alert systems across major properties, leak detection systems in plant rooms across major properties, and water cooler systems in employee accommodation showers to support more efficient water use. Communication was also shared with tenants to promote responsible utility use and leak prevention.

Water-related impacts associated with property operations, including discharge linked to cooling tower blowdown and maintenance activities, are managed through operational monitoring and control measures. Looking ahead, AWR Properties is assessing further opportunities to improve cooling system efficiency and evaluate chemical-free water treatment options for chiller condenser water.



6.4 Waste Management

Waste management within AWR Automotive focuses on preventing and minimising waste generation across service centre and warehouse operations, ensuring responsible handling of general and hazardous waste streams, and progressively embedding circular economy practices across the aftersales network.



Policies and governance

Waste management is governed in accordance with applicable UAE municipal and regulatory requirements, supported by documented policies aligned to ISO 14001 standards. Our dedicated HSE team oversees waste segregation, disposal compliance and contractor management across service centres and warehouses, with regular HSE audits conducted and reported to management to support continuous improvement.

All third-party waste management contractors are required to hold valid permits, with documentation validated at each transaction to ensure legislative compliance. Vendor performance is assessed through a system-based scorecard process, conducted jointly by the Operations and Procurement teams, supporting oversight of compliance, service quality, and environmental performance.



Waste-related impacts and prevention

The primary waste streams arising from our automotive service operations include used batteries, used oil, lubricants, paint-related hazardous waste, and general workshop waste. Key environmental risks associated with these streams, including land and water contamination from improper storage or disposal, are managed through dedicated segregation infrastructure, secondary containment systems and exclusive engagement with approved third-party recycling and waste management providers.

To address risks associated with overordering and excess inventory waste in our parts warehouses, we have deployed a machine learning-based system to optimise procurement and reduce overstocking, supporting waste prevention at source.

Hazardous waste streams are managed through established partnerships with specialist recycling firms: used oil is recycled through Al Ghadban, used batteries through Dubatt, and hazardous workshop waste through AAKI Environment. General waste disposal is managed through Averda and Dulsco. Service centres across Dubai and Sharjah are equipped with dedicated waste segregation bins and skips to ensure appropriate separation of hazardous and non hazardous streams.

Monitoring and stakeholder engagement

Waste-related initiatives and performance are reported to management as part of monthly Balanced Scorecard Reviews and communicated across the organisation through Group's internal communication channels to support knowledge sharing and a sustainability focused culture.

Systematic waste data tracking at operational level continues to be strengthened to improve consistency and visibility of waste performance over time. Transaction-level records are maintained through the waste management system, and third-party vendor data is available on request.

Highlights

In 2025, we advanced several initiatives to reduce waste generation and support circular economy outcomes:

Hazardous waste recycling:
In collaboration with AAKI Environment, approximately 200 kg of used oil cans and paint cans from Deira service centre were diverted from landfill and recycled for repurposing in cement manufacturing, supporting circular economy practices.

01

Eco-friendly consumables:
Polyester steering wheel covers were replaced with biodegradable biomass plastic alternatives at Nissan and INFiniti service centres, and reusable vehicle protective sets – including seat covers, floor mats and steering wheel covers – were introduced across Renault branches, reducing single-use material consumption.

02

Sustainable key tags:
Traditional tree-based vehicle key tags were replaced with 'Stone Paper' tags made from 100% recycled minerals and were redesigned to be 50% smaller, further reducing material use.

03

Sustainable business cards:
Virgin paper business cards were replaced with Shiro Echo recyclable, biodegradable, FSC-certified paper alternatives.

04

Water-based paint: In collaboration with global paint supplier BASF, water-based eco-friendly paint has been introduced for body and paint works at service centres, reducing the use of solvent-based materials.

05

Single-use plastic elimination:
Plastic bags at service centres have been replaced with reusable alternatives, single-use water bottles for customers have been replaced with filtered water dispensers, and wooden pallets in warehouses have been replaced with reusable plastic pallets.

06

6.5 Air Quality

Air quality considerations within our Logistics operations are addressed through existing HSE practices that support compliance with applicable regulatory requirements. These practices form the foundation for managing emissions and broader environmental impacts associated with transportation, warehousing, and logistics activities.

Within Logistics operations, air quality related risks are primarily linked to vehicle movement, fuel combustion, and equipment operation. These risks are managed through established operational controls, maintenance practices and compliance with vehicle and equipment standards, embedded within routine HSE oversight.

At Group level, ongoing efforts are focused on strengthening governance, including the definition of roles and responsibilities relevant to air quality management. In 2025, our approach to air quality remained aligned with operational practices and regulatory compliance requirements, with no significant air quality related non compliance incidents reported.



A close-up photograph of a hand holding a large, vibrant green leaf. The background is a soft, out-of-focus bokeh of green and yellow light circles, suggesting sunlight filtering through foliage. The overall tone is natural and sustainable.

07

Pillar 4

Integration

Integration is about how ESG is embedded into the way we govern, manage risk, and run the Group on a day to day basis. This pillar includes corporate governance, corporate behaviour, responsible procurement, privacy and data security, and responsible investments, supporting transparent, accountable, and disciplined decision-making across our activities.



7.1 Corporate Governance

Corporate governance at AWR Group reflects how we guide the business, oversee performance, and manage risk across our diversified portfolio. We operate through a structured governance framework that combines Board-level oversight with clearly defined management responsibilities and regular performance monitoring across business units.

The Group is led by the Board of Directors, which is responsible for setting the overall strategic direction and providing oversight across the organisation. Supporting the Board, governance is reinforced through the Audit and Risk Committee, which operates under delegated authority and oversees financial reporting, internal audit, risk management, and compliance matters.

In addition, structured Performance Review Bodies operate across business units and Group functions. These forums bring together Board members, senior executives, and business leaders on a recurring basis to review financial performance, forecasting, and business outlook. Together, these layers support a consistent approach to oversight across the Group while allowing for differentiated focus by sector.

7.1.1 Our Board

The Board of Directors is the highest governance body of the Group and includes both executive and non-executive members. Its composition reflects a combination of executive leadership and non executive perspective, with one non executive member and strong female representation of 75%, contributing diversity of thought and experience.



Mr. Khalid Abdul Wahid Al Rostamani

Chairman and Group CEO, AWR Group.

Mr. Khalid is the Chairman and Group CEO of AW Rostamani Group. He is also the founder and Chairman of BCD Travel and the Group's logistics Division.

Khalid's leadership journey within the Group began in 1993. Drawing from cross-functional exposure across various Group companies, he rapidly progressed to assume direct management of the Group's foreign exchange and travel operations.

His strategic involvement from these formative roles proved pivotal, leading to his instrumental role in the management and expansive growth of the Group's diverse portfolio of companies before he assumed the position of Chairman and Chief Executive Officer in 2016.

In addition to being the Chairman and Group CEO of AWR Group, he is also on the Board of Commercial Bank of Dubai, Etisalat, and Dubai Insurance Holdings.

Mr. Khalid holds a Bachelor's degree in Business Administration (majoring in Finance) from George Washington University, Washington D.C., USA.



Dr. Amina Abdul Wahid Al Rostamani

Board Member and Executive Director
Chief Operating Officer (COO), AWR Group,
Chief Executive Officer (CEO), AWR Properties.

Dr. Amina Abdul Wahid Al Rostamani is an Executive Board Member, Director, and Chief Operating Officer (COO) of AW Rostamani Group. In this capacity, she oversees the Group's shared corporate services and operations, ensuring efficient and effective operations across the Group. Dr Amina also holds the position of Chief Executive Officer (CEO) at AWR Properties, steering its real estate operations with strategic vision.

Prior to her current roles, Dr Amina served as the Group Chief Executive Officer of TECOM Group. Additionally, she contributes her expertise to several Non-Executive Board memberships, underscoring her broad impact in both business and community development.

Dr. Amina holds Bachelor's and Master's degrees, as well as a Doctorate in Electrical Engineering (Communications) from George Washington University, Washington D.C..



Ms. Huda Abdul Wahid Al Rostamani

Board Member and Executive Director, AWR Group
Chief Executive Officer (CEO) of AWR Logistics,
AWR Lifestyle and Frater Lighting.

Ms. Huda is an Executive Board Member of AW Rostamani Group. She also serves as Chief Executive Officer (CEO) of AWR Logistics, AWR Lifestyle and Frater Lighting.

Her career with the Group began in 1996, following her return from the United States. Through various progressive roles across the Group diverse businesses and management functions, she has cultivated comprehensive expertise in business operations, strategic planning, and organisational development.

In 2007, Huda assumed her current CEO position, where her focus includes monitoring portfolio company performance, driving new business development initiatives, and leading business turnaround operations.

Huda holds a Master's degree in Medical Engineering from George Washington University, Washington, D.C.



Ms. Hana Abdul Wahid Al Rostamani

Non-Executive Director, AWR Group.

Ms. Hana Al Rostamani is Non-Executive Director of AW Rostamani Group. She serves as Group Chief Executive Officer at First Abu Dhabi Bank (FAB), the UAE's largest bank and one of the world's largest and safest financial institutions. She is the first female CEO in FAB's history and is recognised for driving a culture of innovation, diversity, and inclusion.

She has more than 25 years of experience in banking and financial services, having held senior roles at FAB, First Gulf Bank, Citibank, and AW Rostamani Group. In addition to her executive role at FAB, she is Chair of the Global Council on the Sustainable Development Goals and serves on several Boards.

Ms. Hana holds a Bachelor's degree in Business Administration and a Master's degree in Information Management from George Washington University, Washington, D.C.

% of individuals within governance bodies according to diversity groups

	2023	2024	2025
Male	25%	25%	25%
Female	75%	75%	75%
Under 30 years old	0%	0%	0%
30–50 years old	0%	0%	0%
Over 50 years old	100%	100%	100%

% of individuals within governance bodies according to diversity groups

	2023	2024	2025
Male	25%	25%	25%
Female	75%	75%	75%
Under 30 years old	0%	0%	0%
30–50 years old	0%	0%	0%
Over 50 years old	100%	100%	100%

Board Members bring experience across automotive, real estate, logistics, financial services, and strategic management, supporting effective oversight of a diversified portfolio. Several members also hold external leadership and Board positions, providing broader market insight and governance experience, while the Chairman of the Board also serves as Group Chief Executive Officer, combining strategic leadership with executive management responsibilities.

Governance and oversight approach

The Board oversees the development and implementation of the Group's strategy, key policies, and performance priorities. This oversight is exercised through established governance forums, including the Audit and Risk Committee, Performance Review Bodies, and, as the ESG Framework matures, ESG-focused steering structures that consider stakeholder expectations, regulatory developments, and emerging risks.

Senior executives, including the Group Chief Executive Officer, Chief Operating Officer and Business Unit Leaders, are responsible for implementing strategy, managing day to day operations, and delivering against

Delegation and reporting

Oversight responsibilities are delegated through the Group’s governance structure to ensure clear accountability from the Board to management and business units. The Audit and Risk Committee supports the Board in overseeing key risk, compliance, and internal control matters, while senior executives are accountable for operational delivery and risk management in their respective areas.

Management reports to the Board through structured governance forums, including regular Board meetings, quarterly Audit and Risk Committee meetings and recurring Performance Review discussions. As ESG implementation progresses, the Group is working towards more standardised ESG reporting to management and the Board.

Nomination and composition

Appointments to the Board are determined at shareholder level and reflect the Group’s leadership structure as a privately held, family-owned enterprise. Members are selected based on their experience, alignment with the Group’s strategic direction, and their ability to contribute to long-term value creation, and effective oversight.

The Audit and Risk Committee is appointed by the Board and includes members of the Board, with at least one non-executive member as the Committee Chair. Governance practices continue to evolve, including the work on a revised Committee Charter and broader ESG governance enhancements, to further clarify roles, composition, and oversight responsibilities.



7.1.2 Risk Management

Risk management is an integral part of how we operate and grow as a Group. It supports informed decision-making, strengthens resilience, and contributes to the delivery of sustainable long-term growth.

The AWR Group Risk Management Framework defines the principles, structure, and responsibilities for managing risk across the Group. It applies at Group level and across business units and is designed to be embedded in both day-to-day activities and strategic planning. The Framework aims to ensure that risks are identified, assessed, treated, reported, and monitored in a timely and consistent manner.

By formalising common processes, tools and methodologies, the Framework promotes a consistent approach to risk across AWR Group and supports alignment with our strategic and business objectives. It is aligned with the principles of ISO 31000 Risk Management Guidelines, which define risk management as a means to creating and protecting value, improving performance, encouraging innovation, and supporting the achievement of objectives.

Risk governance is clearly defined within the Framework and includes documented roles and responsibilities, structured processes for risk identification and assessment, and the use of key risk indicators to monitor exposure over time. The Framework is approved at the highest level of the organisation, including the Group CEO and Chairman of the Board, and the Group Chief Operating Officer, reinforcing accountability for risk management across the Group.

By integrating risk management into business activities and decision-making, we aim to foster a strong risk-aware culture, strengthen internal oversight, and support adherence to established processes and procedures. This structured approach underpins transparency and accountability and supports our broader commitment to responsible management and sustainable long term growth.

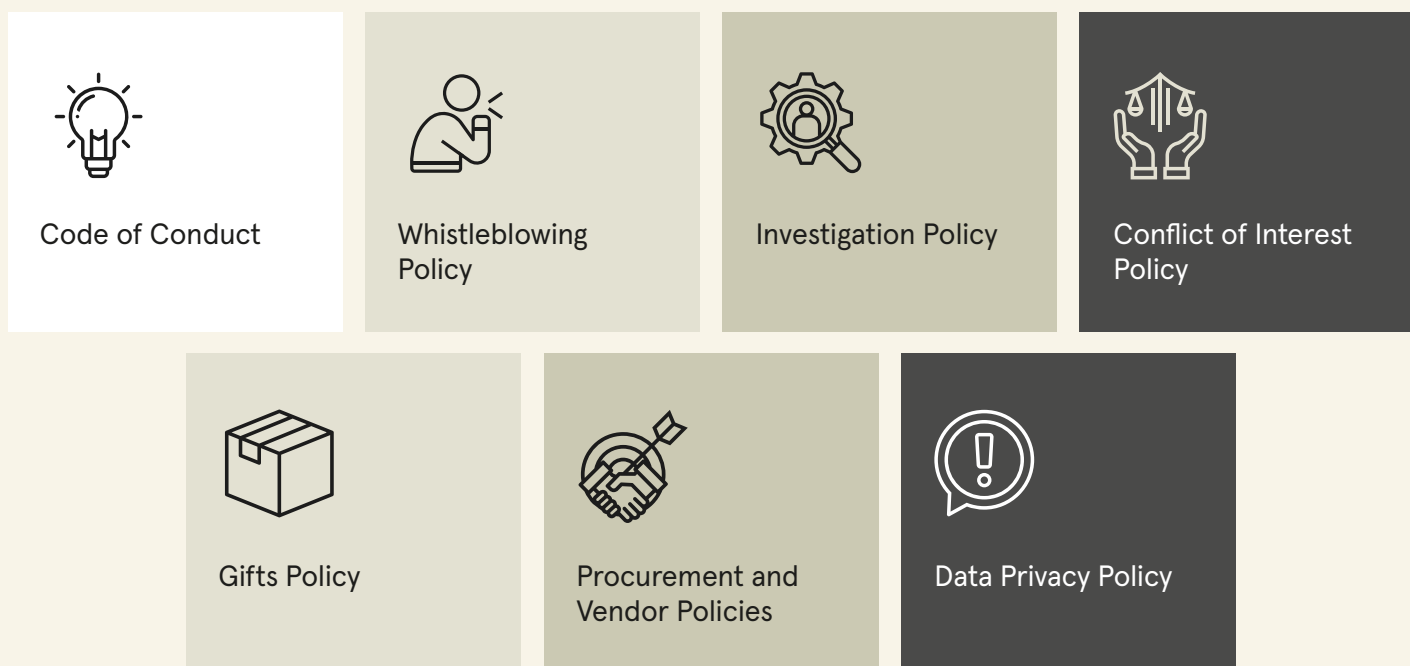


7.2 Corporate Behaviour

We manage corporate behaviour and ethics through a Group-wide framework that promotes integrity, transparency, and accountability across all operations. This framework combines formal policy commitments, defined governance roles, risk-based controls, and accessible grievance mechanisms to support responsible conduct and compliance with applicable laws and regulations.

Policies, commitments, and governance

We have established a suite of responsible business conduct policies, including our:



These policies are approved by the Chairman and Group CEO, apply across all our activities and business relationships, and are embedded into our business processes through decision-making and approval mechanisms such as our Delegation of Authority (DoA).

Oversight responsibilities for corporate behaviour are defined through our Audit and Risk Committee Charter and Investigation Policy, which set out the roles of management and board-level bodies in overseeing compliance, ethics, anti corruption, and whistleblowing matters. We communicate our policy expectations internally via email and internal channels and reinforce them through awareness sessions and training to support understanding and implementation.

Implementation, awareness, and monitoring

We implement our commitments through internal controls, approval workflows, contractual clauses, and monitoring by Compliance, Group Internal Audit, and management. All employees are responsible for complying with our policies, which are integrated into day to day decisions relating to procurement, vendor selection, gifts and hospitality, conflicts of interest, and other key processes.

Our anti corruption policies and procedures are communicated across the organisation, including to governance body members, and are supported by awareness sessions, reminders, and targeted communications. Effectiveness is monitored through a compliance plan approved by the Audit and Risk Committee, stakeholder feedback raised through governance forums and trend analysis of investigations. Lessons learned are used to strengthen controls, awareness efforts, and preventative measures



Communication about anti-corruption policies and procedures

	2023	2024	2025
Number of Employees that AWR's anti-corruption policies and procedures have been communicated by category:	2,199	2,367	2,233
Clerical & Supervisor	1,880	2,033	1,908
Professionals	154	162	163
Mid. Management	121	126	118
Sr. Management	44	46	44
Executive	15	14	14

% on Communication about anti-corruption policies and procedures by Job Category

	2023	2024	2025
Clerical & Supervisor	78%	78%	70%
Professionals	65%	63%	64%
Mid. Management	56%	54%	47%
Sr. Management	41%	40%	38%
Executive	34%	31%	31%

Communication about anti-corruption policies and procedures

	2023	2024	2025
Number of Board members that AWR's anti-corruption policies and procedures have been communicated to	4	4	4
% of total Board members that AWR's anti-corruption policies and procedures have been communicated to	100%	100%	100%

Training on Anti-corruption

	2023	2024	2025
Board members that have received training on anti-corruption	4	4	4
% of total Board members that have received training on anti-corruption	100%	100%	100%

Risk management, incidents, and remediation

Through ongoing risk assessments, we identify significant corruption related risks, such as conflicts of interest, inappropriate gifts or hospitality, procurement and vendor selection risks, facilitation payments, fraudulent approvals, third party misconduct, and abuse of Delegation of Authority. We manage these risks through policy controls, approval workflows, audits, and investigation mechanisms, supported by due diligence expectations embedded in our procurement and contracting practices.

Significant instances of non-compliance are defined as cases resulting in regulatory sanctions (including fines or non-monetary penalties) or those assessed internally as High or Very High based on the Group's risk evaluation criteria.

During the reporting period, no public legal cases regarding corruption were brought against the Group or our employees. All reported allegations are assessed and, where appropriate, investigated in accordance with the Group's Speak Up Policy and internal investigation procedures. Confirmed breaches are addressed through appropriate disciplinary processes overseen by Group Internal Audit, Human Resources and relevant management. Where appropriate, corrective actions are implemented to strengthen controls, update policies, enhance awareness and prevent recurrence.

Instances of non-compliance with laws and regulations

	2023	2024	2025
Total number of significant instances of non-compliance with laws and regulations	2	1	3
Instances for which fines were incurred	3	4	18
Instances for which non-monetary sanctions were incurred	0	0	0

Confirmed incidents of corruption

	2023	2024	2025
Confirmed incidents in which employees were dismissed or disciplined for corruption	0	4	3
Confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	2	1
Nature of confirmed incidents	N/A	• Fraud • Theft • Code of Conduct and ethical breaches • Third-party or contractual compliance breaches	• Fraud • Code of Conduct and ethical breaches
Total number of confirmed incidents	0	6	4

Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices (Group level)

 Total number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant	2023 0	2024 0	2025 0
 If any, main outcomes of completed legal actions, including any decisions or judgements	2023 0	2024 0	2025 0

Speak-up and grievance mechanisms

All reported concerns are assessed and, where appropriate, investigated in accordance with the Group’s Speak Up Policy and internal investigation procedures. Not all reported concerns are substantiated following investigation, and the confirmed incidents reported above represent confirmed breaches identified through the Group’s established investigation process. Confirmed breaches are addressed through appropriate disciplinary and corrective actions, with lessons learned used to strengthen internal controls and prevent recurrence. The effectiveness of grievance mechanisms is monitored through trend analysis, investigation timeliness, corrective action closure and periodic reporting to the Audit and Risk Committee. Feedback from users and governance discussions supports continuous improvement and reinforces a culture of open reporting and ethical conduct.

Looking ahead

In 2026, we plan to further strengthen our corporate behaviour framework through the designation of compliance delegates across branches and departments and the expansion of awareness initiatives on whistleblowing, ethical conduct, and open reporting. These initiatives, led by our Compliance function in coordination with management, aim to strengthen local accountability and support consistent application of Group policies across the organisation.

7.3 Responsible Procurement

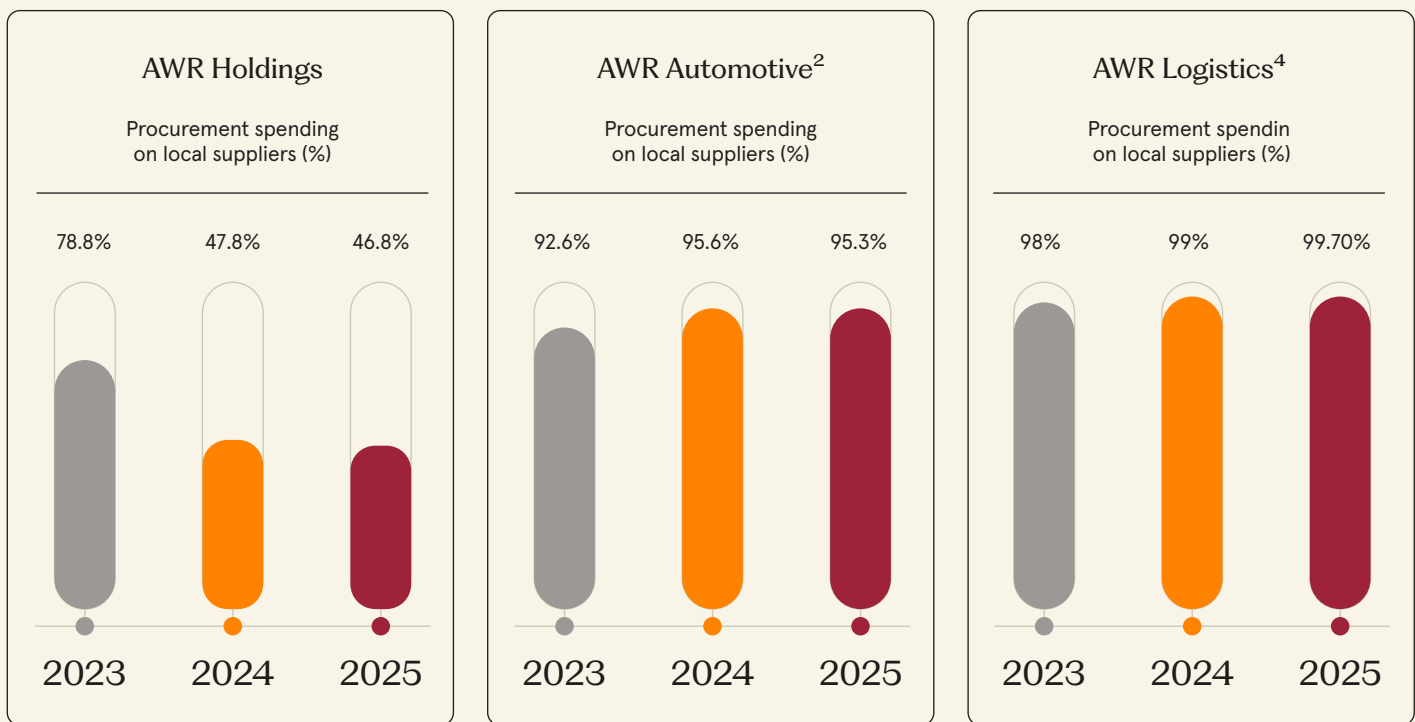
We recognise that sustainability in procurement plays an important role in supporting local economic development and strengthening the resilience of our supply chain. Our current procurement emphasis is on local sourcing, while we continue to integrate broader ESG considerations into procurement processes in line with our material priorities.

Across the Group, we monitor the proportion of procurement spend directed to local suppliers. Performance varies by business unit, reflecting differences in the nature of goods and services procured. Operational entities that rely on locally based supply chains tend to demonstrate higher levels of local spending, while Group level functions procure more specialised or internationally sourced goods and services.

Our current procurement processes are primarily focused on cost, quality, and service delivery, with basic compliance expectations embedded within existing policies and contractual terms. Formal ESG-linked selection criteria and supplier evaluation processes are being progressively integrated into procurement practices where feasible.

Looking ahead, we plan to further integrate ESG considerations into procurement practices by introducing sustainability-related criteria into vendor onboarding and supplier management processes. Initial efforts will focus on practical requirements and awareness building initiatives with key suppliers, with the longer term aim of developing a more structured framework covering areas such as environmental performance, labour practices and business ethics, aligned with our material ESG topics.

Portion of spending on local suppliers^{1,3}



¹ Figures represent the percentage of procurement expenditure with local suppliers during the reporting period. Only suppliers engaged through issued purchase orders are included in the calculation. Local suppliers are defined as those registered and operating in the United Arab Emirates. Local procurement spend is calculated as the percentage of total procurement expenditure directed to these suppliers during the reporting period.

² Automotive procurement is largely UAE-based, resulting in consistently high local spend.

³ Group-level spend includes enterprise-wide categories (e.g. technology, consulting, insurance) typically sourced from global suppliers.

⁴ 2025 Logistics increase reflects organisational changes, including integration of AAC Logistics and expansion of operations.

7.4 Privacy and Data Security

Protecting personal data and maintaining secure information systems form an important part of responsible business conduct at AWR Group. As our operations increasingly rely on digital platforms, data-driven processes, and integrated systems, we continue to strengthen our governance and controls related to privacy and data security across the Group.



Our approach and governance

Our approach to privacy and data security is guided by the Group's Data Governance Charter, which sets out policies and requirements covering data privacy and classification, data collection and processing, data retention and lifecycle management, data sharing and exchange (including the use of AI tools), incident management and third party data risk management. Together, these policies support the consistent and responsible handling of sensitive and personal information across our operations.

Oversight of privacy and information security is provided by the Head of Information Security and the Chief Information Officer, while implementation of the data governance programme is led by the Data Governance Manager, working in coordination with technology and functional teams. All new projects and material system changes are assessed through Change and Advisory Board meetings, which consider data privacy, classification, storage, access controls, and model compliance, helping embed privacy and security considerations into system design and operations.

Data governance programme and tooling

We continue to develop a structured data governance programme aligned with a detailed Data Governance Charter. Critical data elements, personally identifiable information (PII), and confidential data are identified, classified, and maintained within the Group's Data Governance Platform, supporting consistent application of controls and improved visibility.

In 2025, Wave 1 of the Master Data Governance Programme was initiated to define and classify critical data across core application systems used by Group-level functions. The programme aims to enhance data quality and trust, support regulatory compliance and data privacy, implement consistent data stewardship practices, enable centralised data cataloguing, and standardise key business terminology for better alignment and reporting accuracy.

Certifications and performance

In 2025, we obtained ISO/IEC 27001:2022, ISO/IEC 27017:2015, and ISO/IEC 20000-1:2018 certifications. These certifications support the continued strengthening of information security management, cloud security controls, and IT service management practices across the Group.

Privacy and data security incidents are monitored through established governance processes. we did not receive any substantiated complaints concerning breaches of customer privacy from external parties or regulatory bodies. Over the three year period from 2023 to 2025, one data incident was identified in 2024, involving unauthorised exposure of data linked to a misconfigured public cloud storage bucket. The issue was promptly remediated, and additional controls were implemented to prevent recurrence. No similar incidents were recorded in 2023 or 2025.

Leaks, Thefts and Losses or Customer Data

	2023	2024	2025
Total number of identified leaks, thefts, or losses of customer data	0	1	0

Number of Substantiated Complaints Received Concerning Breaches of Customer Privacy in the three-year period

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

Engagement and future focus

The data governance team, supported by the information security function, works with business units across the Group to implement data privacy policies, controls, and awareness initiatives. This includes guidance on appropriate data handling, classification, and access for both internal users and third party stakeholders.

Looking ahead, Wave 2 of the Data Governance implementation has been initiated to extend the scope of PII and confidential data management across all departments within Automotive and into Holdings, Logistics, Finance, Frater, and other business units. As implementation progresses, we will continue to expand programme coverage across additional data domains and entities, further strengthening Group wide data governance and privacy practices.

7.5 Responsible Investments

We approach responsible investments as part of our broader contribution to sustainable economic development in the UAE. Our investment activities focus on supporting innovative, UAE-based businesses that generate long-term value for the Group, local communities, and the broader economy.

Our investment decisions are guided by the Group's core values and strategic priorities, with an emphasis on startups and growth stage companies that contribute to economic development, innovation and wider societal outcomes alongside financial performance.



Governance and oversight

Investment activities are supported by defined governance structures that ensure appropriate accountability and oversight. Where the Group holds operational control, management is responsible for overseeing business operations, including strategic direction and performance monitoring. For minority investments, oversight is exercised through quarterly performance reviews and ongoing engagement with portfolio companies, ensuring continued alignment with agreed objectives.

Roles and responsibilities related to investment governance are embedded within existing Group management structures, ensuring that investment decisions and oversight are integrated into broader governance and risk management processes.

Risk management and approach

Investment opportunities are assessed through an evaluation process that considers their potential to create value across economic, social, and technological dimensions. Key financial and operational risks are identified and documented as part of this process, alongside ESG-related risks where applicable. This structured assessment supports informed and balanced decision making and reflects the Group's risk appetite and strategic priorities.

Monitoring and performance

Performance is monitored through a combination of financial and operational indicators, complemented by ongoing engagement with investee companies. At this stage, broader ESG impact metrics are not systematically tracked across the investment portfolio. However, the Group is committed to strengthening sustainability integration into its monitoring approach over time, informed by its material ESG topics.

Investment Spotlight – Sustainable Farming

Since 2022, our investment in Armela Farms, a UAE-based sustainable farming company, has supported the expansion of innovative agricultural practices aimed at improving resource efficiency and strengthening local food security. Strategic guidance from the Group has further supported the company's growth and contribution to domestic food supply chains.



08

Detailed Disclosures





The disclosure tables below present data for AWR Group at the level of key business units that contribute significantly to the Group's overall operations. These include:

- AWR Automotive
- AWR Properties
- AWR Logistics
- AWR Investments
- AWR Lifestyle
- Sineo Packaging
- Frater Lighting
- BCD Travel

Unless otherwise specified, the reported figures represent consolidated data for each respective business unit.

For the purposes of these disclosures, AWR Holdings includes AWR Investments (excluding HR data). In addition, Sineo Packaging and BCD Travel have recently been integrated into the Group's reporting structure; therefore, historical data may not be available for prior years. Reporting for these entities will be progressively formalised from 2026 onwards.

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

Environmental

GHG Emissions & Climate Change

Scope	2024	2025
AWR Automotive		
Scope 1	3,912	3,532
Mobile combustion	3,912	3,532
Stationary Combustion	0	0
Fugitive emissions	0	0
Scope 2	9,404	7,012
Purchased electricity (market-based)	9,404	7,012
AWR Properties		
Scope 1	5,270	4,564
Mobile combustion	345	247
Stationary Combustion	67	71
Fugitive emissions	4,858	4,246
Scope 2	26,855	19,139
Purchased electricity (market-based)	26,855	19,139
AWR Logistics		
Scope 1	4,025	4,132
Mobile combustion	4,025	4,132
Stationary Combustion	0	0
Fugitive emissions	0	0
Scope 2	296	225
Purchased electricity (market-based)	296	225
AWR Investments		
Scope 1	910	898
Mobile combustion	910	898
Stationary Combustion	0	0
Fugitive emissions	0	0
Scope 2	0	0
Purchased electricity (market-based)	0	0
AWR Lifestyle		
Scope 1	98	95
Mobile combustion	98	95
Stationary Combustion	0	0
Fugitive emissions	0	0
Scope 2	509	110
Purchased electricity (market-based)	509	110

Sineo Packaging		
Scope 1	58	111
Mobile combustion	58	0
Stationary Combustion	0	111
Fugitive emissions	0	0
Scope 2	487	373
Purchased electricity (market-based)	487	373
Frater Lighting		
Scope 1	335	358
Mobile combustion	294	294
Stationary Combustion	41	64
Fugitive emissions	0	0
Scope 2	304	133
Purchased electricity (market-based)	304	133
BCD Travel		
Scope 1	84	57
Mobile combustion	84	57
Stationary Combustion	0	0
Fugitive emissions	0	0
Scope 2	158	91
Purchased electricity (market-based)	158	91
Total Scope 1 Emissions	14,690	13,748
Total Scope 2 Emissions	38,012	27,083

GHG Emissions Intensity, MtCO2e/Employee

Scope	2024	2025
AWR Automotive		
Scope 1	1.64	1.57
Scope 2	3.95	3.12
AWR Properties		
Scope 1	61.28	51.28
Scope 2	312.27	215.04
AWR Logistics		
Scope 1	20.54	9.59
Scope 2	1.51	0.52
AWR Investments		
Scope 1	303.33	299.33
Scope 2	-	-
AWR Lifestyle		
Scope 1	1.38	1.67
Scope 2	7.17	1.93
Sineo Packaging		
Scope 1	1.16	2.41
Scope 2	9.74	8.11
Fratel Lighting		
Scope 1	4.41	4.21
Scope 2	4.00	1.56
BCD Travel		
Scope 1	0.51	0.34
Scope 2	0.96	0.54
Total Scope 1 Emissions Intensity Per Employee	63.05	54.99
Total Scope 2 Emissions Intensity Per Employee	163.14	108.33

Detailed Emissions Data, tCO₂e

Scope	2024	2025
AWR Automotive		
Scope 1	3,912	3,532
CO ₂	3,887	3,507
CH ₄	13	11
N ₂ O	12	14
HFCs	0	0
PFCs	0	0
SF ₆	0	0
NF ₃	0	0
Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	8,019	7,012
CO ₂	8,003	6,999
CH ₄	12	10
N ₂ O	4	3
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	9,404	7,012
CO ₂	9,385	6,999
CH ₄	14	10
N ₂ O	4	3
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
AWR Properties		
Scope 1	5,270	4,564
CO ₂	410	317
CH ₄	1	1
N ₂ O	1	1
HFCs	4,858	4,246
PFCs	0	0
SF ₆	0	0
NF ₃	0	0

Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	28,855	19,139
CO ₂	26,802	19,102
CH ₄	40	28
N ₂ O	12	9
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	26,855	19,139
CO ₂	26,802	19,102
CH ₄	40	28
N ₂ O	12	9
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
AWR Logistics		
Scope 1	4,025	4,132
CO ₂	3,977	4,082
CH ₄	2	2
N ₂ O	45	48
HFCs	0	0
PFCs	0	0
SF ₆	0	0
NF ₃	0	0
Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	253	225
CO ₂	252	225
CH ₄	1	0
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	296	225
CO ₂	296	225
CH ₄	0	0
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0

AWR Investments		
Scope 1	910	898
CO ₂	904	893
CH ₄	3	3
N ₂ O	2	2
HFCs	0	0
PFCs	0	0
SF ₆	0	0
NF ₃	0	0
Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	0	0
CO ₂	0	0
CH ₄	0	0
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	0	0
CO ₂	0	0
CH ₄	0	0
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
AWR Lifestyle		
Scope 1	98	95
CO ₂	97	95
CH ₄	1	0
N ₂ O	0	0
HFCs	0	0
PFCs	0	0
SF ₆	0	0
NF ₃	0	0
Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0

Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	434	110
CO ₂	433	110
CH ₄	1	0
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	509	110
CO ₂	508	110
CH ₄	1	0
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Sineo Packaging		
Scope 1	58	111
CO ₂	58	110
CH ₄	0	0
N ₂ O	0	1
HFCs	0	0
PFCs	0	0
SF ₆	0	0
NF ₃	0	0
Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	415	373
CO ₂	414	372
CH ₄	1	1
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	487	373
CO ₂	486	372
CH ₄	1	1
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0

Frater Lighting		
Scope 1	335	358
CO ₂	333	356
CH ₄	1	1
N ₂ O	1	1
HFCs	0	0
PFCs	0	0
SF ₆	0	0
NF ₃	0	0
Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	259	133
CO ₂	258	132
CH ₄	1	1
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	304	133
CO ₂	303	132
CH ₄	1	1
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
BCD Travel		
Scope 1	84	57
CO ₂	83	57
CH ₄	1	0
N ₂ O	0	0
HFCs	0	0
PFCs	0	0
SF ₆	0	0
NF ₃	0	0
Biogenic non-CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0

Biogenic CO ₂ GHG emissions from the combustion or biodegradation of biomass from owned or controlled sources	0	0
Scope 2 (location-based)	135	91
CO ₂	134	90
CH ₄	0	1
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0
Scope 2 (market-based)	158	91
CO ₂	157	90
CH ₄	1	1
N ₂ O	0	0
Biogenic non-CO ₂ GHG emissions from electricity use	0	0

Note: AWR Holdings refer to the consolidated Group data.

Energy Management & Efficiency

Energy Consumption, kWh

	2024		2025	
Type of Energy Consumption	Renewable Sources	Non-Renewable Sources	Renewable Sources	Non-Renewable Sources
AWR Automotive				
Fuel Consumption	0	15,256,406	0	13,788,788
Electricity Consumption	950,945	18,067,961	1,536,092	17,665,054
Purchased	950,945	18,067,961	1,536,092	17,665,054
Self-Generated	0	0	0	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0

	2024		2025	
Type of Energy Consumption	Renewable Sources	Non-Renewable Sources	Renewable Sources	Non-Renewable Sources
AWR Automotive				
Fuel Consumption	0	15,256,406	0	13,788,788
Electricity Consumption	950,945	18,067,961	1,536,092	17,665,054
Purchased	950,945	18,067,961	1,536,092	17,665,054
Self-Generated	0	0	0	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	0	15,256,406	0	13,788,788
Indirect Energy Consumption	950,945	18,067,961	1,536,092	17,665,054
AWR Properties				
Fuel Consumption	0	1,638,179	0	1,278,241
Electricity Consumption	2,806,567	51,597,760	5,974,140	48,213,677
Purchased	2,715,672	51,597,760	4,192,494	48,213,677
Self-Generated	90,895	0	1,781,646	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	90,895	1,638,179	1,781,646	1,278,241
Indirect Energy Consumption	2,715,672	51,597,760	4,192,494	48,213,677
AWR Logistics				
Fuel Consumption	0	15,097,903	0	15,489,036
Electricity Consumption	29,964	569,308	49,353	567,559
Purchased	29,964	569,308	49,353	567,559
Self-Generated	0	0	0	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	0	15,097,903	0	15,489,036
Indirect Energy Consumption	29,964	569,308	49,353	567,559

AWR Investments				
Fuel Consumption	0	3,556,009	0	3,531,839
Electricity Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	0	3,556,009	0	3,531,839
Indirect Energy Consumption	0	0	0	0
AWR Lifestyle				
Fuel Consumption	0	381,567	0	374,833
Electricity Consumption	51,508	978,645	24,178	278,045
Purchased	51,508	978,645	24,178	278,045
Self-Generated	0	0	0	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	0	381,567	0	374,833
Indirect Energy Consumption	51,508	978,645	24,178	278,045
Sineo Packaging				
Fuel Consumption	0	226,859	0	415,157
Electricity Consumption	49,203	934,850	81,746	940,075
Purchased	49,203	934,850	81,746	940,075
Self-Generated	0	0	0	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	0	226,859	0	415,157
Indirect Energy Consumption	49,203	934,850	81,746	940,075

Frater Lighting				
Fuel Consumption	0	1,317,119	0	1,421,025
Electricity Consumption	30,708	583,457	29,063	334,228
Purchased	30,708	583,457	29,063	334,228
Self-Generated	0	0	0	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	0	1,317,119	0	1,421,025
Indirect Energy Consumption	30,708	583,457	29,063	334,228
BCD Travel				
Fuel Consumption	0	326,978	0	225,564
Electricity Consumption	15,951	303,073	19,842	228,187
Purchased	15,951	303,073	19,842	228,187
Self-Generated	0	0	0	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	0	326,978	0	225,564
Indirect Energy Consumption	15,951	303,073	19,842	228,187
AWR Holdings				
Fuel Consumption	0	37,801,021	0	36,524,485
Electricity Consumption	3,934,845	73,035,054	7,714,413	68,226,826
Purchased	3,843,950	73,035,054	5,932,767	68,226,826
Self-Generated	90,895	0	1,781,646	0
Cooling Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Steam Consumption	0	0	0	0
Purchased	0	0	0	0
Self-Generated	0	0	0	0
Direct Energy Consumption	90,895	37,801,021	1,781,646	36,524,485
Indirect Energy Consumption	3,843,950	73,035,054	5,932,767	68,226,826

Note: Energy consumption data disclosed in this table covers only operations under AWR's operational control (i.e., within business units where AWR has full operational authority). Energy consumption outside AWR's operational control, including upstream and downstream activities across the value chain, is not included, as it falls outside the current scope of measurement and reporting. AWR Holdings refer to the consolidated Group data.

Energy Intensity, kWh/Employee

	2024	2025
AWR Automotive		
Direct Energy Intensity	6,407.56	6,136.53
Indirect Energy intensity	7,987.78	8,545.24
AWR Properties		
Direct Energy Intensity	20,105.51	34,380.75
Indirect Energy intensity	631,551.53	588,833.38
AWR Logistics		
Direct Energy Intensity	77,030.12	35,937.44
Indirect Energy intensity	3,057.51	1,431.35
AWR Investments		
Direct Energy Intensity	1,185,336.33	1,177,279.67
Indirect Energy intensity	-	-
AWR Lifestyle		
Direct Energy Intensity	5,374	6,576
Indirect Energy intensity	14,509	5,302
Sineo Packaging		
Direct Energy Intensity	4,537.18	9,025.15
Indirect Energy intensity	19,681.06	22,213.50
Frater Lighting		
Direct Energy Intensity	17,330.51	16,717.94
Indirect Energy intensity	8,081.12	4,274.01
BCD Travel		
Direct Energy Intensity	1,993.77	1,350.68
Indirect Energy intensity	1,945.27	1,485.20
AWR Holdings		
Direct Energy Intensity	162,626.25	153,224.52
Indirect Energy intensity	329,952.81	296,638.37

Note: AWR Holdings refer to the consolidated Group data.

Water Management

Water Consumption (m3)

	2025
AWR Automotive	4,908,211.05
AWR Properties	318,019.68
Total	5,226,230.73

Social

Employment Practices and Wellbeing

Total Employees

	2023	2024	2025
AWR Holdings	182	233	250
Male	115	155	158
Female	67	78	92
AWR Automotive	2,214	2,381	2,247
Male	1,976	2,097	1,947
Female	238	284	300
AWR Properties	119	86	89
Male	83	46	48
Female	36	40	41
AWR Logistics	183	196	431
Male	170	182	415
Female	13	14	16
AWR Investments	5	3	3
Male	4	2	2
Female	1	1	1
AWR Lifestyle	63	71	57
Male	32	35	27
Female	31	36	30
Sineo Packaging	26	50	46
Male	25	42	39
Female	1	8	7
Frater Lighting	74	76	85
Male	63	63	73
Female	11	13	12
BCD Travel	160	164	167
Male	106	108	112
Female	54	56	55
Total	3,026	3,260	3,375

Total New Hires by Gender and Age Group

	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
AWR Holdings	26	19	34	22	43	30
Under 30 years old	0	0	0	0	5	4
30-50 years old	26	19	32	19	32	25
Over 50 years old	0	0	2	3	6	1
AWR Automotive	250	70	357	97	256	90
Under 30 years old	0	0	0	0	102	37
30-50 years old	248	70	356	96	151	53
Over 50 years old	2	0	1	1	3	0
AWR Properties	9	6	7	8	4	7
Under 30 years old	0	0	0	0	0	2
30-50 years old	9	6	7	8	4	5
Over 50 years old	0	0	0	0	0	0
AWR Logistics	23	4	22	1	55	4
Under 30 years old	0	0	0	0	19	2
30-50 years old	23	4	21	1	36	2
Over 50 years old	0	0	1	0	0	0
AWR Investments	1	0	0	0	0	0
Under 30 years old	0	0	0	0	0	0
30-50 years old	1	0	0	0	0	0
Over 50 years old	0	0	0	0	0	0
AWR Lifestyle	12	9	15	18	15	13
Under 30 years old	0	0	0	0	2	2
30-50 years old	12	9	15	18	12	11
Over 50 years old	0	0	0	0	1	0
Sineo Packaging	20	–	27	8	10	4
Under 30 years old	0	0	0	0	3	1
30-50 years old	20	0	27	8	6	3
Over 50 years old	0	0	0	0	1	0
Frater Lighting	11	3	5	3	11	2
Under 30 years old	0	0	0	0	5	0
30-50 years old	11	3	5	3	5	2
Over 50 years old	0	0	0	0	1	0
BCD Travel	27	19	14	10	17	13
Under 30 years old	0	0	0	0	6	3
30-50 years old	27	19	14	10	11	9
Over 50 years old	0	0	0	0	0	1
Total		509		648		574

Total Employees that Left by Gender and Age Group

	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
AWR Holdings	14	5	15	11	42	18
Under 30 years old	0	0	0	0	0	0
30-50 years old	12	5	12	10	38	17
Over 50 years old	2	0	3	1	4	1
AWR Automotive	191	33	218	48	196	73
Under 30 years old	0	0	0	0	0	0
30-50 years old	173	33	201	48	182	73
Over 50 years old	18	0	17	0	14	0
AWR Properties	14	5	42	5	1	6
Under 30 years old	0	0	0	0	0	0
30-50 years old	12	5	31	5	1	6
Over 50 years old	2	0	11	0	0	0
AWR Logistics	19	0	11	0	32	2
Under 30 years old	0	0	0	0	0	0
30-50 years old	19	0	9	0	28	2
Over 50 years old	0	0	2	0	4	0
AWR Investments	0	0	2	0	0	0
Under 30 years old	0	0	0	0	0	0
30-50 years old	0	0	1	0	0	0
Over 50 years old	0	0	1	0	0	0
AWR Lifestyle	8	10	11	13	18	19
Under 30 years old	0	0	0	0	0	0
30-50 years old	8	10	11	13	18	19
Over 50 years old	0	0	0	0	0	0
Sineo Packaging	1	-	11	1	13	5
Under 30 years old	0	0	0	0	0	0
30-50 years old	1	0	11	1	12	5
Over 50 years old	0	0	0	0	1	0

Frater Lighting	8	3	5	3	6	2
Under 30 years old	0	0	0	0	0	0
30-50 years old	6	3	5	3	5	2
Over 50 years old	2	0	0	0	1	0
BCD Travel	10	9	12	8	12	14
Under 30 years old	0	0	0	0	0	0
30-50 years old	10	9	12	8	12	14
Over 50 years old	0	0	0	0	0	0
Total	330		416		459	

Turnover Rate

Hire Rate

	2023	2024	2025	2023	2024	2025
AWR Holdings	0.01	0.01	0.02	0.01	0.02	0.02
AWR Automotive	0.07	0.08	0.08	0.11	0.14	0.10
AWR Properties	0.01	0.01	0.00	0.00	0.00	0.00
AWR Logistics	0.01	0.00	0.01	0.01	0.01	0.02
AWR Investments	0.00	0.00	0.00	0.00	0.00	0.00
AWR Lifestyle	0.01	0.01	0.01	0.01	0.01	0.01
Sineo Packaging	0.00	0.00	0.01	0.01	0.01	0.00
Frater Lighting	0.00	0.00	0.00	0.00	0.00	0.00
BCD Travel	0.01	0.01	0.01	0.02	0.01	0.01

Percentage of Employees by Job Category and by Gender

		2023		2024		2025	
		Male	Female	Male	Female	Male	Female
Clerical and Supervisory							
AWR Holdings		0.99%	0.58%	1.57%	0.73%	1.48%	0.85%
AWR Automotive		69.58%	8.01%	69.28%	8.58%	61.48%	8.97%
AWR Properties		2.10%	0.74%	0.57%	0.69%	0.59%	0.66%
AWR Logistics		6.44%	0.50%	6.43%	0.50%	14.44%	0.52%
AWR Investments		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
AWR Lifestyle		1.03%	0.95%	1.11%	1.00%	0.63%	0.78%
Sineo Packaging		0.83%	0.00%	1.38%	0.27%	1.29%	0.22%
Frater Lighting		1.86%	0.29%	1.72%	0.34%	2.03%	0.33%
BCD Travel		3.96%	2.15%	3.75%	2.07%	3.77%	1.96%
Professionals							
AWR Holdings		6.36%	7.20%	10.12%	7.00%	8.70%	7.91%
AWR Automotive		55.51%	9.75%	50.58%	12.45%	51.38%	13.04%
AWR Properties		2.97%	4.66%	2.72%	5.45%	3.16%	5.53%
AWR Logistics		3.39%	0.00%	3.11%	0.00%	3.95%	0.00%
AWR Investments		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
AWR Lifestyle		1.27%	1.27%	1.17%	1.56%	0.79%	0.79%
Sineo Packaging		0.85%	0.42%	1.17%	0.00%	0.40%	0.00%
Frater Lighting		5.08%	1.27%	3.89%	0.78%	3.95%	0.40%
BCD Travel		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Mid Management							
AWR Holdings		17.67%	7.44%	21.55%	7.76%	23.32%	8.30%
AWR Automotive		48.37%	7.91%	45.26%	9.05%	39.13%	7.51%
AWR Properties		6.05%	2.33%	5.60%	1.29%	5.53%	1.98%
AWR Logistics		1.86%	0.47%	1.72%	0.43%	3.95%	0.79%
AWR Investments		0.47%	0.47%	0.43%	0.43%	0.40%	0.40%
AWR Lifestyle		0.47%	1.40%	0.43%	0.86%	1.58%	1.98%

Sineo Packaging	0.47%	0.00%	0.43%	0.43%	0.79%	0.40%
Frater Lighting	1.40%	0.47%	1.29%	0.43%	1.19%	0.40%
BCD Travel	2.33%	0.47%	2.16%	0.43%	1.98%	0.40%

Senior Management

AWR Holdings	22.22%	14.81%	21.74%	15.65%	21.55%	19.83%
AWR Automotive	38.89%	1.85%	35.65%	4.35%	35.34%	2.59%
AWR Properties	5.56%	1.85%	4.35%	3.48%	3.45%	2.59%
AWR Logistics	0.93%	0.00%	0.87%	0.00%	1.72%	0.00%
AWR Investments	1.85%	0.00%	0.87%	0.00%	0.86%	0.00%
AWR Lifestyle	1.85%	1.85%	0.87%	2.61%	3.45%	0.86%
Sineo Packaging	1.85%	0.00%	1.74%	0.00%	0.86%	0.00%
Frater Lighting	1.85%	0.00%	3.48%	0.00%	2.59%	0.00%
BCD Travel	3.70%	0.93%	3.48%	0.87%	3.45%	0.86%

Executive

AWR Holdings	31.82%	9.09%	28.89%	11.11%	26.67%	11.11%
AWR Automotive	29.55%	4.55%	26.67%	4.44%	26.67%	4.44%
AWR Properties	13.64%	0.00%	13.33%	2.22%	13.33%	2.22%
AWR Logistics	2.27%	0.00%	2.22%	0.00%	4.44%	0.00%
AWR Investments	2.27%	0.00%	0.00%	0.00%	0.00%	0.00%
AWR Lifestyle	2.27%	0.00%	2.22%	2.22%	0.00%	2.22%
Sineo Packaging	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Frater Lighting	2.27%	0.00%	2.22%	2.22%	4.44%	2.22%
BCD Travel	2.27%	0.00%	2.22%	0.00%	2.22%	0.00%

Percentage of Employees by Job Category and by Age Group

	2023			2024			2025		
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
Clerical and Supervisory									
AWR Holdings	0.25%	1.20%	0.12%	0.31%	1.80%	0.19%	0.37%	1.77%	0.18%
AWR Automotive	13.17%	58.32%	6.11%	13.94%	57.53%	6.40%	12.56%	51.85%	6.06%
AWR Properties	0.33%	2.06%	0.45%	0.31%	0.92%	0.04%	0.26%	0.92%	0.07%
AWR Logistics	1.28%	4.70%	0.95%	1.03%	4.90%	1.00%	2.73%	10.27%	1.96%
AWR Investments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
AWR Lifestyle	0.66%	1.32%	0.00%	0.73%	1.38%	0.00%	0.22%	1.18%	0.00%
Sineo Packaging	0.66%	0.17%	0.00%	0.96%	0.69%	0.00%	0.78%	0.74%	0.00%
Frater Lighting	0.45%	1.57%	0.12%	0.54%	1.30%	0.23%	0.59%	1.55%	0.22%
BCD Travel	0.58%	5.28%	0.25%	0.69%	4.71%	0.42%	0.59%	4.62%	0.52%
Professionals									
AWR Holdings	5.93%	7.63%	0.00%	5.45%	11.28%	0.39%	4.35%	11.46%	0.79%
AWR Automotive	8.47%	51.69%	5.08%	10.89%	47.47%	4.67%	9.49%	50.59%	4.35%
AWR Properties	1.69%	5.08%	0.85%	2.33%	5.06%	0.78%	2.37%	5.53%	0.79%
AWR Logistics	0.00%	2.54%	0.85%	0.00%	2.33%	0.78%	0.00%	2.77%	1.19%
AWR Investments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
AWR Lifestyle	0.85%	1.69%	0.00%	0.78%	1.95%	0.00%	0.00%	1.58%	0.00%
Sineo Packaging	0.00%	1.27%	0.00%	0.39%	0.78%	0.00%	0.00%	0.40%	0.00%
Frater Lighting	1.27%	4.24%	0.85%	0.78%	3.11%	0.78%	0.40%	3.16%	0.79%
BCD Travel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Mid Management									
AWR Holdings	2.79%	21.40%	0.93%	2.16%	25.43%	1.72%	1.19%	28.85%	1.58%
AWR Automotive	0.93%	48.37%	6.98%	0.43%	45.69%	8.19%	0.79%	37.94%	7.91%
AWR Properties	0.00%	6.98%	1.40%	0.43%	5.17%	1.29%	0.00%	6.32%	1.19%
AWR Logistics	0.00%	2.33%	0.00%	0.00%	2.16%	0.00%	0.00%	3.95%	0.79%
AWR Investments	0.00%	0.93%	0.00%	0.00%	0.86%	0.00%	0.00%	0.79%	0.00%
AWR Lifestyle	0.00%	1.86%	0.00%	0.00%	1.29%	0.00%	0.79%	2.37%	0.40%

Sineo Packaging	0.47%	0.00%	0.00%	0.43%	0.43%	0.00%	0.00%	1.19%	0.00%
Frater Lighting	0.47%	1.40%	0.00%	0.00%	1.72%	0.00%	0.00%	1.58%	0.00%
BCD Travel	0.00%	1.86%	0.93%	0.00%	0.43%	2.16%	0.00%	0.40%	1.98%
Senior Management									
AWR Holdings	0.00%	28.70%	8.33%	0.00%	26.96%	10.43%	0.00%	33.62%	7.76%
AWR Automotive	0.00%	27.78%	12.96%	0.00%	27.83%	12.17%	0.00%	23.28%	14.66%
AWR Properties	0.00%	5.56%	1.85%	0.00%	6.09%	1.74%	0.00%	3.45%	2.59%
AWR Logistics	0.00%	0.00%	0.93%	0.00%	0.00%	0.87%	0.00%	0.86%	0.86%
AWR Investments	0.00%	1.85%	0.00%	0.00%	0.87%	0.00%	0.00%	0.00%	0.86%
AWR Lifestyle	0.00%	3.70%	0.00%	0.00%	3.48%	0.00%	0.00%	4.31%	0.00%
Sineo Packaging	0.00%	1.85%	0.00%	0.00%	1.74%	0.00%	0.00%	0.86%	0.00%
Frater Lighting	0.00%	1.85%	0.00%	0.00%	3.48%	0.00%	0.00%	2.59%	0.00%
BCD Travel	0.00%	3.70%	0.93%	0.00%	3.48%	0.87%	0.00%	3.45%	0.86%
Executive									
AWR Holdings	0.00%	29.55%	11.36%	0.00%	31.11%	8.89%	0.00%	17.78%	20.00%
AWR Automotive	0.00%	18.18%	15.91%	0.00%	17.78%	13.33%	0.00%	15.56%	15.56%
AWR Properties	0.00%	13.64%	0.00%	0.00%	13.33%	2.22%	0.00%	11.11%	4.44%
AWR Logistics	0.00%	0.00%	2.27%	0.00%	0.00%	2.22%	0.00%	2.22%	2.22%
AWR Investments	0.00%	0.00%	2.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
AWR Lifestyle	0.00%	2.27%	0.00%	0.00%	4.44%	0.00%	0.00%	2.22%	0.00%
Sineo Packaging	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Frater Lighting	0.00%	2.27%	0.00%	0.00%	4.44%	0.00%	0.00%	4.44%	2.22%
BCD Travel	0.00%	0.00%	2.27%	0.00%	0.00%	2.22%	0.00%	0.00%	2.22%

Percentage of Emirati employees per Employment Category

	2023		2024		2025	
	N.	%	N.	%	N.	%
Number of Emirati Employees – Clerical & Supervisory						
AWR Holdings	8	0.33%	11	0.42%	12	0.44%
AWR Automotive	85	3.51%	99	3.79%	149	5.50%
AWR Properties	8	0.33%	9	0.34%	11	0.41%
AWR Logistics	1	0.04%	2	0.08%	3	0.11%
AWR Investments	0	0.00%	0	0.00%	0	0.00%
AWR Lifestyle	6	0.25%	7	0.27%	6	0.22%
Sineo Packaging	0	0.00%	1	0.04%	2	0.07%
Frater Lighting	3	0.12%	4	0.15%	3	0.11%
BCD Travel	9	0.37%	12	0.46%	17	0.63%
Number of Emirati Employees – Professionals						
AWR Holdings	10	4.24%	11	4.28%	11	4.35%
AWR Automotive	17	7.20%	22	8.56%	21	8.30%
AWR Properties	6	2.54%	7	2.72%	8	3.16%
AWR Logistics	0	0.00%	0	0.00%	0	0.00%
AWR Investments	0	0.00%	0	0.00%	0	0.00%
AWR Lifestyle	2	0.85%	2	0.78%	1	0.40%
Sineo Packaging	0	0.00%	0	0.00%	0	0.00%
Frater Lighting	3	1.27%	2	0.78%	1	0.40%
BCD Travel	0	0.00%	0	0.00%	0	0.00%
Number of Emirati Employees – Mid Management						
AWR Holdings	4	1.86%	5	2.16%	8	3.16%
AWR Automotive	2	0.93%	1	0.43%	1	0.40%
AWR Properties	0	0.00%	0	0.00%	1	0.40%
AWR Logistics	0	0.00%	0	0.00%	0	0.00%
AWR Investments	0	0.00%	0	0.00%	0	0.00%
AWR Lifestyle	0	0.00%	0	0.00%	0	0.00%

Sineo Packaging	0	0.00%	0	0.00%	0	0.00%
Frater Lighting	0	0.00%	0	0.00%	0	0.00%
BCD Travel	0	0.00%	0	0.00%	0	0.00%

Number of Emirati Employees – Senior Manager

AWR Holdings	3	2.78%	3	2.61%	3	2.59%
AWR Automotive	2	1.85%	1	0.87%	1	0.86%
AWR Properties	0	0.00%	0	0.00%	0	0.00%
AWR Logistics	0	0.00%	0	0.00%	0	0.00%
AWR Investments	0	0.00%	0	0.00%	0	0.00%
AWR Lifestyle	0	0.00%	0	0.00%	0	0.00%
Sineo Packaging	0	0.00%	0	0.00%	0	0.00%
Frater Lighting	0	0.00%	0	0.00%	0	0.00%
BCD Travel	0	0.00%	0	0.00%	0	0.00%

Number of Emirati Employees – Executive

AWR Holdings	2	4.55%	1	2.22%	1	2.22%
AWR Automotive	0	0.00%	0	0.00%	0	0.00%
AWR Properties	2	4.55%	2	4.44%	2	4.44%
AWR Logistics	0	0.00%	0	0.00%	0	0.00%
AWR Investments	0	0.00%	0	0.00%	0	0.00%
AWR Lifestyle	0	0.00%	0	0.00%	0	0.00%
Sineo Packaging	0	0.00%	0	0.00%	0	0.00%
Frater Lighting	0	0.00%	1	2.22%	1	2.22%
BCD Travel	0	0.00%	0	0.00%	0	0.00%

Emiratization Rate

	2023	2024	2025
AWR Holdings	0.15	0.13	0.14
AWR Automotive	0.05	0.05	0.08
AWR Properties	0.13	0.21	0.25
AWR Logistics	0.01	0.01	0.01
AWR Investments	-	-	-
AWR Lifestyle	0.13	0.13	0.12
Sineo Packaging	-	0.02	0.04
Frater Lighting	0.08	0.09	0.06
BCD Travel	0.06	0.07	0.10

Note: Emiratization rate is calculated as the total number of Emirati employees within each Business Unit divided by the total number of employees within the same Business Unit.

Number of employees that were entitled to parental leave

	2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female
AWR Holdings	102	53	115	67	155	78	158	92
AWR Automotive	1915	200	1,976	238	2,097	284	1,947	300
AWR Properties	90	35	83	36	46	40	48	41
AWR Logistics	165	8	170	13	182	14	415	16
AWR Investments	3	1	4	1	2	1	2	1
AWR Lifestyle	27	31	32	31	35	36	27	30
Sineo Packaging	0	0	25	1	42	8	39	7
Frater Lighting	60	11	63	11	63	13	73	12
BCD Travel	89	44	106	54	108	56	112	55
Total	2834		2574		2730		3375	

Number of employees that took parental leave

AWR Holdings	9	1	11	1	11	1	6	0
AWR Automotive	26	2	53	0	57	1	34	1
AWR Properties	3	2	2	1	1	1	1	1
AWR Logistics	2	0	3	0	3	0	4	0
AWR Investments	0	0	0	0	0	0	0	0
AWR Lifestyle	0	1	1	1	2	0	1	0
Sineo Packaging	0	0	0	0	0	0	0	0
Frater Lighting	2	0	1	0	3	0	2	0
BCD Travel	3	0	0	0	6	0	2	0
Total	51		74		86		52	

Number of employees that are expected/due to return to work after parental leave ended

AWR Holdings	9	1	11	1	11	1	6	0
AWR Automotive	26	2	53	0	57	1	34	1
AWR Properties	3	2	2	1	1	1	1	1
AWR Logistics	2	0	3	0	3	0	4	0
AWR Investments	0	0	0	0	0	0	0	0
AWR Lifestyle	0	1	1	1	2	0	1	0
Sineo Packaging	0	0	0	0	0	0	0	0
Frater Lighting	2	0	1	0	3	0	2	0
BCD Travel	3	0	0	0	6	0	2	0
Total	51		74		86		52	

Number of employees that returned to work in the reporting period after parental leave ended

AWR Holdings	9	1	11	1	11	1	6	0
AWR Automotive	26	2	53	0	57	1	34	1
AWR Properties	3	2	2	1	1	1	1	1
AWR Logistics	2	0	3	0	3	0	4	0
AWR Investments	0	0	0	0	0	0	0	0
AWR Lifestyle	0	1	1	1	2	0	1	0
Sineo Packaging	0	0	0	0	0	0	0	0
Frater Lighting	2	0	1	0	3	0	2	0
BCD Travel	3	0	0	0	6	0	2	0
Total		51		74		86		52

Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

AWR Holdings	5	1	9	1	11	1	4	0
AWR Automotive	26	1	52	0	53	1	33	1
AWR Properties	2	2	2	1	1	1	1	1
AWR Logistics	1	0	2	0	3	0	4	0
AWR Investments	0	0	0	0	0	0	0	0
AWR Lifestyle	0	1	1	0	2	0	0	0
Sineo Packaging	0	0	0	0	0	0	0	0
Frater Lighting	2	0	1	0	3	0	2	0
BCD Travel	2	0	0	0	6	0	2	0
Total		43		69		82		48

	2023		2024		2025	
	Return to Work Rate	Retention Rate	Return to Work Rate	Retention Rate	Return to Work Rate	Retention Rate
AWR Holdings	1.00	1.00	1.00	1.00	1.00	0.33
AWR Automotive	1.00	1.86	1.00	1.02	1.00	0.59
AWR Properties	1.00	0.60	1.00	0.67	1.00	1.00
AWR Logistics	1.00	1.00	1.00	1.00	1.00	1.33
AWR Investments	0	0	0	0	0	0
AWR Lifestyle	1.00	1.00	1.00	1.00	1.00	0.00
Sineo Packaging	0	0	0	0	0	0
Frater Lighting	1.00	0.50	1.00	3.00	1.00	0.67
BCD Travel	1.00	0.00	0	0	1.00	0.33

Employee Career Development and Training

Total number of hours of employee training taken by Gender

	2023	2024	2025
AWR Holdings	2368.05	2786.48	2379
Male	1074.46	1339.73	1144
Female	1293.59	1446.75	1235
AWR Automotive	5,710	5034.64	3256
Male	4,863	4,034	2,296
Female	846	1,001	960
AWR Properties	988	789.5	926
Male	582.94	451.78	653
Female	405.52	337.72	273
AWR Logistics	35	124.2	75
Male	35.24	124.2	68
Female	0	0	7
AWR Lifestyle	4	210.41	457
Male	0.67	72.85	134
Female	3.44	137.56	323
Sineo Packaging	0	69	69
Male	0	69	28
Female	0	0	41
Frater Lighting	46	86.42	128
Male	42	76.78	96
Female	4	9.64	32
BCD Travel	138	29	0
Male	91	24	0
Female	47	5	0
Total	9,290	9,130	7,290

Note: The data presented in this table covers Group-organised training initiatives only. It excludes Business Unit-specific training, which is reported separately to provide a more granular view of training activities.

Total number of hours of employee training taken by Job category

	2023	2024	2025
AWR Holdings	2,368.05	2,786.48	2,379
Clerical & Supervisory	712.92	319.53	318
Professionals	353.5	517.66	340
Mid Management	665.05	636.58	762
Senior Management	400.47	1039.49	870
Executive	236.11	273.22	89
AWR Automotive	5,709.76	5,034.64	3,256
Clerical & Supervisory	1383.99	1907.26	1310.00
Professionals	1108.00	1186.96	833.00
Mid Management	1645.74	896.51	786.00
Senior Management	560.68	652.05	259.00
Executive	1011.35	391.86	68.00
AWR Properties	988.46	789.5	926
Clerical & Supervisory	457.88	112.42	145
Professionals	140	256.27	233
Mid Management	213.37	89.22	225
Senior Management	110.21	134.59	50
Executive	67	197	273
AWR Logistics	35.24	124.2	75
Clerical & Supervisory	2.56	10.82	38
Professionals	0	1.87	16
Mid Management	27.3	54.12	20
Senior Management	0.12	1.34	1
Executive	5.26	56.05	0
AWR Lifestyle	4.11	210.41	457
Clerical & Supervisory	2.77	59.03	323
Professionals	0	14.29	37
Mid Management	1.34	21.07	20
Senior Management	0	112.02	27
Executive	0	4	50

Sineo Packaging	0	69	69
Clerical & Supervisory	0	0	42
Professionals	0	0	0
Mid Management	0	0	27
Senior Management	0	69	0
Executive	0	0	0
Frater Lighting	46	86.42	128
Clerical & Supervisory	0	10.69	31
Professionals	0	33.44	45
Mid Management	46	41.37	13
Senior Management	0	0.92	35
Executive	0	0	4
BCD Travel	0	29	0
Clerical & Supervisory	0	5	0
Professionals	0	0	0
Mid Management	0	0	0
Senior Management	0	24	0
Executive	0	0	0
Total	9,152	9,130	7,290

Note: The data presented in this table covers Group-organised training initiatives only. It excludes Business Unit-specific training, which is reported separately to provide a more granular view of training activities.

Average Hours of Employee Training Taken by Job category

	2023	2024	2025
AWR Holdings	63.65	66.11	47.44
Clerical & Supervisory	18.76	5.33	5.05
Professionals	11.05	11.77	8.10
Mid Management	11.88	9.09	9.29
Senior Management	9.54	24.75	19.77
Executive	12.43	15.18	5.24
AWR Automotive	92.73	55.61	18.74
Clerical & Supervisory	0.74	0.94	0.69
Professionals	7.19	7.33	5.11
Mid Management	4.63	5.18	2.19

Senior Management	12.74	14.18	5.89
Executive	67.42	27.99	4.86
AWR Properties	51.21	64.28	72.84
Clerical & Supervisory	6.64	3.41	4.26
Professionals	7.78	12.20	10.59
Mid Management	11.85	5.58	11.84
Senior Management	13.78	14.95	7.14
Executive	11.17	28.14	39.00
AWR Logistics	6.91	67.28	3.45
Clerical & Supervisory	0.02	0.06	0.09
Professionals	0.00	0.23	1.60
Mid Management	5.46	10.82	1.67
Senior Management	0.12	0.11	0.09
Executive	1.32	56.05	0.00
AWR Lifestyle	0.39	41.67	72.29
Clerical & Supervisory	0.06	1.07	8.50
Professionals	0.00	3.57	6.17
Mid Management	0.34	7.02	2.22
Senior Management	0.00	28.01	5.40
Executive	0.00	2.00	50.00
Sineo Packaging	0.00	0.00	10.02
Clerical & Supervisory	0.00	0.00	1.02
Professionals	0.00	0.00	0.00
Mid Management	0.00	0.00	9.00
Senior Management	0.00	34.5	0.00
Executive	0.00	0.00	0.00
Frater Lighting	11.50	13.56	20.83
Clerical & Supervisory	0.00	0.20	0.48
Professionals	0.00	2.79	4.09
Mid Management	11.50	10.34	3.25
Senior Management	0.00	0.23	11.67
Executive	0.00	0.00	1.33

BCD Travel	0.00	4.83	0.00
Clerical & Supervisory	0.00	0.03	0.00
Professionals	0.00	0.00	0.00
Mid Management	0.00	0.00	0.00
Senior Management	0.00	4.80	0.00
Executive	0.00	0.00	0.00
Total	226.39	313.35	245.61

Note: The data presented in this table covers Group-organised training initiatives only. It excludes Business Unit-specific training, which is reported separately to provide a more granular view of training activities.

Average Specific Training Hours per Employee by Gender

	2023	2024	2025
AWR Automotive	11.44	11.15	10.95
Male	12.69	12.47	12.39
Female	1.05	1.40	1.64
AWR Properties	0.64	2.40	2.20
Male	0.63	3.26	2.54
Female	0.67	1.40	1.80
AWR Logistics	1.70	1.59	2.13
Male	1.84	1.71	2.21
Female	-	-	-
AWR Lifestyle	-	-	-
Male	-	-	-
Female	-	-	-
Sineo Packaging	-	-	0.35
Male	-	-	0.21
Female	-	-	1.14
Frater Lighting	-	-	0.47
Male	-	-	0.05
Female	-	-	3.00
BCD Travel	-	-	-
Male	-	-	-
Female	-	-	-
Total specific training hours	9	9	8

Note: The data presented in this table covers Business Unit-specific training only. It excludes Group-level training initiatives, which are reported separately.

Average Specific Training Hours by Job Category

	2023	2024	2025
AWR Properties	1.08	4.79	4.31
Clerical & Supervisory	0.41	3.64	3.53
Professionals	0.89	1.81	1.09
Mid Management	1.11	2.25	2.32
Senior Management	-	2.00	1.33
Executive	64.00	103.00	64.00
AWR Logistics	1.70	1.59	2.13
Clerical & Supervisory	1.86	0.40	2.26
Professionals	-	-	-
Mid Management	-	40.00	-
Senior Management	-	40.00	-
Executive	-	-	-
Frater Lighting	-	-	0.94
Clerical & Supervisory	-	-	-
Professionals	-	-	-
Mid Management	-	-	8.00
Senior Management	-	-	2.67
Executive	-	-	13.33
BCD Travel	-	-	-
Clerical & Supervisory	-	-	-
Professionals	-	-	-
Mid Management	-	-	-
Senior Management	-	-	-
Executive	-	-	-
Total specific training hours	0.15	0.24	0.44

Note: The data presented in this table covers Business Unit-specific training only. It excludes Group-level training initiatives, which are reported separately.

% of Total Employees who received a regular performance and career development review

	2023	2024	2025
AWR Holdings	97%	68%	92%
Male	62%	52%	70%
Female	58%	46%	63%
AWR Automotive	92%	78%	92%
Male	92%	80%	93%
Female	88%	65%	90%
AWR Properties	87%	78%	93%
Male	90%	57%	77%
Female	81%	103%	112%
AWR Logistics	97%	84%	77%
Male	98%	84%	78%
Female	85%	79%	56%
AWR Lifestyle	79%	58%	91%
Male	69%	51%	93%
Female	90%	64%	90%
Sineo Packaging	0%	0%	87%
Male	0%	0%	85%
Female	0%	0%	100%
Frater Lighting	93%	82%	98%
Male	94%	87%	97%
Female	91%	54%	100%
BCD Travel	86%	77%	0%
Male	86%	80%	0%
Female	87%	73%	0%
Total	91%	76%	86%

Health & Safety

Employee - Work-Related Injuries

	Number of Fatalities	Rate of Fatalities	Number of lost-time injury	Rate of lost-time injury	Number of high-consequence work-related injury (excluding fatalities)	Rate of high-consequence work-related injury (excluding fatalities)	Number of recordable work-related injury	Rate of recordable work-related injury	Main types of work-related injury	Number of Hours Worked
AWR Holdings										
2023	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	496,704.00
2024	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	496,704.00
2025	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	496,704.00
AWR Automotive										
2023	0.00	0.00	2.00	0.38	0.00	0.00	4.00	0.76	Lacerations/cut/penetrations Puncture/ Penetrations	5,270,720.00
2024	0.00	0.00	5.00	0.89	0.00	0.00	12.00	2.14	Puncture/ Penetrations Bruising's Fracture/ Dislocations Sprain/Strains	5,615,376.00
2025	0.00	0.00	1.00	0.18	0.00	0.00	5.00	0.89	Abrasion/Grazes Lacerations/cut/ penetrations	5,620,992.00
AWR Properties										
2023	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	312,416.00
2024	0.00	0.00	1.00	3.18	0.00	0.00	1.00	3.18	Not applicable	314,496.00
2025	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	314,496.00
AWR Logistics										
2023	0.00	0.00	1.00	5.37	0.00	0.00	1.00	5.37	Road Traffic Accidents	186,160.00
2024	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	184,704.00
2025	1.00	5.41	1.00	5.41	1.00	5.41	2.00	10.828	Road Traffic Accidents	184,704.00
AWR Lifestyle										
2023	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	158,496.00
2024	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	157,456.00
2025	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	157,248.00
Sineo Packaging										
2023	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	11,232.00
2024	0.00	0.00	1.00	22.26	0.00	0.00	2.00	44.52	Injury to finger	44,928.00
2025	0.00	0.00	0.00	0.00	0.00	0.00	1.00	22.26	Injury to finger	44,928.00
Frater Lighting										
2023	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	177,216.00
2024	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Not applicable	171,808.00
2025	0.00	0.00	1.00	5.89	0.00	0.00	1.00	5.89	Injury to finger	169,728.00
BCD Travel										
2023	0.00	0	0.00	0	0.00	0	0.00	0	Not applicable	0.00
2024	0.00	0	0.00	0	0.00	0	0.00	0	Not applicable	0.00
2025	0	0	0	0	0	0	0	0	Not applicable	0

Product Quality and Safety

Assessment of Health and Safety Impacts

	2023	2024	2025
AWR Properties – Products			
Number of product and service categories ¹	11	7	5
Number of significant product and service categories for which health and safety impacts are assessed for improvement ²	6	1	0
% of significant product and service categories for which health and safety impacts are assessed for improvement	55%	14%	0%
AWR Properties – Services			
Number of product and service categories	4	4	4
Number of significant product and service categories for which health and safety impacts are assessed for improvement	1	1	1
% of significant product and service categories for which health and safety impacts are assessed for improvement	25%	25%	25%

Number of incidents of non-compliance

	2023	2024	2025
AWR Properties – Products			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total	0	0	0
AWR Properties – Services			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	1	1
Incidents of non-compliance with regulations resulting in a warning	0	1	0
Incidents of non-compliance with voluntary codes	0	0	0
Total	0	2	1

**Number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling
(Properties- Services)**

	2023	2024	2025
AWR Properties – Services			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total	0	0	0

Number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship

	2023	2024	2025
AWR Properties – Services			
Incidents of non-compliance with regulations resulting in a fine or penalty	0	5	1
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
Total	0	5	1

Governance

Corporate Governance and Corporate Behaviour

Total number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant

	2023	2024	2025
AWR Holdings	0	0	0
AWR Automotive	0	0	0
AWR Properties	0	0	0
AWR Logistics	0	0	0
AWR Lifestyle	0	0	0
Sineo Packaging	0	0	0
Frater Lighting	0	0	0
BCD Travel	0	0	0

Privacy and Data Security

Number of Substantiated Complaints Received
Concerning Breaches of Customer Privacy

	2023	2024	2025
AWR Holdings	0	0	0
Complaints received from outside parties and substantiated by AWR	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0
AWR Automotive	0	0	0
Complaints received from outside parties and substantiated by AWR	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0
AWR Properties	0	0	0
Complaints received from outside parties and substantiated by AWR	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0
AWR Logistics	0	0	0
Complaints received from outside parties and substantiated by AWR	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0

AWR Lifestyle	0	0	0
Complaints received from outside parties and substantiated by AWR	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0
Sineo Packaging	0	0	0
Complaints received from outside parties and substantiated by AWR	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0
Frater Lighting	0	0	0
Complaints received from outside parties and substantiated by AWR	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0
BCD Travel	0	0	0
Complaints received from outside parties and substantiated by AWR	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0
Total	0	0	0

Number of Substantiated Complaints Received Concerning Breaches of Customer Privacy in the three-year period

	2023	2024	2025
AWR Holdings	0	0	0
AWR Automotive	0	1	0
AWR Properties	0	0	0
AWR Logistics	0	0	0
AWR Lifestyle	0	0	0
Sineo Packaging	0	0	0
Frater Lighting	0	0	0
BCD Travel	0	0	0
Total	0	1	0

Responsible Procurement

Proportion of spending on local suppliers

	2023	2024	2025
AWR Holdings			
Procurement spending on local suppliers (%)	78.8%	47.8%	46.8%
AWR Automotive			
Procurement spending on local suppliers (%)	92.6%	95.6%	95.3%
AWR Logistics			
Procurement spending on local suppliers (%)	98%	99%	99.70%
Consolidated			
Procurement spending on local suppliers (%)	86%	87%	84%



09

GRI Content Index

Statement of use:

AW Rostamani (AWR) has reported in accordance with the GRI Standards for the period from 1 January to 31 December 2025.

GRI 1 used:

GRI 1: Foundation 2021

Applicable GRI Sector Standard(s):

No applicable sector standard available

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021					
The Organisation and its Reporting Practice					
2-1	Organisational details	About This Report			
2-2	Entities included in the organisation’s sustainability reporting	About This Report			
2-3	Reporting period, frequency, and contact point	About This Report			
2-4	Restatements of information	N/A	2-4	Not applicable	No restatement available since this is the first ESG Report of the Group
2-5	External assurance	About This Report			
Activities and workers					
2-6	Activities, value chain, and other business relationships	Overview of AW Rostamani Group			
2-7	Employees	Pillar 2: Inclusion			
2-8	Workers who are not employees	Pillar 2: Inclusion			
Governance					
2-9	Governance structure and composition	Pillar 4: Integration			
2-10	Nomination and selection of the highest governance body	Pillar 4: Integration			
2-11	Chair of the highest governance body	Pillar 4: Integration			

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
2-12	Role of the highest governance body in overseeing the management of impacts	Overview of AW Rostamani Group			
2-13	Delegation of responsibility for managing impacts	Pillar 4: Integration			
2-14	Role of the highest governance body in sustainability reporting	Pillar 4: Integration			
2-15	Conflicts of interest	Pillar 4: Integration			
2-16	Communication of critical concerns	Pillar 4: Integration			
2-17	Collective knowledge of the highest governance body	Pillar 4: Integration			
2-18	Evaluation of the performance of the highest governance body	Pillar 4: Integration			
2-19	Remuneration policies	N/A	2-19	Confidentiality Constraints	The Group does not publicly disclose detailed information on remuneration policies due to confidentiality considerations.
2-20	Process to determine remuneration	N/A	2-20	Confidentiality Constraints	The Group does not publicly disclose detailed information on remuneration policies due to confidentiality considerations.

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
2-21	Annual total compensation ratio	N/A	2-21	Confidentiality Constraints	We do not publicly disclose detailed information on remuneration policies due to confidentiality considerations.
Strategy, policies, and practices					
2-22	Statement on sustainable development strategy	Message from the Chairman and Group CEO			
2-23	Policy commitments	Overview of AW Rostamani Group			
2-24	Embedding policy commitments	Overview of AW Rostamani Group			
2-25	Processes to remediate negative impacts	Pillar 4: Integration			
2-26	Mechanisms for seeking advice and raising concerns	Pillar 4: Integration			
2-27	Compliance with laws and regulations	Pillar 4: Integration	2-27b	Confidentiality Constraints	Total monetary value of fines for non-compliance is omitted due to confidentiality constraints.
2-28	Membership associations	N/A			
Stakeholder engagement					
2-29	Approach to stakeholder engagement	Overview of AW Rostamani Group			
2-30	Collective bargaining agreements	-	2-30-a, 2-30-b	Not applicable	Collective bargaining is not permitted in the UAE

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021					
3-1	Process to determine material topics	ESG at AW Rostamani Group			
3-2	List of material topics	ESG at AW Rostamani Group			
Material Topic(s): Energy Management & Efficiency					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 3: Impact			
GRI 103: Energy 2025					
103-1	Energy policies and commitments	Pillar 3: Impact			
103-2	Energy consumption and self-generation within the organisation	Pillar 3: Impact			
103-4	Energy intensity	Pillar 3: Impact			
103-5	Reduction in energy consumption	Pillar 3: Impact			
Material Topic(s): Innovation and Clean Technology					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 1: Innovation			
Material Topic(s): Water Management					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 3: Impact			
GRI 303: Water and Effluents 2016					
303-1	Interactions with water as a shared resource	Pillar 3: Impact			
303-2	Management of water discharge-related impacts	Pillar 3: Impact			

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
303-3	Water withdrawal	Pillar 3: Impact			
303-4	Water discharge	Pillar 3: Impact			
303-5	Water consumption	Pillar 3: Impact			
Material Topic(s): Air Quality					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 3: Impact			
GRI 305: Emissions 2016					
305-7	NOx, SOx, and other significant air emissions	Pillar 3: Impact			
Material Topic(s): Green Buildings					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 1: Innovation			
Material Topic(s): Waste Management					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 3: Impact			
GRI 306: Waste & Effluents 2020					
306-1	Waste generation and significant waste-related impacts	Pillar 3: Impact			
306-2	Management of significant waste-related impacts	Pillar 3: Impact			

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
306-3	Waste generated	Pillar 3: Impact		Not available	Information for the current period is incomplete and will be expanded in subsequent reports as systems mature
306-4	Waste diverted from disposal	Pillar 3: Impact		Not available	Information for the current period is incomplete and will be expanded in subsequent reports as systems mature
306-5	Waste directed to disposal	Pillar 3: Impact		Not available	Information for the current period is incomplete and will be expanded in subsequent reports as systems mature
Material Topic(s): GHG Emissions & Climate Change					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 3: Impact			
GRI 102: Climate Change 2025					
102-1	Transition plan for climate change mitigation	Pillar 3: Impact		Not available	Information for the current period is incomplete and will be expanded in subsequent reports as systems mature
102-2	Climate Change adaptation plan	Pillar 3: Impact		Not available	Information for the current period is incomplete and will be expanded in subsequent reports as systems mature
102-3	Just Transition	Pillar 3: Impact		Not available	Information for the current period is incomplete and will be expanded in subsequent reports as systems mature

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
102-4	GHG emissions reduction targets and progress	Pillar 3: Impact		Not available	Information for the current period is incomplete and will be expanded in subsequent reports as systems mature
102-5	Scope 1 GHG emissions	Pillar 3: Impact			
102-6	Scope 2 GHG emissions	Pillar 3: Impact			
102-8	GHG emissions intensity	Pillar 3: Impact			
Material Topic(s): Health & Safety					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 2: Inclusion			
GRI 403: Occupational Health and Safety 2018					
403-1	Occupational health and safety management system	Pillar 2: Inclusion			
403-2	Hazard identification, risk assessment, and incident investigation	Pillar 2: Inclusion			
403-3	Occupational health services	Pillar 2: Inclusion			
403-4	Worker participation, consultation, and communication on OHS	Pillar 2: Inclusion			
403-5	Worker training on occupational health and safety (Previously disclosed in IR but never included in templates or as part of disclosures; newly added)	Pillar 2: Inclusion			
403-6	Promotion of worker health	Pillar 2: Inclusion			

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
403-7	Prevention and mitigation of OHS impacts directly linked by business relationships	Pillar 2: Inclusion			
403-8	Workers covered by an occupational health and safety management system	Pillar 2: Inclusion			
403-9	Work-related injuries	Pillar 2: Inclusion			
403-11	Work-related ill health	Pillar 2: Inclusion			
Material Topic(s): Product quality and safety					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 1: Innovation			
GRI 416: Customer Health and Safety 2016					
416-1	416-1 Assessment of the health and safety impacts of product and service categories	Pillar 1: Innovation			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Pillar 1: Innovation			
GRI 417: Marketing and Labelling 2016					
417-1	Requirements for product and service information and labelling	-	417-1a	Not available	We do not currently consolidate or report data on Requirements for product and service information and labelling
417-2	Incidents of non-compliance concerning product and service information and labelling	Pillar 1: Innovation			
417-3	Incidents of non-compliance concerning marketing communications	Pillar 1: Innovation			
Material Topic(s): Employment Practices and Wellbeing					

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 2: Inclusion			
GRI 401: Employment					
401-1	New employee hires and employee turnover	Pillar 2: Inclusion			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pillar 2: Inclusion			
401-3	Parental leave	Pillar 2: Inclusion			
GRI 402: Labor/Management Relations 2016					
402-1	Minimum notice periods regarding operational changes	Pillar 2: Inclusion			
GRI 202: Market Presence 2016					
202-2	Proportion of senior management hired from the local community	Pillar 2: Inclusion			
GRI 405: Diversity and Equal Opportunity 2016					
405-1	Diversity of governance bodies and employees	Pillar 2: Inclusion			
405-2	Ratio of basic salary and remuneration of women to men	Pillar 2: Inclusion			
GRI 406: Non-discrimination 2016					
406-1	Incidents of discrimination and corrective actions taken	Pillar 2: Inclusion			
Material Topic(s): Community Engagement					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 2: Inclusion			
GRI 203: Indirect Economic Impacts 2016					

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
203-1	Infrastructure investments and services supported	-	203-1	Not available	We do not currently undertake infrastructure investments or services within the scope of this disclosure
GRI 413: Local Communities 2016					
413-1	Operations with local community engagement, impact assessments, and development programs	Pillar 2: Inclusion			
413-2	Operations with significant actual and potential negative impacts on local communities	Pillar 2: Inclusion			
Material Topic(s): Privacy and Data Security					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 4: Integration			
GRI 418: Customer Privacy 2018					
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pillar 4: Integration			
Material Topic(s): Employee Career Development and Training					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 2: Inclusion			
GRI 404: Training and Education 2016					
404-1	Average hours of training per year per employee	Pillar 2: Inclusion			

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
404-2	Programs for upgrading employee skills and transition assistance programs (2a, 2b)	Pillar 2: Inclusion			
404-3	Percentage of employees receiving regular performance and career development reviews	Pillar 2: Inclusion			
Material Topic(s): Corporate Governance & Corporate Behaviour					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 4: Integration			
GRI 205: Anti-corruption 2016					
205-1	Operations assessed for risks related to corruption	Pillar 4: Integration			
205-2	Communication and training about anti-corruption policies and procedures	Pillar 4: Integration			
205-3	Confirmed incidents of corruption and actions taken	Pillar 4: Integration			
GRI 206: Anti-competitive Behaviour 2016					
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Pillar 4: Integration			
GRI 414: Supplier Social Assessment					
414-1	New suppliers that were screened using social criteria	Pillar 4: Integration			
Material Topic(s): Responsible Investments					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 4: Integration			
Material Topic(s): Responsible procurement					
GRI 3: Material Topics 2021					
3-3	Management of material topics	Pillar 4: Integration			

GRI Standard / other source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 408: Child Labor 2016					
408-1	Operations and suppliers at significant risk for incidents of child labour	Pillar 4: Integration			
GRI 409: Forced or Compulsory Labor 2016					
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Pillar 4: Integration			
GRI 204: Procurement Practices 2016					
204-1	Proportion of spending on local suppliers	Pillar 4: Integration			
GRI 308: Supplier Environmental Assessment 2016					
308-1	New suppliers that were screened using environmental criteria	-	308-1	Not available	We do not currently consolidate or report this information during the reporting period
GRI 414: Supplier Social Assessment 2016					
414-1	New suppliers that were screened using social criteria	-	414-1	Not available	We do not currently consolidate or report this information during the reporting period
414-2	Negative social impacts in the supply chain and actions taken	-	414-2	Not available	We do not currently consolidate or report this information during the reporting period



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