

ESG report



2025

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KHALID BIN KALBAN

Vice Chairman & CEO

Dubai Investments PJSC



Message from the CEO

As Dubai Investments marks 30 years of growth, this Sustainability Report reflects a journey defined by resilience, disciplined investment, and an ability to adapt to changing market conditions. From modest beginnings, the Group has evolved into a diversified organisation with a strong presence across real estate, manufacturing, healthcare, education, and industrial development. This progress has been driven by strategic foresight, innovation, and a consistent focus on long term value creation for shareholders and stakeholders.

As we enter our fourth decade, our focus extends beyond near-term performance. Dubai Investments is shaping the foundations for the next phase of growth by embracing innovation, preparing for the impact of emerging technologies, and building scalable platforms that support diversification.

The theme of this year's report, *Creating Impact through Innovation: 30 Years of Growth and Resilience*, captures both our legacy and our direction. Over the past three decades, Dubai Investments has expanded across sectors through rigorous market research and strategic foresight. Innovation has been central to this journey, not only in products and services, but also in how we approach responsibility, governance, and sustainability.

The Board places strong emphasis on governance, oversight, and continuous learning. Over the years, we have enhanced our ESG disclosures, strengthened internal processes, and aligned our approach with national priorities such as We the UAE 2031, the UAE Net Zero by 2050 Strategic Initiative, and the UAE Clean Energy Strategy 2050. Across subsidiaries, focused efforts on resource efficiency, innovation, and operational discipline continue to support responsible growth.

Looking ahead, sustainability will remain a key enabler of resilience and value creation. As a Group, we will continue to strengthen alignment with national and international frameworks, improve transparency, and invest in initiatives that deliver measurable impact. By combining strong governance, innovation, and responsible investment, Dubai Investments remains committed to creating lasting value while contributing positively to the communities and economies in which we operate.

MOHAMMED SAEED AL RAQBANI

Head of Sustainability Committee

Dubai Investment PJSC



Message from the Head of Sustainability Committee

Sustainability at Dubai Investments continues to mature as an integral part of how the Group governs, operates, and creates long term value. As the Group marks 30 years of growth, this report reflects a shift from standalone initiatives to a more structured and integrated sustainability approach that supports resilience across a diversified portfolio.

During the year, Dubai Investments reviewed and refined its material topics to sharpen focus and better align priorities with business strategy and stakeholder expectations.

Environmental performance remained a key priority. The Group's approach to energy and emissions management is aligned with national ambitions, including the UAE Net Zero by 2050 and the UAE Clean Energy Strategy 2050. Subsidiary led actions focused on operational efficiency, process optimisation, and product innovation, supported by a Group wide GHG inventory that informed the initiation of a structured decarbonisation roadmap. Progress was also made in waste reduction, circular practices, and biodiversity through innovation led solutions, improved operational controls, and greening initiatives across sites.

People, safety, and wellbeing continued to sit at the heart of the sustainability agenda. The year saw significant achievements in health and safety performance, quality standards, employee wellbeing programmes, and learning initiatives. The Group also reinforced its commitment to national talent development through internships, career engagement platforms, and alignment with the NAFIS programme, supporting Emirati participation in the private sector.

Looking ahead, our focus is on strengthening integration, improving the quality of data and disclosures. Guided by national priorities and recognised frameworks, Dubai Investments will continue to embed sustainability across operations, governance, and culture, supporting long term resilience and responsible growth.

About the Report

Dubai Investments PJSC (hereafter referred to as Dubai Investments or the Group) presents its 2025 ESG Report, marking its next chapter in the sustainability journey. This edition of the report, reflects the Group's continued commitment to transforming vision into long-term legacies, guided by the ethos of "Inspiring by the past to empower the future".

Covering the reporting period from January 1 to December 31, 2025, the report outlines Dubai Investments' evolving ESG approach, key achievements, and demonstrates the Group's progress as it advances toward more sustainable and responsible business practices, along with celebrating 30 years of growth and resilience.

The theme for this year's Dubai Investment ESG report reflects the organization's commitment to value creation, responsible investment, and long-term sustainability. Over the past three decades, the Group has evolved from a pioneering investment entity into a diversified business with a proven ability to adapt, innovate, and thrive amid shifting market dynamics.

This milestone, therefore, serves as both a reflection of the journey so far and a reaffirmation of the Group's commitment to shaping a sustainable, inclusive, and future-ready economy for the decades ahead.

30 years of Growth & Resilience



Reporting Scope and Boundary

The Annual ESG Report presents material information on Dubai Investments' sustainability performance along with its subsidiaries for the reporting period from **1st January 2025 to 31st December 2025**. The reporting scope encompasses twelve wholly owned subsidiaries, focusing primarily on the real estate, service and manufacturing sectors.

-  Al Mujama Real Estate LLC
-  Dubai Investments Park
-  Dubai Investment Real Estate
-  Emirates Building System
-  Emirates Extruded Polystyrenes LLC
-  Emirates Extrusion Factory LLC
-  Emirates Float Glass
-  Emirates Glass
-  Global Pharma
-  Gulf Metal Craft LLC
-  Saudi American Glass Company
-  Tech Source LLC



The report can also be consulted online via:

www.dubaiinvestments.com

Reporting Framework and Standards

Dubai Investments' sustainability initiatives are closely aligned with the UAE's national priorities, including *We the UAE 2031*, the *UAE Net Zero by 2050 Strategic Initiative*, and the *UAE 2050 Clean Energy Strategy*. In line with the Group's commitment to transparency and stakeholder accessibility, the report is also aligned with material Sustainable Development Goals (SDGs).

Alignment with the Global Reporting Initiative (GRI) Standards and Dubai Financial Market (DFM), the SDGs, and the Sustainable Development Goals is clearly indicated at the beginning of each section. In addition, the Appendix includes the indices, indicating a more detailed alignment with the various standards and frameworks.

Global Alignment









Local Alignment



Contact Point

Dubai Investments welcomes all feedback or questions related to this report. You can connect at:

-  @dxbinvestments
-  dubai.investments.dxb
-  Dubai Investments PJSC
-  Dubaiinvestmentcompany
-  +971 4 8122400
-  info@dubaiinvestments.com

Dubai Investments Overview

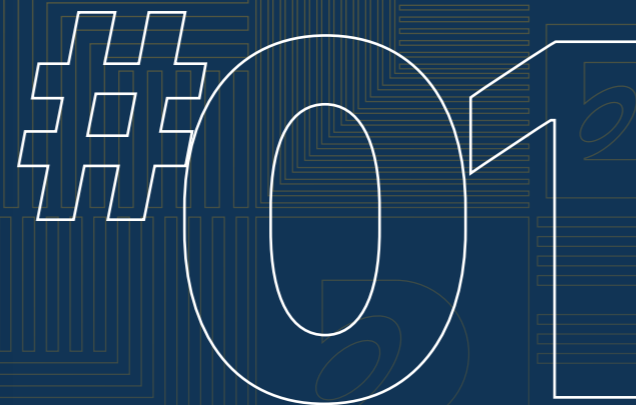
Company's Portfolio ¹⁰

Subsidiaries Covered in this Report ¹²

Diversified Portfolio of Assets Across Property, Manufacturing, and Investment ¹⁴

Journey Over the Past Three Decades ¹⁶

Business Highlights 2025 ¹⁸



Dubai Investments Overview

Introduction to Dubai Investments

Dubai Investments PJSC is publicly listed on Dubai Financial Market and is a UAE based multi asset investment Group focused on long term value creation and sustainable financial returns. Established in 1995, the Group manages a diversified portfolio of over 35 wholly and partly owned companies operating across key sectors including real estate, building materials, investments, financial services, healthcare and education. This diversified business model supports resilience, risk management, and stable growth across economic cycles.

With more than 15,000 shareholders, a paid up capital of AED 4.25 billion and total assets exceeding AED 23 billion, Dubai Investments applies disciplined capital allocation, robust governance, and a long term investment approach to deliver sustainable returns and capital growth. Guided by a strategic and forward looking investment philosophy, the Group initiates new businesses, partners with dynamic entities and pursues value accretive growth opportunities, contributing to economic development in the markets and communities in which it operates.



VISION

Our vision is to provide impeccable quality by delivering superior management performance and top of the line services to our investors. An integral part of this vision is delivering exceptional returns to our shareholders, consistent with our pre-defined risk profile and comparable to other best-in-class corporations. We strive to increase the value of our business while maintaining high ethical values and a commitment to the development of society through integrity and fair business practices.



MISSION

Our mission is to add value and expand our investment portfolio through sound corporate citizenship, financial engineering, network of relationships and financial resources.

VALUES



Ethics



Integrity



Accountability & Ownership



Work Excellence



Human Capital Asset



Innovation

Company's Portfolio

Dubai Investments has operations across industries, including real estate, building materials, investments, healthcare, education, and services. With three decades of sustained presence, Dubai Investments has been instrumental in advancing the social and economic development of the UAE.



Dubai Investments - A Diversified Portfolio of Investments

Subholdings



Real Estate



Building Materials



Healthcare



Services



Investments



Education



Subsidiaries Covered in this Report

Real Estate | Building Materials & Construction | Healthcare | Services

AI Mujama Real Estate LLC



AI Mujama is a RERA-approved Owners Association management company providing end-to-end property management solutions that enhance community living and asset value. The company focuses on financial planning, facility maintenance, and community engagement, ensuring seamless operations and long-term sustainability for property owners and investors.

Emirates Building System (EBS)



EBS is one of the leading manufacturers of steel structures in the Middle East and a market leader in the UAE with significant presence across the Middle East & Africa region. EBS specializes in design, fabrication, and supply of high-performance steel structures, serving key sectors including construction, oil & gas, aviation, and industrial manufacturing.

Emirates Float Glass LLC (EFG)



EFG is the first state-of-the-art integrated float glass facility in the UAE. The hi-tech manufacturing unit holds a production capacity of over 190,000 tons of glass products per year and supplies top-quality float glass for architectural and automotive industry applications. EFG adopts green manufacturing practices to minimize its environmental footprint while supporting the development of energy-efficient buildings and eco-conscious infrastructure.

Gulf Metal Craft LLC (GMC)



Gulf Metal Craft produces metal fabrication solutions, catering to industries such as construction, energy, and telecommunications. Its key offerings include electrical enclosures designed for safety and protection across a range of applications; cable management and support systems that ensure organized, efficient, and secure cable installations etc.

Dubai Investments Park (DIP)



Established in 1999, Dubai Investments Park is the UAE's leading infrastructure-like ground rent and services platform, designed as a fully integrated, self-sustaining ecosystem. Spanning 23 million square metres, DIP combines industrial, logistics, residential, commercial, retail, and hospitality sectors, offering long-term stability and unmatched connectivity.

Emirates Extruded Polystyrene LLC (EEP)



EEP specializes in producing premium quality extruded polystyrene insulation solutions, designed to provide exceptional thermal resistance, moisture resistance and durability. Portfolio includes several of the regions' top-class building projects in the GCC region.

Emirates Glass LLC



Emirates Glass is one of the largest processors of flat architectural glass in the region, producing high-performance, energy-saving, reflective-coated glass and a wide range of sputter-coated, solar-control and thermal insulation glass products for architectural, automotive, and industrial applications.

Saudi American Glass Company (SAG)



Saudi American Glass specializes in tempering, heat strengthening, laminating, and double-glazing, the company ensures durability, safety, and energy efficiency across its products. It is trusted by architects, developers, and contractors for its strong focus on innovation, quality, and sustainability.

Dubai Investments Real Estate (DIR)



DIR established its reputation through a distinctive portfolio of real estate projects with a range of mixed-use developments, residential buildings, commercial projects across key strategic locations. Focused on shaping vibrant communities and delivering sustainable, high-quality developments across the UAE.

Emirates Extrusion Factory LLC (EEF)



EEF specializes in production of high-performance aluminium profiles, catering to a wide range of industries including construction, automotive and manufacturing providing a complete range of powder coating, anodizing, and thermal break under one roof.

Global Pharma



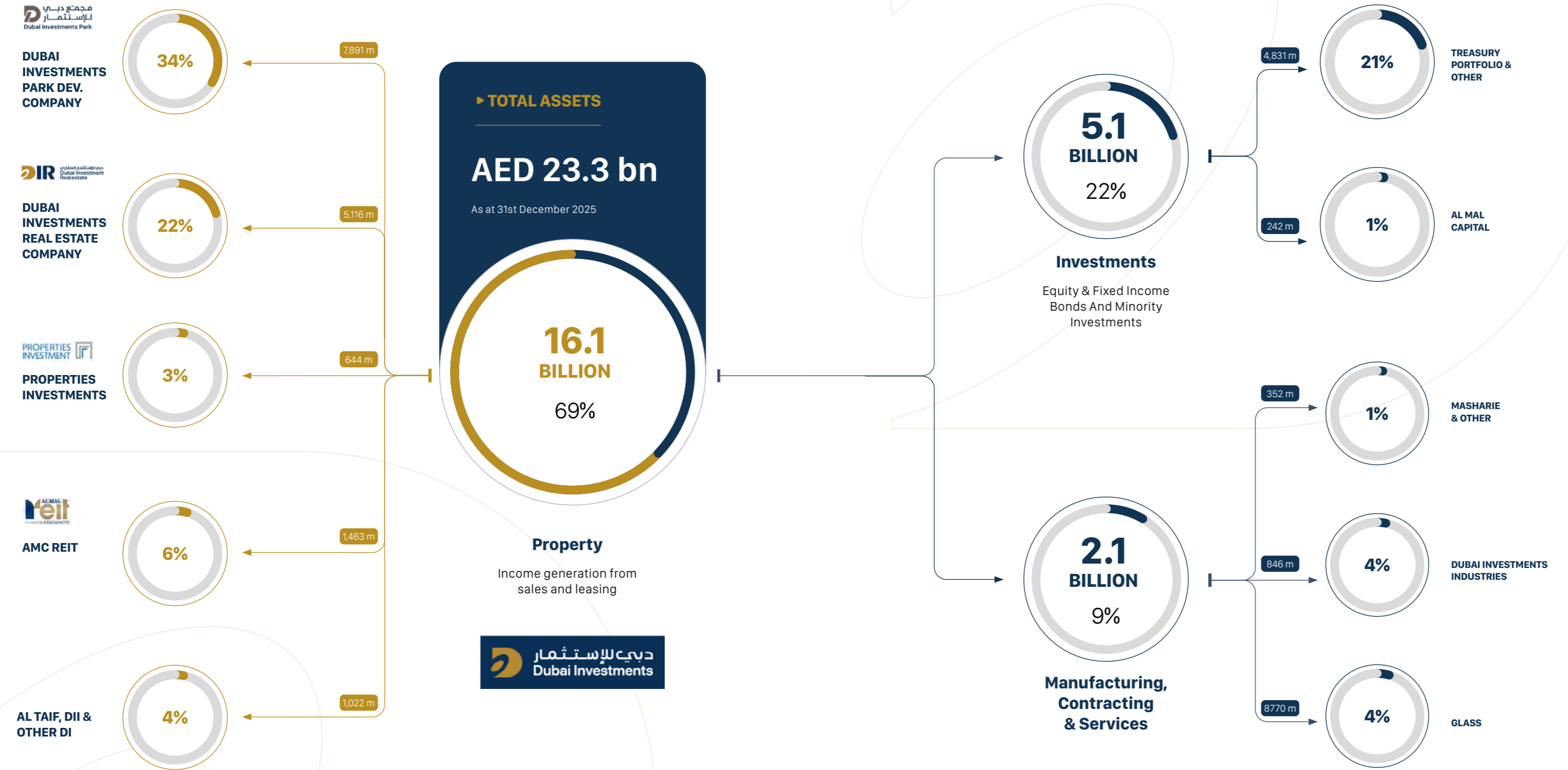
Globalpharma is among the UAE's leading pharmaceutical companies and a market leader in key generic pharma segments with a strong regional presence. Over the last 28 years, Global Pharma has evolved and enhanced its capabilities. It has grown into a leading manufacturer of high-quality generic and herbal medicines, with a presence in over 14 countries across the GCC and the Middle East. It operates with state-of-the-art manufacturing facilities, upholding rigorous international quality standards.

Tech Source LLC



Tech Source LLC specializes in enterprise software development, cloud solutions, cybersecurity, and IT infrastructure management, catering to businesses across various industries. By integrating cutting-edge technologies, it continues to play a key role in supporting organizations in their digital transformation journey.

Diversified Portfolio of Assets Across Property, Manufacturing, and Investment



Journey Over the Past Three Decades

Dubai Investments PJSC was founded, marking the beginning of a diversified investment platform in the UAE.



1995 1996-98

Initiated phased development of centralized **wastewater treatment infrastructure** at DIP, starting with a capacity of 500 m³ per day.



1999 2000

Expanded industrial capabilities through **Gulf Metal Craft LLC and Saudi American Glass Company**



2000-05 2006

Entered key industrial and manufacturing sectors through the establishment of foundational businesses, including **Emirates Building Systems, Emirates Glass, and Emirates Float Glass**.

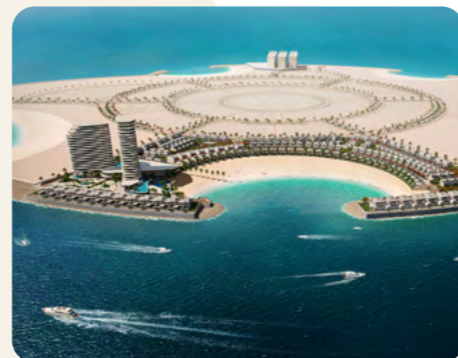
Launched **Global Pharma**, establishing a foothold in pharmaceutical manufacturing.



Listed on the **Dubai Financial Market**, strengthening corporate governance, transparency, and access to capital.



Established **Dubai Investments Real Estate**



Strengthened advanced manufacturing and technology capabilities through **Emirates Extruded Polystyrenes LLC, Emirates Extrusion Factory LLC, and Tech Source LLC**



2010-13 2017

Published the **first Sustainability Report**, formalizing the Group's ESG disclosure and sustainability reporting approach.

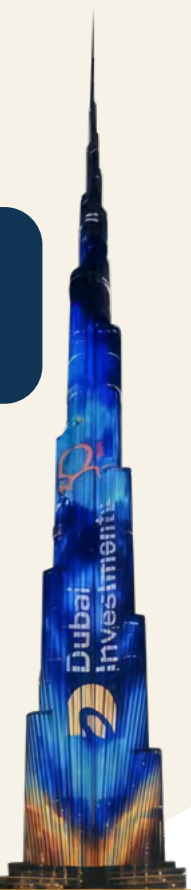


2019 2021

Marked **30 years of Dubai Investments PJSC**, reflecting three decades of diversified growth and operational scale.

Issued the **Dubai Investments CSR Policy**, strengthening the framework for community engagement, social responsibility, and long-term value creation.

2025



Completed **Green Community Phase 3** at Dubai Investments Park, expanding sustainable residential infrastructure.

Commissioned the latest phase of DIP's wastewater treatment system, increasing total treatment capacity to 56,000 m³ per day.



Launched the **Dubai Investments Green Run**, a Group-wide community engagement initiative promoting sustainability awareness, health, and wellbeing.



Business Highlights 2025

Dubai Investments delivered strong performance in FY 2025 across sectors, supported by its diversified portfolio and disciplined investment strategy. Building on three decades of growth, the Group expanded through targeted developments, industrial capacity enhancement, international partnerships, and strategic acquisitions that reinforce long term value creation.

Real Estate

In real estate:

- ✧ Dubai Investments launched Asayel Avenue, the fourth residential cluster within Mirdif Hills, representing an investment of AED 400 million.
- ✧ The Group announced Al Vista, an AED 1.3 billion mixed-use development in Meydan Horizon.

International expansion:

- ✧ DIP Angola signed a 10 million sq. ft. development agreement with Reportage Group.
- ✧ DIP Angola also signed a 26,000 sqm manufacturing facility agreement with Trice Chemicals.
- ✧ A strategic agreement with Angola's Sovereign Wealth Fund advanced large-scale real estate projects in the region.

Industrial Sector

Industrial capabilities were strengthened during the year.

- ✧ Emirates Float Glass — construction commenced on a second float glass line, representing an investment of over AED 600 million and doubling production capacity.
- ✧ Emirates Glass — entered the solar glazing segment through its partnership with ClearVue and launched new temperable double silver glass products offering enhanced solar performance.
- ✧ Emirates Extrusion Factory — partnered with UCS to manufacture the UAE's first zero-waste Green Curtain Wall System.

Major contracts:

Emirates Building Systems secured major contracts, including:

- ✧ Red Sea LAHEQ Project
- ✧ ADNOC MERAM project
- ✧ KEZAD Food Hub development

This reinforces its role in large-scale infrastructure delivery.

Healthcare and Pharmaceuticals

The healthcare platform advanced through:

- ✧ Globalpharma's agreement with Angola's Ministry of Health
- ✧ 25 planned product launches,
- ✧ More than 12 new product registrations.
- ✧ Regional expansion continued across Iraq, Oman, Kuwait, and Bahrain.

Additional developments:

- ✧ Global Fertility Network strengthened its footprint in Saudi Arabia
- ✧ Al Mal Capital REIT acquired the NMC Royal Hospital real estate asset, increasing its portfolio value to approximately AED 1.4 billion.
- ✧ Emicool expanded its UAE presence through a concession agreement to operate Al Reef Cooling Company in Abu Dhabi.

Investment Infrastructure

Dubai Investments Park ranked among Dubai's leading investment destinations in Q1 2025.

These developments reflect disciplined expansion, strengthened industrial capacity, and continued international growth.

10 mn sq. ft.

Development agreement signed by DIP Angola with Reportage Group.

AED 1.4 bn

Portfolio value of Al Mal Capital REIT after acquiring the NMC Royal Hospital real estate asset.

AED 600+ mn

Investment in a second float glass production line at Emirates Float Glass, doubling production capacity.

AED 1.3 bn

Launch of Al Vista, a major mixed-use development in Meydan Horizon.

Economic Performance

Economic Performance²¹

#02

Economic Performance

Key Financial Metrics

AED

✓ **4.63** bn
Revenue

AED

✓ **2.03** mn
Donations and sponsorships

✓ **1.55** bn
Profit after Tax 2025

✓ **0.13%**
Donations and sponsorships
as % of after tax profit 2025

AED

✓ **2.09** bn
Operating Cost



ESG Highlights



EMIRATES FLOAT GLASS

Earned the GORD International Green Mark Certification, enhancing its contribution to Global Sustainability Assessment (GSAS) Design and building projects worldwide.



DUBAI INVESTMENT REAL ESTATE

Organised the MTB Challenge, bringing together 400+ cycling enthusiasts and rewarding 48 winners. The event also witnessed participation from families and athletes for a day of energy and community engagement.



EMIRATES EXTRUSION FACTORY

Integrated advanced water recycling systems across production lines to minimize consumption and reuse processed water wherever possible.



DUBAI INVESTMENTS

Implemented Single-Use Plastic Ban, aligning with Dubai Municipality's campaign, reducing 7,000+ plastic covers annually.



DUBAI INVESTMENTS

Organised AI-Awareness Sessions for professionals and C-Suite leaders to build understanding of Generative and Agentic AI, promote Responsible AI practices, and identify strategic opportunities for scalable implementation.



DUBAI INVESTMENTS

Organized 12th Annual blood donation drive in collaboration with the Dubai Health Authority.



EMIRATES GLASS

Hosted a 'Lunch & Learn' session for Sharjah City Municipality, presenting advanced glass solutions that combine sustainability, energy efficiency, and architectural innovation.



GLOBAL PHARMA

Provided training for first aid, the Automated External Defibrillator (AED) Operator Safety Awareness Training for the employees.



DUBAI INVESTMENTS

Employees participated in the Dubai Fitness Challenge 30x30, embracing fitness, teamwork, and community spirit. Over 100 colleagues took part, with 65 successfully completing the challenge.



EMIRATES EXTRUDED POLYSTYRENE

Adopted Super E-Foam XPS, a high-performance insulation material with low thermal conductivity and minimal water absorption. 100% recyclable, it offers an energy-efficient and environmentally responsible solution that enhances product sustainability.

Awards and Recognition



DUBAI INVESTMENTS

Vice Chairman & CEO, was recognized among Forbes Middle East's 2025 Sustainability Leaders.



EMIRATES FLOAT GLASS

Received the GORD International Green Mark Certification, boosting ability to secure points for GSAS Design and Build Projects worldwide.



DUBAI INVESTMENT REAL ESTATE

DIR announced exceptional milestone of achieving 5 million safe working man-hours without a lost-time injury at Danah Bay in RAK.



EMIRATES BUILDING SYSTEM

Holds the CE Mark, a symbol of commitment to global standards of quality, safety, and reliability, ensuring steel structures meet the most demanding international requirements.



SAUDI AMERICAN GLASS COMPANY

Has been named "Best Glass Company 2025" at the 4th Annual Saudi Building & Infrastructure Awards by IBMAR Conferences & Awards.



GLOBAL PHARMA

Globalpharma ranked 1st in the Quality Award category at MIITE Abu Dhabi, highlighting its unwavering commitment to continuous improvement and top-quality standards among local manufacturers.



GLOBAL PHARMA

Globalpharma received an A-grade Health & Safety certificate from Dubai Municipality for the effective implementation of Occupational Health and Safety standards.



DUBAI INVESTMENT REAL ESTATE

Dubai Investments Real Estate, received the 'Best Mixed-Use Development' award at the Arabian Property Awards 2025–2026 for Danah Bay in Ras Al Khaimah.

Governance and Ethical Stewardship

Governance and Ethical Stewardship ²⁵

#03

Governance and Ethical Stewardship

GRI 2-9 to 2-21 GRI 2-25 GRI 2-26 GRI 202-1 GRI 202-2 GRI 207-2

DFM Markers G1 G2 G5 G7



Dubai Investments' corporate governance framework is grounded in transparency, accountability, and ethical conduct, enabling sustainable growth and long-term value creation. Strong Board oversight, supported by a structured Enterprise Risk Management framework and robust internal controls, underpins financial and operational stability. Regulatory compliance is embedded within governance practices through proactive engagement with regulators and regular oversight by the Audit and Risk Committees.

Ethical standards are reinforced through a comprehensive Code of Conduct that sets clear expectations on integrity, confidentiality, and responsible behaviour. Alongside a focus on employee wellbeing, development, diversity, and community engagement, these practices support a culture of trust, resilience, and responsible corporate citizenship.

Governance Structure and Oversight

Dubai Investments' governance structure reflects the scale and diversity of its portfolio. Oversight is provided by a nine-member Board of Directors (BoD) with experience across manufacturing, finance, private equity, investment, and real estate. The Board comprises of five independent and four non-independent members. All Directors are non-executive, except for the Vice Chairman, who also serves as the Chief Executive Officer (CEO) of the Company. The Board convened 5 times during 2025.

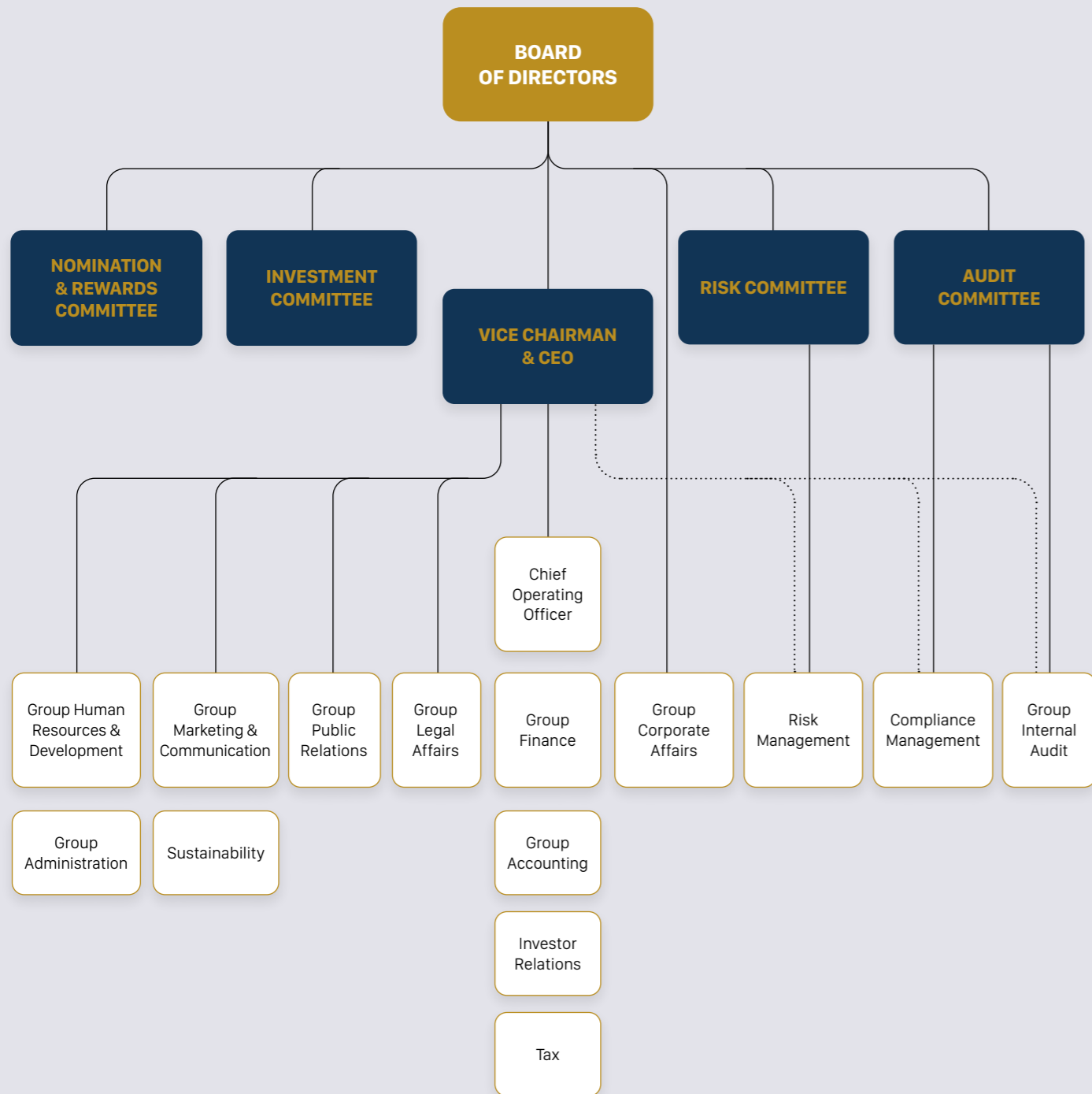
The Board provides strategic oversight and reviews the Company's strategy and its implementation in coordination with executive management. Executive management is responsible for the day-to-day operations of the Company, in line with the Delegation of Authority approved by the Board.

The powers reserved for the Board are clearly defined in the Board Charter and are aligned with applicable legislation and regulatory requirements. Detailed job descriptions are in place for each member of the executive management. During 2025, the Board did not delegate any of its reserved powers to executive management.

Leadership development is recognised as an important element of effective governance. During the year, members of the C Suite participated in the "Resourcefulness and Creativity" programme, which focused on strengthening resourcefulness as a strategic capability.



Organizational Structure of Dubai Investments



Board of Directors



Mr. Abdulrahman Ghanem A. Al Mutaiwee

Chairman of the Board

Non-Executive & Non-Independent
Appointment Date: 10th April 2017

Mr. Khalid Jassim Mohamed Bin Kalban

Vice Chairman & CEO

Executive & Non-Independent
Appointment date: 18th May 2002



Mr. Ali Fardan Ali Al Fardan

Director

Non-Executive & Non-Independent
Appointment date: 18th May 2002



COMMITTEES

- AC** Audit Committee
- NRC** Nomination and Rewards Committee
- RC** Risk Committee

- IC** Investment Committee
- Committee Chairman / Chairperson

Mr. Mohamed Saif Darwish Ahmed Al Ketbi

Director

Non-Executive & Non-Independent **AC** **RC**
 Appointment date: 19th April 2011



Mr. Ahmed Salem Abdulla Salem Alhosani

Director

Non-Executive & Independent **RC**
 Appointment date: 26th April 2023



Mr. Khaled Mohammad Ali Al Kamda

Director

Non-Executive & Independent **AC** **IC**
 Appointment date: 10th April 2017



Mr. Faisal Abdulaziz Alshaikh Mohamed Alkhazraji

Director

Non-Executive & Independent **AC**
 Appointment date: 26th April 2023



Mr. Hussain Nasser Ahmed Lootah

Director

Non-Executive & Independent **NRC** **RC**
 Appointment date: 3rd June 2020



Mrs. Hind Abdulrahman Al Ali

Director

Non-Executive & Independent **IC** **NRC**
 Appointment date: 26th April 2023



COMMITTEES

AC Audit Committee

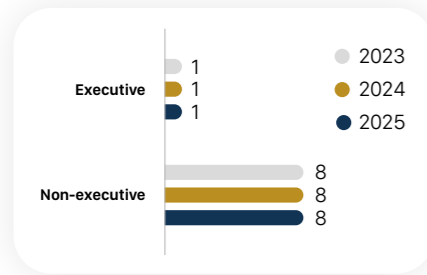
NRC Nomination and Rewards Committee

RC Risk Committee

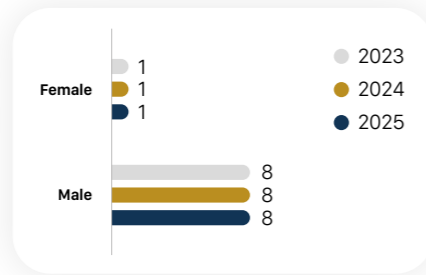
IC Investment Committee

○ Committee Chairman / Chairperson

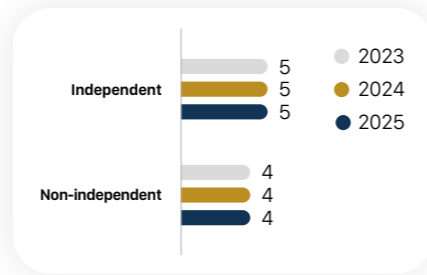
Executive and Non-executive members of the Board of Directors



Female and Male members of the Board of Directors



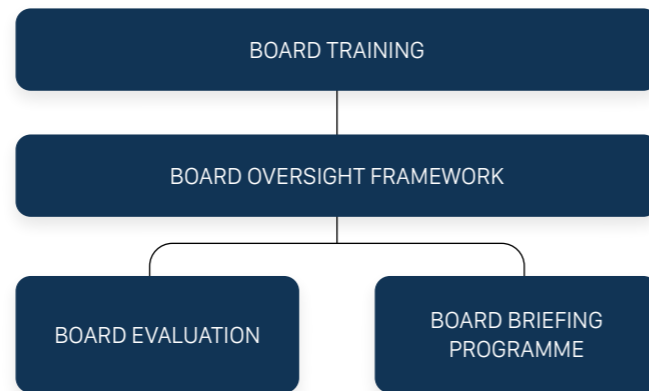
Independent and Non-independent members of the Board of Directors



Board Oversight Framework

Dubai Investments maintains a structured Board Oversight Framework to support effective governance. The framework includes board training, a Board briefing programme, and periodic board evaluations, which together strengthen oversight and decision-making.

Targeted training supports strategic leadership and sector-specific understanding, while regular briefings ensure that the Board members remain informed on key business, regulatory, and governance matters. Periodic evaluations are used to assess Board effectiveness, encourage reflection, and support continuous improvement in governance practices.



Board Committees

To support effective oversight and strengthen its responsibilities, the Board has constituted five dedicated committees. These committees operate in line with legal requirements, regulatory frameworks, and corporate governance best practices.

AUDIT COMMITTEE

They support the Board in overseeing the integrity of the Group's financial statements and related disclosures. It reviews the effectiveness of internal controls over financial reporting, oversees internal and external audit processes, reviews related party transactions and conflicts of interest, monitors legal disputes and insurance coverage, and follows up on the implementation of corrective actions related to internal control and risk management.

MANAGEMENT AND SUPERVISION OF INSIDER'S TRADING (ITSC) COMMITTEE

They oversee compliance with insider trading regulations. It maintains a comprehensive register of insiders, including temporary insiders, monitors trading and shareholding declarations, reviews the Company's securities dealing policy, and submits required statements and reports to the market and relevant authorities.

NOMINATION AND REWARDS COMMITTEE

They oversee matters related to Board composition, independence, and performance. Its responsibilities include verifying the independence of Board members, approving human resources policies, conducting annual Board evaluations, reviewing remuneration and benefits policies for the Board and executive management, promoting gender diversity, and reviewing Emiratization initiatives across the Company.

INVESTMENT COMMITTEE

They are responsible for reviewing and approving investment and divestment proposals in line with the Group's corporate strategy, risk limits, and return requirements. It oversees treasury investment activities, evaluates the impact of proposed transactions on capital structure and debt covenants, and approves non-binding and binding offers within parameters approved by the Board.

RISK COMMITTEE

They assist the Board in fulfilling its oversight responsibilities in relation to enterprise risk management. It oversees the risk management framework, reviews risk appetite, risk tolerance, and risk limits, monitors the Company's risk profile, reviews insurance coverage, and reports to the Board on material risk exposures and significant changes in risk levels.

SUSTAINABILITY COMMITTEE

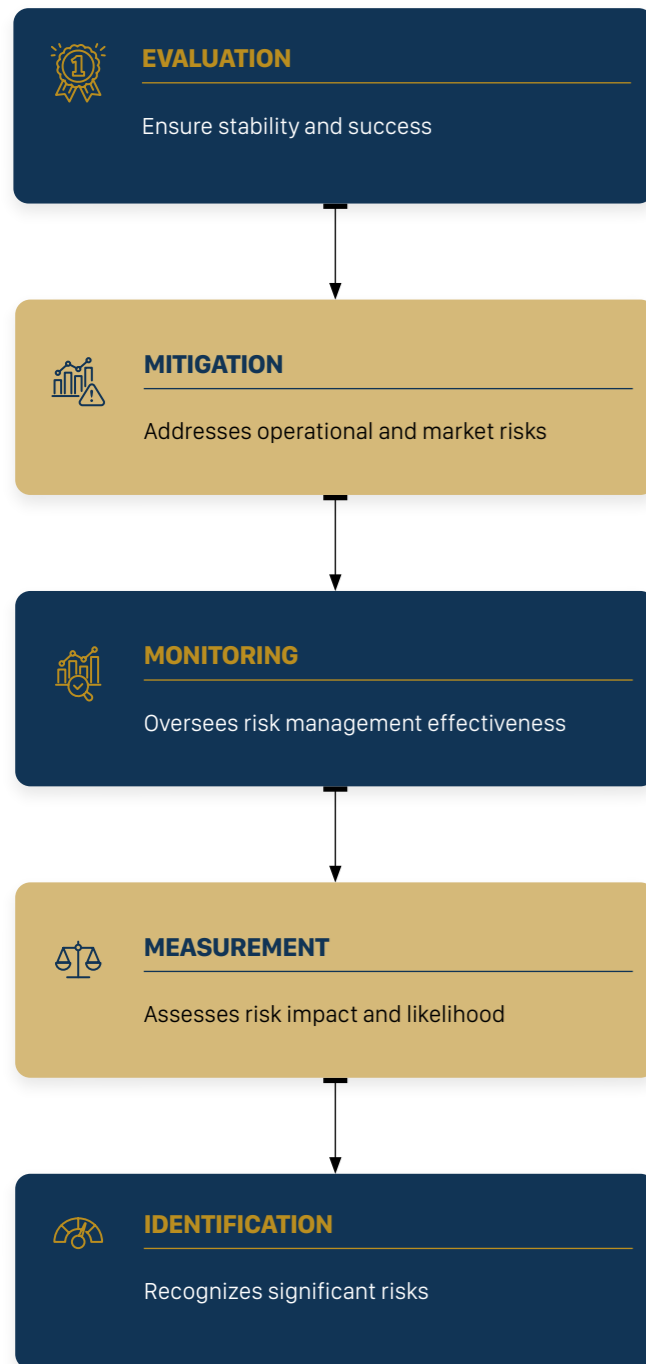
The Sustainability Committee is formed by senior management from different business sectors working alongside Sustainability Champions selected from across departments and subsidiaries. The Committee is responsible for developing the sustainability strategy, including the formulation of action plans, and for regularly reviewing the strategy. This structure reflects the Company's approach to managing climate related and ESG matters.

Enterprise Risk Management

The Board of Directors have oversight responsibility for the Group's risk management framework, supported by a dedicated Risk Committee. The Committee oversees the development and application of risk related policies and processes, with the Enterprise Risk Management

framework forming the foundation of the Group's approach. The framework establishes a structured method for identifying, assessing, monitoring, and mitigating material risks, supported by defined controls across the organisation.

ERM Framework Process



Risk identification is informed by independent assessments of key risk areas, which are reviewed through the governance process. The Group Internal Audit function reviews the effectiveness of the Group Risk Function and provides assurance to the Board and the Audit Committee on the adequacy of risk management practices.

Risk mitigation is coordinated through the Group Risk Function, with a focus on managing operational, reputational, and market risks. Ongoing evaluation includes oversight by the Audit Committee, with consideration of financial implications to support the Group's stability and long-term resilience.

During the year, the Compliance Head undertook focused training programs covering the following areas:

- Customer Due Diligence/ Enhanced Due Diligence for DNFBPs
- Understanding and assessing the risks of money laundering and terrorist financing for the DNFBP sector
- Enhancing AML/CFT Compliance: STR/SAR Reporting
- Compliance Officer/MLRO Tasks
- Guidance on Targeted Financial Sanctions for FIs, DNFBPs & VASPs
- Importance of KYC covering regulatory requirements and best practices
- Virtual outreach session on Guidance for Licensed Financial Institutions on CDD/KYC & Record Keeping

These trainings reflect the leadership's focus on keeping compliance capabilities up to date and strengthening oversight of regulatory and financial crime risks.

Ethical Business Conduct

The Code of Conduct establishes clear expectations for employees to uphold integrity in all interactions. It is guided by the core values of ethics, integrity, accountability, excellence, human capital development, and innovation. The code provides direction for interactions with clients, colleagues, suppliers, regulators, and communities. It also addresses conflicts of interest,

financial conduct, confidentiality, and responsible practices, while ensuring compliance with applicable laws and regulations. By translating these values into practical standards of behaviour, the code supports ethical decision making, strengthens governance, and contributes to sustainable growth.

Grievance Redressal Mechanisms

Dubai Investments is committed to the fair and consistent application of its policies while safeguarding the rights of employees. The grievance policy sets out a clear process for raising and addressing work related concerns, including matters related to workplace conduct, employee relations, working practices, the work environment, and equal employment opportunities. Concerns are first encouraged to be resolved informally through discussion with line managers or senior staff, with Human Resources involved where matters are sensitive. Where issues cannot be resolved informally, a formal grievance process is available.

Employees who are terminated for cause or due to legal offences are not eligible to raise grievances under this policy, in line with UAE labour law requirements.

Formal grievances are addressed through a defined escalation and appeal process, with Human Resources overseeing proceedings and record keeping. Decisions are reviewed by a designated committee and concluded by the Vice Chairman and Chief Executive Officer or the concerned General Manager. The outcome is communicated promptly, and the process is conducted with confidentiality, fairness, and respect for all parties.

Particulars	2023	2024	2025
Number of grievances filed	1	0	0
Percentage of grievances addressed or resolved	100%	100%	100%



Sustainability Direction

ESG Focus Areas ³⁵

Supply Chain Management ³⁶

Policy Suite of Dubai Investments ³⁶

Stakeholder Engagement ³⁷

Materiality Assessment ³⁸



Sustainability Direction

GRI 2-16 GRI 2-22 GRI 2-23 GRI 2-24 GRI 2-29 GRI 308

DFM Markers G4 G7










STRATEGIC FOCUS AREAS

Dubai Investments has established a sustainability framework that defines its key themes and governance structure. Oversight is supported by a Sustainability Committee, enabling coordinated decision-making across the Group.

During the year, the Group reviewed and refined its material topics to ensure greater clarity and focus. This exercise built on the previous materiality assessment and resulted in a more concise set of priorities that reflect the Group's strategic direction and stakeholder expectations.

The Group continues to strengthen its sustainability approach through alignment with recognised frameworks such as GRI Standards, DFM requirements, the UN Sustainable Development Goals, and Dubai Vision 2030.

ESG Focus Areas

Sustainability Theme	Key Objectives	Alignment with SDGs
A Company with Integrity	<ul style="list-style-type: none"> Implement and reinforce a robust corporate governance framework and processes which are followed consistently across the Group. Ensure that business is conducted in an ethical manner. Implement digital solutions to monitor sustainability performance. Ensure that sustainability is integrated at Board level. 	 
Valuable Relationships	<ul style="list-style-type: none"> Treat suppliers with fairness and respect. Integrate sustainability criteria into procurement policies to promote sustainability amongst suppliers. Ensure that large contractors providing long term services to Dubai Investments (e.g. construction project contractors) treat their employees fairly and in accordance with UAE Labor Law. Maintain a responsible relationship with customers. Develop responsible products which will help customers be more sustainable. 	
Operating Responsibly	<ul style="list-style-type: none"> Develop Health, Safety, and Environment (HSE) Policy. Promote health and wellness initiatives amongst employees and in the community. Ensure compliance to the UAE Labor Law with reference to the treatment of Dubai Investments Group employees. Seek best in class practices beyond the minimum regulations. 	
Protecting Natural Resources	<ul style="list-style-type: none"> Demonstrate commitment for tackling climate change. Develop an efficiency plan relating to the use of energy and water. Identify and mitigate the negative environmental impacts caused by the Group's activities. 	     
Supporting Communities	<ul style="list-style-type: none"> Contribute to the development of vocational skills of young people in the community. Contribute to the development of the local economy by providing jobs and facilitating the growth of start-up businesses and small and medium-sized enterprises. Be a socially responsible corporate citizen by investing in the community, donating to charitable causes, and providing employees with the opportunity to participate in corporate social responsibility initiatives. 	 
Strong Workforce	<ul style="list-style-type: none"> Demonstrate commitment to improving female representation. Significantly improve female representation at all levels of operation, enhancing perspective, decision-making, and performance. Invest in the development of workforce. 	  
Amplifying Economic Impacts	<ul style="list-style-type: none"> Optimize for growth by steering economic diversification towards lower-carbon sectors, and sectors with lower ESG risks and greater ESG-related opportunities. Measure, monitor and improve the overall ESG posture of Group's portfolio companies. Initiate sustainability due diligence and reporting requirements for Investments. 	

Supply Chain Management

AED
 ✓ **661.7 mn**
 Procurement Spending on Local Suppliers

✓ **71%**
 of the Total Procurement budget was spent on Local Suppliers

Dubai Investments sets clear expectations for ethical conduct and integrity across its supply chain. The Supplier Code of Conduct, adopted by the subsidiaries, defines standards related to fair business practices, operational discipline, and environmental and social

responsibility. Suppliers are required to comply with the Code and are encouraged to apply its principles across their operations and supply chains.

Suppliers with access to confidential information are required to meet defined data protection and control requirements, which are assessed through a structured risk evaluation covering system security, access controls, and vulnerabilities. Supplier engagement is further supported through annual targeted surveys that assess labour practices, human rights, environmental management, and occupational health and safety, helping maintain a responsible and sustainable supply chain.

Several subsidiaries across the Group continue to strengthen local value creation through responsible procurement practices. Entities such as Tech Source, Emirates Extrusion Factory, and Emirates Extruded Polystyrene source maximum of their supplies from local vendors.

Taking a proactive approach to embedding social criteria within its supply chain, Emirates Glass strengthened its responsible procurement practices during the year. In 2025, the company screened new vendors against defined social parameters and onboarded 98 suppliers through this process, with many new supplier additions assessed for compliance with social standards.

Policy Suite of Dubai Investments

- ▶ Social Media Policy
- ▶ Corporate Social Responsibility Policy
- ▶ Information Security Policy
- ▶ Cloud Security Policy
- ▶ Information Security Risk Management Policy
- ▶ Information Security Incident Response Policy and Procedure
- ▶ Vulnerability Management Policy
- ▶ Data Center Policy
- ▶ Remote Access Policy
- ▶ Antimalware Policy
- ▶ Anti Money Laundering Policy
- ▶ Whistleblower Policy
- ▶ Anti-Discrimination and Anti-Harassment Policy
- ▶ Conflict of Interest
- ▶ Human Rights Policy

Stakeholder Engagement

Stakeholder engagement is carried out on a regular basis to understand priorities, emerging issues, and ESG topics most relevant to the Group. Insights from this ongoing dialogue inform decision making, risk and opportunity assessment, and the materiality process, helping ensure that strategies remain aligned with stakeholder expectations.



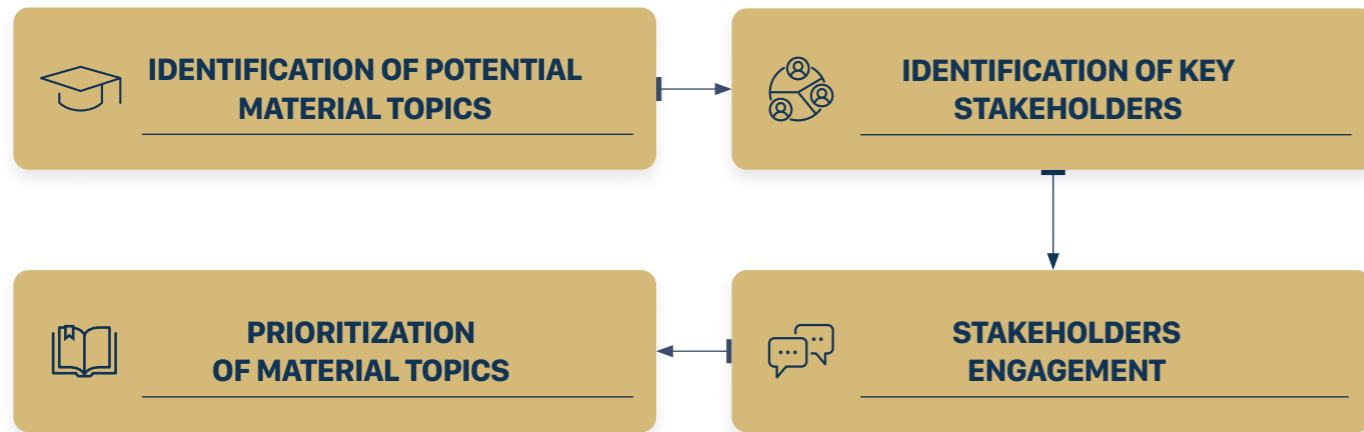
Stakeholders	Key Issues	Engagement Methods
Shareholders and Investors 	<ul style="list-style-type: none"> • Risk Management • Corporate Governance • Transparency and Reporting • Information, Security/Cybersecurity & System Availability • Sustainable Finance • Financial Stability • Climate Change • Environmental Management 	<ul style="list-style-type: none"> • Annual General Meetings • Corporate Annual Report • Official News Releases • Annual Corporate Governance Report • Investalk – Quarterly Newsletter • Investor Communication & Disclosure Policy
Customers 	<ul style="list-style-type: none"> • Climate Change • Environmental Management • Health & Safety • Information, Security/Cybersecurity • System Availability 	<ul style="list-style-type: none"> • Customer Service • Social Media Channels (Facebook, Instagram, LinkedIn, X)
Regulators 	<ul style="list-style-type: none"> • Transparency and Reporting • Corporate Governance • Risk Management • Information Security/Cybersecurity & System Availability • Sustainable Finance • Financial Stability • Talent Attraction and Retention • Health and Safety • Climate Change • Environmental management 	<ul style="list-style-type: none"> • Internal Control System • External Audits • Insider Trading Supervision Committee • Corporate Annual Report • Face-To-Face Meetings with Ministries and Regulators • Partnerships and Collaborations • Compliance Unit
Local Communities 	<ul style="list-style-type: none"> • Climate Change • Environmental Management • Talent Attraction and Retention • Health and Safety • Corporate Governance • Risk Management • Sustainable Finance • Financial Stability 	<ul style="list-style-type: none"> • Health And Educational Campaigns • Employee Volunteering Initiatives • Donations To Charitable Organisations • Participation In Cultural and National Events • Sponsorships And Internships for Disadvantaged Youth
Suppliers and Partners 	<ul style="list-style-type: none"> • Climate Change • Health And Safety • Environmental Management • Transparency And Reporting • Corporate Governance • Risk Management • Information Security/ Cybersecurity and System Availability 	<ul style="list-style-type: none"> • Supplier surveys for Feedback • Working Practices Policy
Employees 	<ul style="list-style-type: none"> • Transparency & Reporting • Talent Attraction and Retention • Environmental Management • Health & Safety • Corporate Governance • Risk Management • Information Security/Cybersecurity and System Availability • Climate Change 	<ul style="list-style-type: none"> • Employee Training and Development Program • Grievance Resolution Procedures • Health and Safety Policy • Working Practices Policy

Materiality Assessment

Dubai Investments' sustainability pillars are aligned with the most significant material topics identified through a stakeholder engagement and materiality

assessment conducted in line with GRI Standards. In 2025, the material topics were revisited to refine and consolidate priorities, ensuring closer alignment with the Group's strategic direction and outlook.

Methodology for Materiality Assessment:



Materiality Assessment



Environment

- ☆ Energy and GHG Emissions
- ☆ Environmental Management

Social

- ☆ Health and Safety
- ☆ Diversity and Inclusion
- ☆ Human Capital Development
- ☆ Community Relation

Governance

- ☆ Risk Management
- ☆ Corporate Governance
- ☆ Responsible Supply Chain
- ☆ Cyber Security and Data Privacy

- ☆ Product Safety and Quality
- ☆ Business Ethics
- ☆ Responsible Investment
- ☆ Customer Relationship Management



Responsible Resource Management

Responsible Resource Management ⁴¹

#05

Responsible Resource Management

GRI 302 GRI 303 GRI 304 GRI 305 GRI 306
DFM Markers E1 E2 E3 E4 E5 E6 E7 E10



Introduction to Resource Management

Resource management is a core component of Dubai Investments' approach to environmental responsibility. Across its operations, the Group focuses on the efficient use of energy, water, and materials, supported by regulatory compliance, operational controls, and continuous improvement. By strengthening resource efficiency and reducing environmental impact, Dubai Investments aims to support long term resilience while aligning with the UAE Net Zero 2050 Strategy and the Dubai Clean Energy Strategy 2050.

Energy and Emission Management

Dubai Investments' approach to energy and emissions management is aligned with national priorities, including the UAE Net Zero 2050 Strategy and the Dubai Clean Energy Strategy 2050. During the year, the Group focused on subsidiary led actions centred on operational efficiency, process optimisation, and product innovation. These efforts were supported through strategic collaborations and targeted improvements across manufacturing and industrial operations, contributing to enhanced energy efficiency and reduced emissions intensity.

+ CLEAN ENERGY INNOVATION

At Emirates Glass, the year marked a significant step in integrating clean energy into building materials. The collaboration with ClearVue Technologies reflects the growing importance of energy efficient and high-performance building materials as the construction sector responds to climate and energy challenges. By integrating solar generation directly into architectural glass, the innovation addresses the dual need for renewable energy production and functional building performance. This approach supports reduced operational energy demand while maintaining transparency, insulation, and durability, positioning glass as an active contributor to clean energy outcomes rather than a passive building element.

This partnership underscores the growing market appetite for clean, renewable energy solutions embedded into building materials. The solar glazing, spandrel and cladding technology is designed for use in commercial, residential, and institutional developments and is suitable for façades, skylights, windows, canopies, and even greenhouses – offering a blend of function, energy efficiency, and design flexibility.

The partnership aligns with regional sustainability priorities and the UAE's Net Zero by 2050 ambition, recognising the suitability of solar integrated façade solutions in high solar exposure environments. By combining local manufacturing capability with advanced solar glazing technology, Emirates Glass strengthens its role in advancing clean energy innovation within the regional construction value chain.



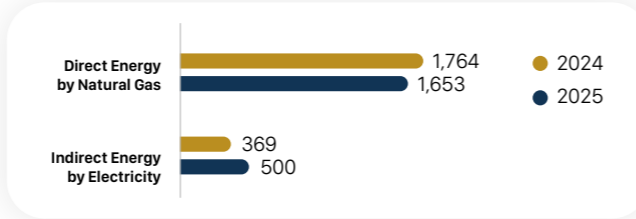
Emirates Float Glass (EFG) was awarded the Gulf Organization Research Development (GORD) International Green Mark Certification, which is supported by Environmental Product Declarations prepared in accordance with ISO 14025 and Product Category Rules under EN 15804, with lifecycle assessment data aligned to ISO 14040 and ISO 14044 standards. This certification allows EFG products to support GSAS Design and Build projects across Qatar, Kuwait, Oman, and Saudi Arabia by enabling the use of verified environmental performance data. The certification reflects EFG's alignment with regional sustainability requirements and its focus on lower-emission building materials.

Saudi American Glass and Emirates Extrusion Factory continue to strengthen energy efficiency and emissions management through practical, operations-led measures. Both facilities focus on optimising energy-intensive processes through regular preventive maintenance, equipment monitoring, and improved operating schedules, with particular attention to furnace efficiency and production controls.

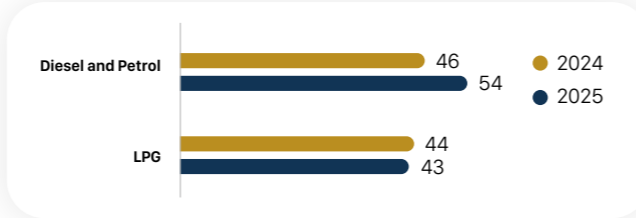
Emirates Extrusion Factory strengthened its energy efficiency efforts through the installation of 20 solar powered lights, each with a capacity of 400 watts, across the front façade, backyard, and along both sides of the factory and office building. Designed with an average battery backup of six hours, the system supports reduced grid electricity consumption during evening operations while enhancing on site safety and visibility. This targeted investment reflects the company's practical approach to integrating renewable energy solutions within its operational infrastructure.

Energy Tables

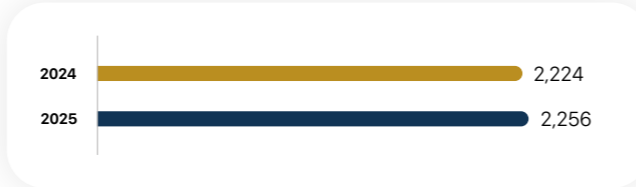
Direct Energy (Natural Gas) and Indirect Energy (Electricity), thousand GJ



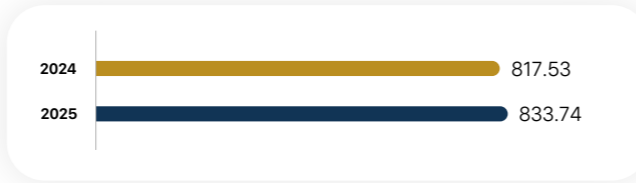
Direct Energy, thousand GJ



Total Energy Consumption, thousand GJ



Energy Intensity, GJ/employee



Note: The total energy consumption for 2024 includes Propane usage amounting to 1,688 GJ, with no fuel oil consumption reported during the year. In 2025, Fuel Oil consumption of 5,004 GJ was recorded, while propane usage was nil for the reporting period.

RENEWABLE ENERGY CONTRIBUTION

During the year, two subsidiaries increased the proportion of renewable energy within their overall energy mix, strengthening the Group's transition towards cleaner energy sources.

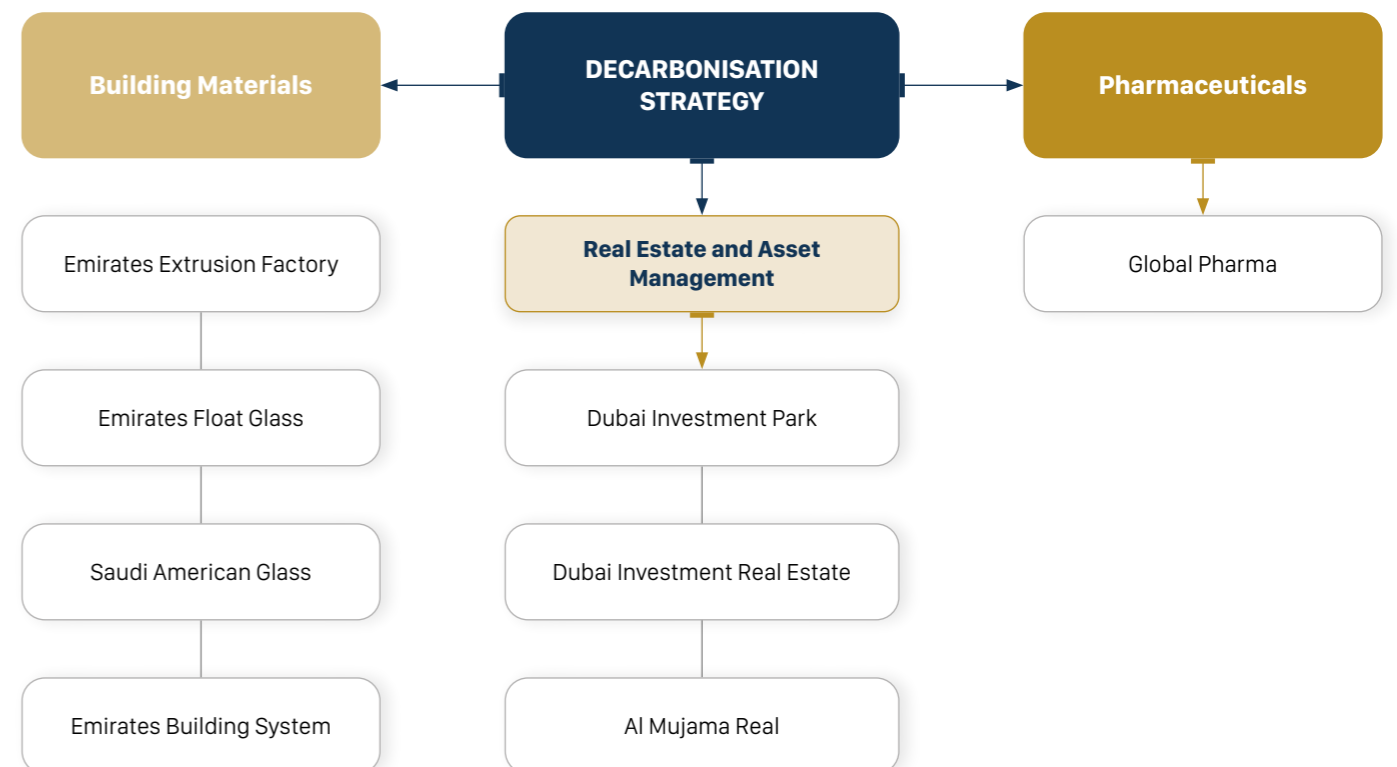
Renewable Energy, GJ	Al Mujama
Renewable Energy Generated	2865.25
Renewable Energy Consumed	982
Renewable Energy Sent to the Grid	1884

Emirates Glass continued to integrate renewable energy within its operations, consuming 9,945 GJ in 2024 and 9,456 GJ in 2025. The sustained utilisation of renewable energy reflects a consistent approach to diversifying its energy mix and strengthening operational resilience through cleaner energy sources.

Road to Decarbonization

Dubai Investments initiated its decarbonisation roadmap with the completion of a Group wide GHG inventory, providing a clear understanding of emissions sources and energy intensive activities across its operations. This assessment enabled the identification of key emissions hotspots and informed priority areas for action. Building on these insights, the Group reviewed sector specific best practices to identify appropriate emissions reduction levers that are relevant to its diverse business portfolio.

High energy consuming machinery and operational processes were then assessed to identify potential alternatives, upgrades, and efficiency improvement opportunities, with particular focus on activities with higher emissions intensity. These actions form the basis of a structured and phased decarbonisation pathway. The next stage of the roadmap will involve assessing the technical and commercial feasibility of identified initiatives to support informed decision making and practical implementation aligned with UAE climate objectives.



EMBEDDING ENVIRONMENTAL RISK MANAGEMENT IN OPERATIONS

Emirates Building Systems has formalised environmental risk management through a structured 'Register of Hazard Identification, Risk Assessment and Environmental Aspect Impact'. The register covers fabrication, yard logistics, maintenance workshops, storage, utilities, and office functions. Each activity is mapped to its environmental aspects, potential impacts, significance rating, and required control measures, ensuring risks are identified and managed within daily operations.

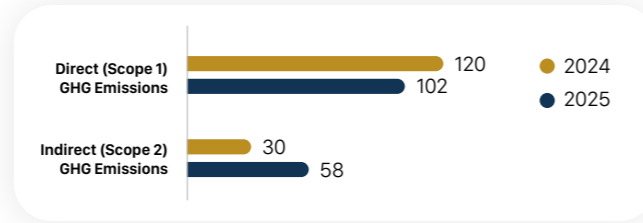
The assessment highlights key environmental exposures including air emissions from machinery and vehicles, electricity and fuel consumption, dust, and metal particulates from cutting and welding, noise generation, and risks of soil and water contamination from lubricants, fuels, and chemicals. Waste streams such as scrap metal, paint residues, contaminated materials, wastewater, municipal waste, and electronic waste are documented with defined management procedures to prevent landfill burden and environmental contamination.

Control measures are integrated into operational practices. Used oils and wastewater are collected in designated containers and disposed of through approved contractors. Hazardous materials are stored in ventilated areas with secondary containment systems. Fuel storage and gas handling activities are subject to routine inspection and emergency response protocols. Ventilation systems, air quality monitoring, and mandatory protective equipment are in place to manage emissions and exposure.

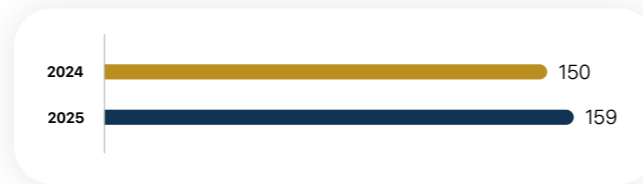
By linking operational activities directly to environmental risks and controls, Emirates Building Systems has embedded environmental management into its governance framework, providing a clear and auditable structure for managing environmental performance across its facilities.

GHG Emissions Tables

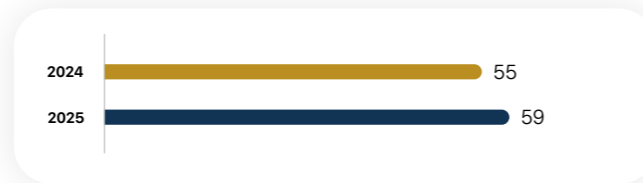
Direct (Scope 1) GHG Emissions and Indirect (Scope 2) GHG Emissions, thousand tCO₂e



Total Emissions – Scope 1 & Scope 2, thousand tCO₂e



GHG Emissions Intensity, tCO₂e/employee



Note: The Energy consumption, GHG emissions and Water consumption data for the year ending December 31, 2024, have been restated due to an improvement in data availability (including natural gas, propane, and LPG consumption) and methodology. The CY24 Energy, GHG and Water intensity number has been revised accordingly.

Water Stewardship

Dubai Investments' approach to water stewardship is grounded in responsible resource management and alignment with national water security priorities, including Dubai's objective to promote the use of recycled water by 2030. Across operations, efforts focus on reducing freshwater consumption, improving reuse, and strengthening water efficiency. At Emirates Extrusion Factory, water recycling systems are integrated into production processes to minimise consumption and reuse process water wherever feasible.

Across other operations, water stewardship initiatives include the use of effluent treatment plant systems, the reuse of rejected water for multiple operational purposes, and the upgrading of washroom facilities with air and water based flushing systems at sites such as Global Pharma. These measures contribute to improved water efficiency, reduced freshwater dependency, and more responsible water management across the Group's operations.

BUILDING RESILIENCE THROUGH WATER INFRASTRUCTURE

Water management at Dubai Investment Park has evolved in step with the growth of the community it serves. What began in 1999 as a modest wastewater treatment facility with a capacity of 500 cubic metres per day has, over time, grown into a fully integrated system designed to support a large, mixed-use urban and industrial ecosystem. Developed in phases and expanded as demand increased, the most recent upgrade was commissioned in 2017, bringing the system's total treatment capacity to 56,000 cubic metres per day, with 36,000 cubic metres per day in the West and 20,000 cubic metres per day in the East.

Today, this infrastructure supports a wide range of activities across the DIP area, treating wastewater generated from labour accommodation, residential villas and apartments, hotels, hospitals, schools, warehouses, and most light industries operating within the park. By providing reliable and consistent wastewater treatment at scale, the system forms a critical backbone for environmental protection and public health in a rapidly growing development.

Each day, the West and East treatment plants collectively process large volumes of wastewater, producing treated effluent that is safely reused within Dubai Investment Park.

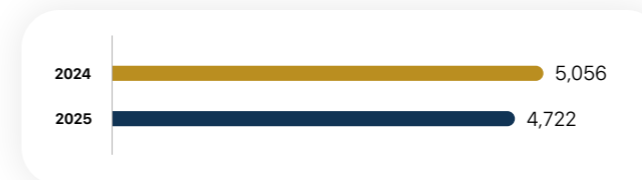


During 2025, more than 17.6 million cubic metres of wastewater were treated, generating over 16.6 million cubic metres of treated water, with stable performance maintained throughout the year.

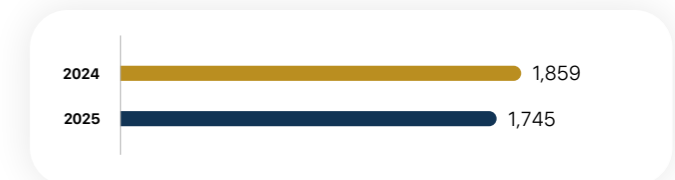
This treated water is reused exclusively for landscaping and green infrastructure, supporting the irrigation of trees, landscaped common areas, EMICOOL facilities, warehouses, schools, and labour accommodation zones. In a water-scarce region, this approach plays an important role in maintaining green spaces and enhancing the liveability of the park, while keeping potable water reserved for essential domestic and operational needs.

Through long-term investment in wastewater treatment and responsible reuse, Dubai Investment Park continues to strengthen its approach to water stewardship, supporting sustainable urban development while responding to the realities of growing demand and a changing climate.

Total Water Consumption, thousand m³



Water Consumption Intensity, m³/employee



Note: The Energy consumption, GHG emissions and Water consumption data for the year ending December 31, 2024, have been restated due to an improvement in data availability (including natural gas, propane, and LPG consumption) and methodology. The CY24 Energy, GHG and Water intensity number has been revised accordingly.

Waste Reduction and Circular Practices

Dubai Investments' approach to waste management is aligned with the UAE's Net Zero by 2050 ambition, with a focus on reducing waste generation, improving recycling, and supporting the transition towards a circular economy. Across its operations, the Group integrates waste reduction measures into manufacturing processes, construction practices, and day-to-day operations, supported by regulatory compliance and approved waste management partners.



Dubai Investments organized E-waste collection drive

At an operational level, waste management practices across subsidiaries emphasise segregation, recycling, and responsible disposal. Emirates Extrusion Factory implements structured waste segregation processes, with aluminium waste fully recycled and general waste managed through approved contractors. Electronic waste is handled separately in line with regulatory requirements, and paper consumption is reduced through increased use of digital systems.

At Global Pharma and other facilities, designated areas are maintained for the segregation of carton, paper, and metal waste to enable organised collection and recycling by authorised contractors. These practices support improved waste traceability, higher recycling rates, and reduced landfill disposal. Together, these initiatives reflect a practical and disciplined approach to waste reduction and circular practices across Dubai Investments' operations.



DI supported 'Clean UAE 2025', a clean-up drive organized by Emirates Environment Group. 45,692 kgs of waste was collected and 98 km² of land was restored with the help of 84,123 participants covering all seven Emirates of UAE.



ADVANCING CIRCULAR CONSTRUCTION

During the year, Emirates Extrusion Factory formalised an exclusive partnership with UCS Green Solutions to manufacture the region's first Green Curtain Wall System designed to eliminate material wastage at the installation stage. The collaboration marks a significant shift from conventional façade systems, where on site cutting and adjustments often result in avoidable material loss and increased environmental impact.

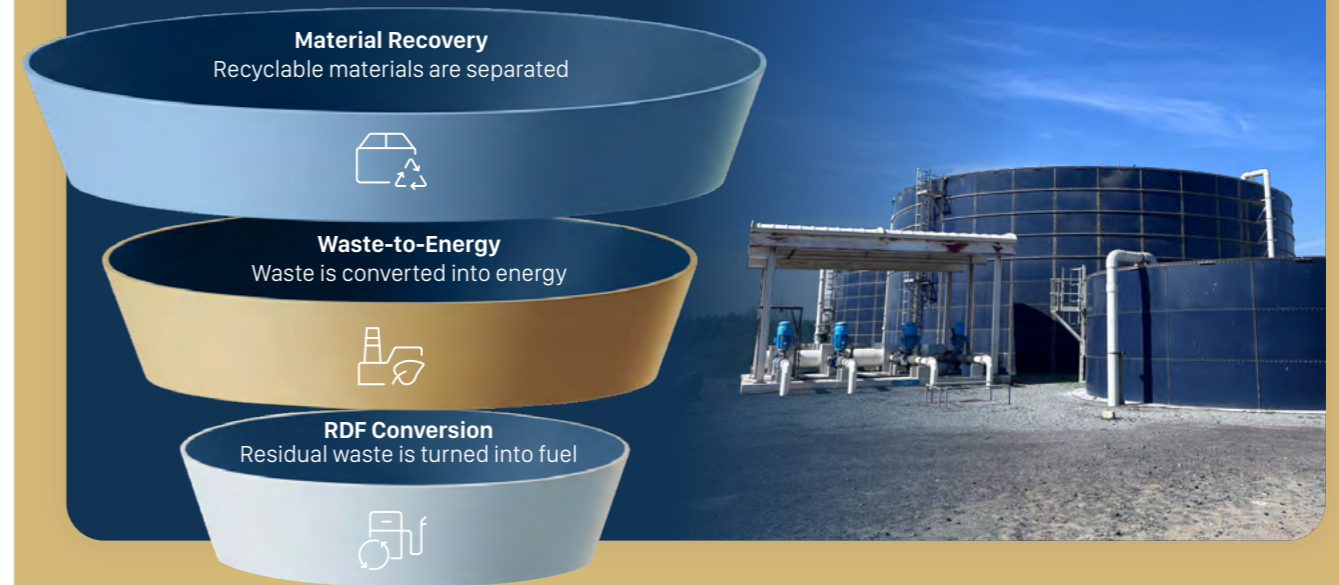
The system has been engineered to optimise material usage through precision manufacturing and design integration, ensuring components are produced to exact specifications before reaching site. This approach reduces offcuts, improves installation efficiency, and minimises construction waste at source. By embedding resource efficiency into product design rather than relying solely on downstream waste management, the initiative reflects a practical application of circular economy principles within the construction value chain.

For Dubai Investments, the initiative strengthens local industrial capability while responding to growing demand for sustainable building solutions. It aligns with national objectives to reduce construction waste, enhance manufacturing competitiveness, and promote innovation driven industrial growth. The project demonstrates how product innovation, operational capability, and sustainability objectives can be integrated to deliver measurable environmental and economic value.

ADVANCING CIRCULAR WASTE MANAGEMENT

Dubai Investments Park (DIP) is a unique and self-contained mixed-use master community spanning 2,300 hectares across three integrated zones: industrial, commercial, and residential. Given the scale and diversity of activities within the park, waste management is a material operational and environmental issue. Managing waste responsibly is essential to maintaining environmental quality, regulatory compliance, and community liveability.

Waste Diversion Process used by DIP



2025 Waste Diversion Performance of DIP

Total Waste Generated	Recyclables Recovered (MRF)	Waste Diverted to Waste to Energy	Waste Converted to RDF	Recycling Rate	Waste Diversion Rate	Net Waste Diversion
1,519 tons	232 tons	471 tons	141 tons	21%	48%	68%

The 2025 data shows that 21% of total waste generated was directly recycled, reflecting consistent material recovery efforts through structured segregation and MRF processing. When combined with Waste-to-Energy and RDF conversion pathways, the overall net waste diversion reached 68 percent, indicating that a significant majority of waste was redirected away from landfill through alternative recovery and resource optimisation mechanisms.

The environmental impact of waste management activities was evaluated using the USEPA Waste Reduction Model (WARM), a globally recognised methodology that quantifies GHG emissions and energy effects associated with different waste

treatment pathways. In 2025, emissions from general waste landfilling were calculated at 446 MTCO₂e, reflecting the climate impact of waste that ultimately reached landfill. The overall energy impact was recorded at -90 million BTU, with the negative value indicating a net environmental benefit. This means that the diversion measures implemented, including recycling, Waste-to-Energy processing, and conversion to Refuse-Derived Fuel (RDF), collectively avoided more energy use and emissions than would have occurred if the same volume of waste had been entirely landfilled. In essence, recovered materials reduced demand for virgin resource extraction and manufacturing, while energy recovery pathways offset conventional fuel consumption.

Non-Hazardous Waste Composition (in MT) in 2025	Waste Generated	Waste diverted from disposal	Waste directed to disposal
Plastic waste	278.29	0	278.29
Construction and demolition waste	1.00	0	0
Other Non-hazardous waste generated	3,149.86	0.70	1,927.86
Total Waste	3,429.15	0.70	2,206.15

Hazardous Waste Composition (in MT) in 2025	Waste Generated	Waste diverted from disposal	Waste directed to disposal
E-waste	0.32	0	0.12
Battery waste	0.40	0	1.40
Other Hazardous waste (Cullet Powder, Powder Paint, Silicon Waste Drums, Used Filters, Empty Thinner Cans, Empty Paint Cans)	127.14	66.24	57.60
Total Waste	127.86	66.24	59.12

Waste Diverted from Disposal (in MT) for 2025	Onsite	Offsite	Total
Hazardous waste			
Preparation for reuse	0	0	0
Recycling	54.4	0	54.4
Other recovery operations	40	0	40
Total (in MT)	94.40	-	94.40
Non-hazardous waste			
Preparation for reuse	0	0	0
Recycling	1,497.01	357.7	1,854.71
Other recovery operations	141.28	0	141.28
Total (in MT)	1,638.29	357.70	1,995.99

Waste Directed to Disposal (in MT) for 2025	Onsite	Offsite	Total
Hazardous waste			
Incineration (with energy recovery)	5	15	20
Incineration (without energy recovery)	0	58	58
Total (in MT)	5	72	77
Non-hazardous waste			
Incineration (with energy recovery)	731	0	731
Landfilling	0	1,417	1,417
Other disposal operations	6	0	6
Total (in MT)	737	1,417	2,154

Biodiversity and Nature-positive Effort

Dubai Investments contributes to national sustainability objectives by supporting initiatives that protect natural ecosystems and promote greening across the UAE. Biodiversity-related actions during the year focused on increasing green cover, raising environmental awareness, and encouraging employee participation in nature-based initiatives.

Tree plantation formed a key part of this approach. Dubai Investments employees participated in the UAE Government's Planting Week, planting Ghaf trees that are well-suited to the region's arid climate. The Ghaf trees play an important role in water conservation, soil stabilisation, air quality improvement, and providing habitat for native species, making it a meaningful choice for local ecosystem restoration.

At the subsidiary level, Emirates Float Glass undertook multiple greening initiatives, including a tree planting activity at Jubail Island in Abu Dhabi and the planting of over 200 trees within its factory premises. These efforts contribute to enhancing local biodiversity while embedding environmental responsibility within operational sites.

In 2025, Dubai Investments Planted:

✓ **1,200 trees**
planted including 100 Ghaf trees and 1,150 Conocarpus green planation

✓ **850 Sq.M**
of Paspalum grass planted



Digital Innovation and Customer Trust

Digital Innovation and Customer Trust ⁵¹

#06

Digital Innovation and Customer Trust

GRI 418

DFM Markers G6

Dubai Investments recognizes that robust data protection, privacy, and cybersecurity practices are fundamental to preserving stakeholder confidence and supporting sustainable business operations. It continued to strengthen its commitment towards innovation, digital transformation, and customer trust by driving technology-led initiatives across its subsidiaries and actively participating in key industry platforms.

During the year, Dubai Investments renewed its liquidity provider agreement with xCube, reinforcing market confidence and trust in the Group's governance and financial transparency. Globalpharma advanced its digital quality systems by implementing an E-Logbook in Quality Control, digitizing testing reports, reducing paper usage, and minimizing manual intervention, thereby enhancing data integrity and operational efficiency. The Globalpharma team also participated in Artificial

Intelligence (AI) Week, hosted by the Dubai Centre for Artificial Intelligence, reflecting the Group's focus on leveraging emerging technologies to drive innovation in manufacturing.

Emirates Glass showcased its innovative, precision-engineered solutions at the Ajban Defense Industry & Technology Exhibition 2025, demonstrating its capability to deliver high-quality, region-specific products for the defence and industrial sectors and strengthening customer confidence in its technical expertise.

Further supporting enterprise-wide digital transformation, Techsource officially launched the EBS and EEP implementation project under Orion ERP, marking the next phase of integrated systems adoption aimed at improving operational transparency, efficiency, and customer responsiveness.

Enhancing Customer Experience

Dubai Investments places a strong emphasis on enhancing customer experience as a core component of its sustainable growth strategy. By investing in digital capabilities, service quality, and employee training, Dubai Investments

seeks to provide a seamless and transparent experience that strengthens trust, supports customer resilience, and contributes to broader economic and social value creation in the communities it serves.

Data Protection, Privacy, and Cybersecurity

Data security is critical to maintaining customer trust, protecting sensitive information, and ensuring compliance with applicable laws and regulations. Robust data protection measures help safeguard customers' and stakeholders' data from unauthorized access, misuse, or loss.

Tracking and documenting data security incidents enables the organization to respond promptly, identify root causes, strengthen controls, and prevent recurrence. Effective incident monitoring also supports transparency, regulatory compliance, and continuous improvement of information security practices.














+ TRAININGS UNDERTAKEN IN 2025:

 DATA PROTECTION & INADVERTENT INFORMATION DISCLOSURE	 SECURE COMMUNICATION & INFORMATION HANDLING
 FINANCIAL SECURITY & FRAUD AWARENESS	 RISK-BASED SECURITY DECISION MAKING
 VERIFICATION, ESCALATION & REPORTING PROCEDURES	 INTERNET OF THINGS (IOT) SECURITY RISKS & CONTROLS
 RANSOMWARE THREAT AWARENESS & INCIDENT RESPONSE	 SECURE TRAVEL & REMOTE WORK PRACTICES
 SECURITY AWARENESS & CONTINUOUS TRAINING	 REMOVABLE MEDIA & USB SECURITY



The Group's Data Privacy and Cybersecurity Policies are designed to protect against data breaches and the loss of customer information. Approximately 40 IT and Information Security policies are available to employees through the intranet portal, many of which are outlined in the Policy Suite section of this report, with the other major policies highlighted below:

-  Log Management and Monitoring Policy
-  Secure Asset Disposal Policy
-  Acceptable Use Policy
-  Access Control Policy
-  Supplier Relationship Information Security Policy
-  Information Security Awareness Policy
-  Removable Media Policy
-  Information Security Roles and Responsibilities
-  Wireless Access Policy
-  Network Security Policy
-  Information Classification and Handling Policy

Dubai Investments tracks incidents related to data security, including identified cases of data leaks, thefts, or losses of customer data. Appropriate controls and corrective actions are implemented to prevent recurrence and to strengthen information security and customer trust.



Substantiated complaints concerning breaches of customer privacy and losses of customer data

S. No.	Parameters	Unit	FY 25
1	Complaints received from outside parties and confirmed by the organization	Nos	0
2	Complaints from regulatory bodies	Nos	0
3	Total number of identified leaks, thefts, or losses of customer data.	Nos	0

Human Capital and Community Impact

Human Capital and Community Impact ⁵⁵

#07

Human Capital and Community Impact

GRI 2 GRI 401 GRI 403 GRI 404 GRI 405 GRI 406 GRI 408
GRI 409 GRI 413 GRI 414
DFM Markers S1 S2 S3 S4 S5 S6 S7 S8 G5



Talent Growth and Retention

Dubai Investment understands the crucial role that its people play in driving the growth and future success of the organisation. It not only enables a dynamic, supportive, and high-performing culture but also allows top talent to thrive. The employees at all levels are encouraged to take initiative and are equipped with the skills and tools they need to achieve their goals in a fast-paced environment.

and supporting a future built on pride and capability. Dubai Investments also took part in Career Ru'ya, providing a platform to engage with emerging professionals and highlight the wide range of career opportunities available to Emiratis.

The Group's subsidiaries continued to demonstrate strong dedication to talent development. Globalpharma, for example, offered internships to students from American University, providing valuable real-world insight into the pharmaceutical industry and inspiring them as they shape their future careers. Additional internship opportunities were offered to the students from the Higher Colleges of Technology, American University, and Al Ain University, further nurturing the next generation of industry professionals and supporting the UAE's broader talent-development agenda.

✓ **2,706**
Total Workforce

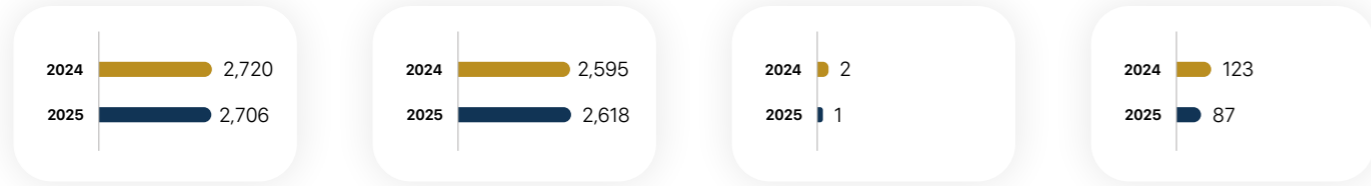
✓ **27,270**
Total Training Hours

✓ **500**
Total Sustainability Related Training Hours

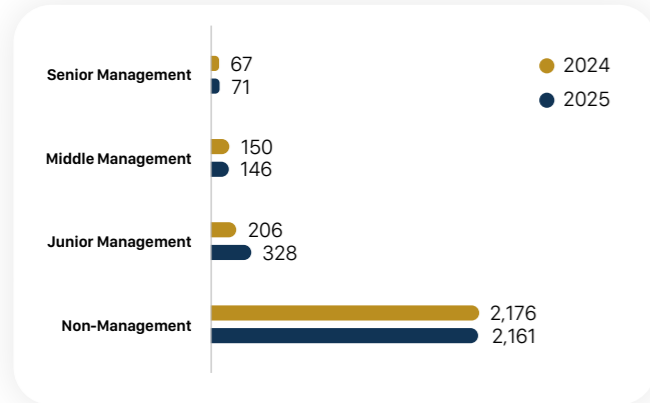
Dubai Investments remains committed to attracting and developing talent that aligns with its long-term vision, fostering a culture of fairness, equal opportunity, and diversity as drivers of sustainable success. In 2025, the Group reinforced this commitment by participating in the National Service Career Fair, contributing to the empowerment of national talent,



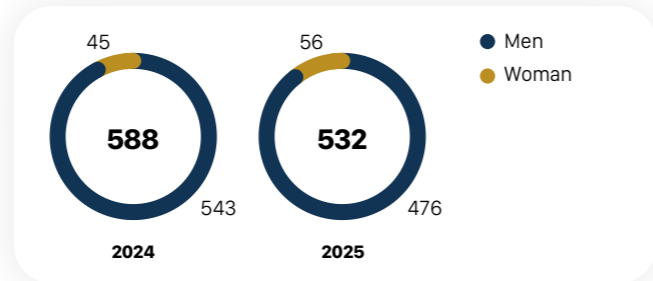
Total Workforce **Full Time Employees** **Part Time Employees** **Temporary Workforce**



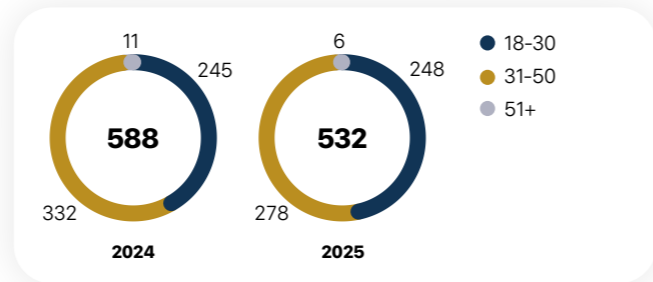
Workforce by Employment Level



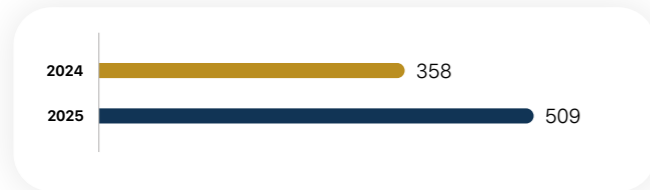
Total New Employees by Gender



Total New Employees by Age



Employee Turnover



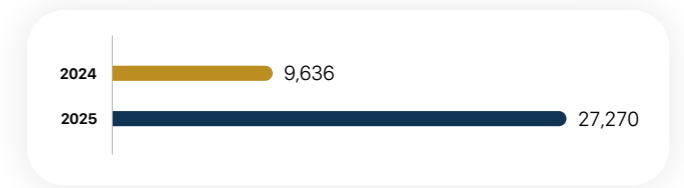
Training and Development

Dubai Investments prioritises employee growth and organisational success by offering targeted training programmes that address key objectives. In 2025, the company delivered 27,270 hours of training on impactful initiatives aimed at enhancing technical expertise, leadership capabilities, and operational efficiency. They actively advanced towards their commitment to sustainable development and organizational excellence through a range of strategic engagements and capability-building initiatives.

As part of their Learning & Development initiatives, employees across Dubai Investments and its subsidiaries undertook Anti-Money Laundering (AML) and Focal Points Training delivered by the International Compliance Association (ICA), reinforcing the Group's commitment to governance, transparency, and ethical conduct.

Globalpharma, celebrated Quality Day under the theme 'Quality: From Compliance to Performance', featuring inter-departmental quizzes, expert talks on the role of AI in compliance, the submission of improvement ideas, and the recognition of a Quality Champion.

Total training hours delivered in CY



STRENGTHENING LEARNING AT GLOBALPHARMA

In 2025, Globalpharma significantly strengthened its learning and development initiatives, delivering 4,390 training hours, more than double the 2,172 hours recorded in 2024. This increase reflects both workforce expansion and the successful launch of the Udeemy Learning Management System, which has broadened access to structured, high-quality learning across the organisation.

Training participation spanned key functions including Quality, Production, Supply Chain, Sales and Marketing across regional markets, Leadership, Finance, Engineering, Utilities and HSE, Pharmacovigilance, Regulatory Affairs, HR, and IT.

By combining role specific technical training with leadership development and digital learning, Globalpharma has strengthened workforce readiness, enhanced cross functional competence, and reinforced its commitment to continuous improvement and operational excellence.

500
Training hours for Sustainability related awareness

The Group participated in the International Conference on Business, Energy, Environment and Sustainability, joining global sustainability champions and industry leaders to exchange insights and contribute to discussions shaping a more resilient and sustainable future.

DI facilitated a 'Finance for Non-Finance' program aimed at equipping employees with essential financial literacy skills, enabling them to analyse financial statements, manage budgets responsibly, and support informed and sustainable business decision-making. To enhance oversight and operational integrity, several specialized technical training programs were organized for the Internal Audit and Risk teams. These included:

Arbutus Analyzer Training - Improving audit coverage, fraud detection, data analysis accuracy, and process efficiency through automation.

IT General Controls Training - Strengthening the Group's IT control environment, data security, and regulatory compliance.

Individual Risk Training - Focusing on aligning risk appetite with strategic objectives, mitigating potential risks, and fostering a robust, organization-wide risk-aware culture.

Types of Training Provided

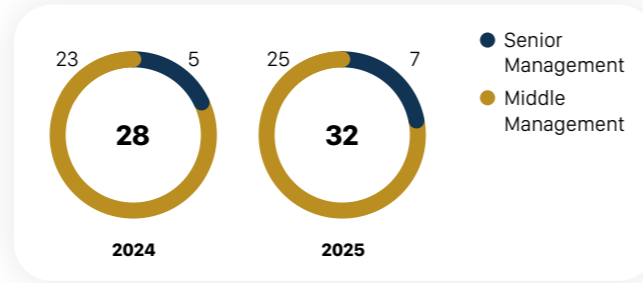
- ✧ Related Party & Conflict of Interest Awareness
- ✧ Anti-Money Laundering
- ✧ AI Awareness
- ✧ Resourcefulness and Redesign Thinking
- ✧ Financial Literacy
- ✧ Compliance Awareness
- ✧ M-201 (Management Programme)
- ✧ UAE Tax Awareness

Diversity, Equity, and Inclusion

Over the past 30 years, Dubai Investments has been committed to a diverse and inclusive workplace that promotes engagement, innovation, and high performance. The policies ensure a discrimination-free environment

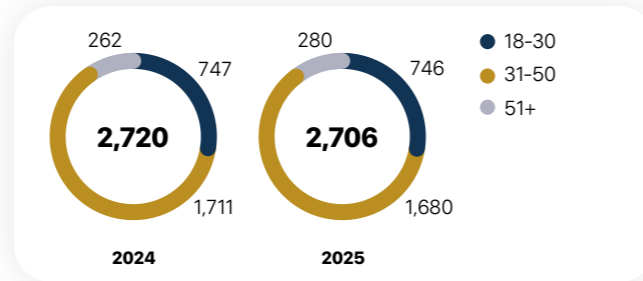
across compensation, benefits, and training. It continues to prioritise gender equality, the inclusion of people of determination, and balanced workforce representation, recognising that diversity broadens perspectives, nurtures creativity, and strengthens decision-making. Throughout the reporting period, there were no cases on child labour, forced or compulsory labour, and discrimination across the company.

Female Participation in Management



Dubai Investments encourages open communication and offers people various feedback and input channels. For example, Dubai Investments and its subsidiaries have whistle-blowing policies and a grievance mechanism that allows employees to speak up and raise their concerns. Throughout the reporting period, no whistleblower cases were raised.

Total Employees by Age



Employee Well-being

Dubai Investments provides a comprehensive suite of wellbeing benefits designed to support the physical, mental, and financial health of employees, enabling a safe, supportive, and inclusive workplace.

Employee Benefits

LIFE INSURANCE

All permanent employees are covered under the Company's life and disability insurance policy.

PARENTAL LEAVE

Five working days of paid parental leave for male and female employees, to be availed within six months of childbirth.

HEALTHCARE

Medical insurance coverage for all permanent employees and eligible dependents residing in the UAE, effective from the first day of employment, subject to eligibility.

MATERNITY LEAVE

Sixty calendar days of maternity leave, comprising 45 days fully paid and 15 days half paid, with additional unpaid leave available in line with UAE labour law. Additional leave provisions are available, where applicable, based on medical requirements and in accordance with statutory guidelines.

FLEXIBLE WORKING HOURS

Flexible working hours are offered, with an eight-hour workday between 7:30 am and 6:00 pm from Monday to Thursday, reduced working hours on Fridays from 7:00 am to 1:00 pm



Performance Review

Percentage of employees



+ PARENTAL LEAVE

In the reporting period 2025, a total of 15 employees availed parental leave and the return-to-work rate, and the retention rate was 100%.

The Group continued to strengthen its commitment to employee well-being, community health, and organisational development through a range of initiatives throughout the year.

+ 12TH ANNUAL BLOOD DONATION DRIVE

The Group held its 12th Annual Blood Donation Drive in collaboration with the Dubai Health Authority, reaffirming its long-standing commitment to community health and lifesaving causes.

+ FLU VACCINATION DAY

Dubai Investments organised a Flu Vaccination Day to prioritise workplace health and take preventive measures.

+ BREAST CANCER AWARENESS – PINK OCTOBER

This Pink October, Dubai Investments conducted a breast cancer awareness event followed by creative team-building activities to educate and inform employees on early detection and achieving a healthy lifestyle.

+ DUBAI FITNESS CHALLENGE 30X30

Dubai Investments employees continued to show strong commitment throughout the 30x30 Fitness Challenge. 102 employees participated with total of 23 million steps taken as part of this activity.

+ PILATES SESSION AT DUBAI INVESTMENT HOUSE

To promote employee wellness, weekly Pilates sessions were organised at DI House for women employees, encouraging strength, flexibility, and mindfulness.

+ ON-SITE HEALTH CHECK-UPS IN PARTNERSHIP WITH PRIMA VITA POLYCLINIC

On-site health check-ups were conducted, offering general, dental, and eye screenings, while a partnership with Prima Vita Polyclinic introduced personalised wellness protocols aimed at boosting energy and enhancing physical performance.

+ HEALTH AND EMPLOYEE WELL-BEING

As part of ongoing efforts to enhance employee engagement on wellness topics, organised holistic nutrition and healthy recipe preparation and diabetes and hypertension management and prevention webinar.

+ SPORTS DAY AT EMIRATES FLOAT GLASS

Emirates Float Glass organized and concluded its annual Sport Fest 2025 event, promoting employees' engagement and well-being, celebrating teamwork, wellness, and community through a year of engaging interdepartmental sporting events.

+ WELLNESS DAY AT EMIRATES GLASS

Emirates Glass hosted Wellness Day, encouraging employees to focus on health, balance, and well-being in the workplace.

✓ **100%**
of Workers are covered
by an OHS Management System

✓ **3,367** Hours
of Training have been Conducted
for Permanent Employees

✓ **0**
Employee Fatality

✓ **555** No.
of Safety Training Programs
Conducted

Occupational Health and Safety

Dubai Investments prioritises workplace safety by identifying and mitigating potential hazards to prevent injuries, illnesses, property damage, and environmental harm. The company upholds stringent occupational health and safety (OHS) standards, ensuring employee well-being and fostering a safe working environment. Its OHS policies align with international best practices and regulatory requirements, supported by comprehensive risk mitigation protocols and regular reviews. Training and awareness programmes play a key role, equipping employees to recognise hazards, follow safety procedures, and respond effectively in emergencies.



➤ INTEGRATING SAFETY INTO GLASS MANUFACTURING

Operating in the glass manufacturing industry, Saudi American Glass manages inherent operational hazards such as sharp glass edges, equipment related risks, dust, noise, and material handling exposures. To address these risks systematically, the company has implemented a structured occupational health and safety management system aligned with the requirements of the Ministry of Human Resources and Social Insurance and the Industrial Cities Authority. The system applies across factory operations, warehouses, and worker accommodation, ensuring consistent oversight and compliance.

Hazards are identified through daily inspections, supervisory monitoring, and direct worker reporting. Specific controls are implemented to minimise risks, including daily inspection and covering of glass edges, safe segregation from walkways,

structured waste handling procedures, and regular environmental measurements for gases, dust, and noise. Incidents are recorded, investigated, and corrective actions implemented to prevent recurrence. Workers are empowered to report hazards directly to safety officers or management and may refuse unsafe work without reprisal.

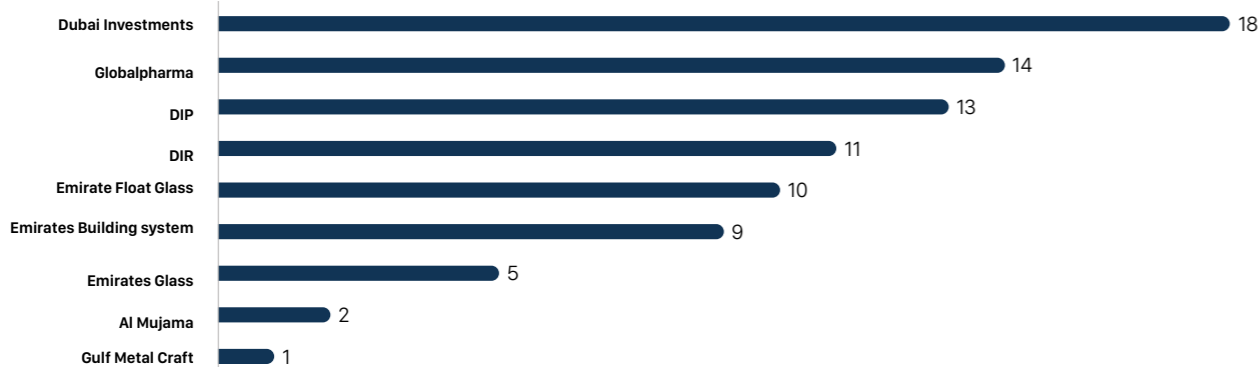
To strengthen internal capability, the company conducted a three-day certified training programme covering first aid, firefighting, and inspection practices for factory employees. Continuous safety communication, routine compliance checks, medical examinations, vaccination initiatives, and health insurance coverage further reinforce the system. Through disciplined implementation and consistent monitoring, Saudi American Glass has strengthened its safety culture and contributed to a reduction in employee injuries.

Health and Safety	2024	2025
Employee Fatalities	0	0
Contractor Fatalities	0	0
Lost Time Injury Frequency Rate (LTIFR)	19	9.11
Employee Total Recordable Injuries	66	30
Total Employee Man-Hours	3,517,798	3,291,623
Total Contractor Man-Hours	4,846,566	4,810,273

Emirati Talent Development

Dubai Investments is committed to supporting the UAE government's efforts to increase Emirati representation in the private sector, aligning with the [NAFIS programme](#) under the Emirati Talent Competitiveness agenda.

📊 Emirati Employees within the Total Workforce



Community Partnerships and Impact

Over the past 30 years, Dubai Investment has driven impactful changes across various sectors, including real estate, healthcare, and education, through its sustainability initiatives and CSR programs.

✔ Employee Hour Volunteered

460

✔ Social Contribution

AED 2.03 million

➤ HEALTH AND WELL-BEING

Accessibility for People with Disabilities – Sponsored Accessibilities Expo event which focuses on mobility of people with disabilities.

Sound of Silence – Sponsored Sound of Silence podcast for awareness of issues faced by people of determination.

Autism Awareness – Dubai Investment Park hosted the Autism Awareness Ride by Berets Motorcycle Club with fun activities, bike and car displays, food trucks, and more for the community to enjoy.

Corporate Sports Competition – DIP celebrated the winners of the 17th Corporate Sports Competition, honouring teamwork, and community spirit at the trophy ceremony.

➤ COMMUNITY WELL BEING

Gaza Relief Campaign – Dubai Investments supported Gaza in Our Hearts – Ramadan Suhoor, contributing to Dubai Cares' emergency relief program.

Culture Alignment Workshop – EBS partnered with Frost & Sullivan for a Culture Alignment Workshop, engaging cross-functional teams to reinforce values, align behaviours, and build a future-ready, collaborative culture.

Lunch and Learn – Emirates Glass hosted a 'Lunch & Learn' session for Sharjah City Municipality, presenting advanced glass solutions that combine sustainability, energy efficiency, and architectural innovation.

Introduction to Energy Protocol – Dubai Investments, in collaboration with Prima Vita Polyclinic, introduced individual wellness protocols focused on energy boosting and physical performance.

Kiswat Eid initiative – In line with the UAE's Year of Community, Dubai Investments employees volunteered for the Kiswat Eid initiative by the Sharjah Big Heart Foundation, helping provide Eid clothing to orphans in Gaza.

➤ EXPERT SESSIONS FOR LEADERSHIP

Future Transformation Expert Session – Dubai Investments hosted strategic expert John Sanei for an exclusive future-readiness session with top management, covering transformational thinking, simplified decision-making, transformation phases, and the future of business.

➤ ENVIRONMENTAL INITIATIVES

With over 3,500 runners, the 4th Annual Dubai Investments Green Run promoted sustainability, healthy living, and community spirit, and brought together participants of all ages and fitness levels.

Dubai Investments reaffirmed its commitment to sustainability on World Environment Day.

Capacity building session for DI Sustainability Champions was organized on the new UAE Climate Law making them aware of new reporting requirements.

Sponsored International Conference on Business, Energy, Environment and Sustainability by University of Sharjah which focused on renewable energy integration, environment conservation, carbon accounting, and Integrated Reporting.

Annexures

Data Coverage Table ⁶⁵

GRI Content Index ⁶⁹



Annexures

Data Coverage Table

Key Performance Indicator	Dubai Investments PJSC	Emirates Glass	Saudi American Glass	Tech Source	Emirates Extrusion Factory	Dubai Investment Park	Dubai Investment Real Estate LLC	Emirates Float Glass LLC	Global Pharma LLC	Emirates Building Systems	Emirates Extruded Polystyrene LLC	Al Mujama Real Estate LLC	Gulf Metal Craft LLC
ECONOMIC PERFORMANCE													
Revenues (AED '000s) ¹	Consolidated Figures reported in full												
Operating costs (AED '000s) ¹	Consolidated Figures reported in full												
Donations and sponsorships (AED '000s) ¹	Consolidated Figures reported in full												
Donations and sponsorships as % of pre-tax profit ¹	Consolidated Figures reported in full												
Net profits attributable to shareholders (AED '000s) ¹	Consolidated Figures reported in full												
ENVIRONMENTAL PERFORMANCE													
Energy Consumption within the Organisation													
Total Diesel Consumption	N	F	N	N	F	F	N	F	F	F	N	N	F
Total Petrol Consumption	F	F	N	F	F	N	F	F	F	N	N	F	N
Total LPG/Natural Gas Consumption	N	F	N	N	F	N	N	F	N	N	N	N	N
Total Electricity Consumption	F	F	F	F	F	F	F	F	F	F	F	F	F
Total Non-Renewable	F	F	F	F	F	F	F	F	F	F	F	F	F
Total Renewable Energy Consumption	N	F	N	N	N	N	N	N	N	N	N	F	N
Total Area Coverage	N	N	N	N	N	N	N	N	N	N	N	N	N
Energy Intensity	F	F	F	F	F	F	F	F	F	F	F	F	F
Energy Reduction													
Diesel Reduction	N	N	N	N	N	N	N	N	N	N	N	N	N
Petrol Reduction	N	N	N	N	N	N	N	N	N	N	N	N	N
Electricity Consumption	F	F	F	F	F	F	F	F	F	F	F	F	F
Water Withdrawal													
Surface Water	N	F	N	N	F	F	N	N	N	N	N	N	F
Groundwater	N	N	N	N	F	F	N	N	N	N	N	N	F
Seawater	N	N	N	N	F	F	N	N	N	N	N	N	F
Produced Water	N	N	F	N	F	F	N	N	N	N	N	N	F
Water Discharge													
Water discharge by freshwater and other water	N	F	F	N	F	F	N	F	N	N	N	N	N
Total Water Discharge	N	F	F	N	F	F	N	N	N	N	N	N	N
Water Discharge(No Treatment)	N	F	F	N	F	F	N	N	F	N	N	N	N
Water Discharge (Treatment level [Effluent Treatment plant])	N	F	N	N	F	F	N	N	F	N	N	N	N
Water Consumption													
Total Water Consumption	F	F	F	F	F	F	F	F	F	F	F	F	F

F: Full Reporting P: Partial Reporting 2025 N: Not Reporting

¹ Includes DI PJSC and its subsidiaries.

Key Performance Indicator	Dubai Investments PJSC	Emirates Glass	Saudi American Glass	Tech Source	Emirates Extrusion Factory	Dubai Investment Park	Dubai Investment Real Estate LLC	Emirates Float Glass LLC	Global Pharma LLC	Emirates Building Systems	Emirates Extruded Polystyrene LLC	Al Mujama Real Estate LLC	Gulf Metal Craft LLC
Waste													
Hazardous waste	F	F	F	F	N	N	N	F	N	N	P	N	P
Non Hazardous waste	F	F	F	F	N	F	N	F	P	N	P	N	P
Emissions													
Scope 1	F	F	F	F	F	F	F	F	F	F	N	F	F
Scope 2	F	F	F	F	F	F	F	F	F	F	F	F	F
Emission Reductions													
Scope 1 reduction	N	N	N	N	N	N	N	N	N	N	N	N	N
Scope 2 reduction	N	N	N	N	N	N	N	N	N	N	N	N	N
Details of Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emission													
NOx	N	N	N	N	N	N	N	N	N	N	N	N	N
SOx	N	N	N	N	N	N	N	N	N	N	N	N	N
Persistent organic pollutants (POP)	N	N	N	N	N	N	N	N	N	N	N	N	N
Hazardous air pollutants (HAP)	N	N	N	N	N	N	N	N	N	N	N	N	N
Particulate matter (PM)	N	N	N	N	N	N	N	N	N	N	N	N	N
Other standard categories of air emissions identified in relevant regulations (please specify)	N	N	N	N	N	N	N	N	N	N	N	N	N
SOCIAL PERFORMANCE													
Total Workforce based on Gender													
Number of employees	F	F	F	F	F	F	F	F	F	F	F	F	F
Number of permanent employees	F	F	F	F	F	F	F	F	F	F	F	F	F
Senior management	F	F	F	F	F	F	F	F	F	F	F	F	F
Middle management	F	F	F	F	F	F	F	F	F	F	F	F	F
Junior Management	F	F	F	F	F	F	F	F	F	F	F	F	F
Non-Management employees	F	F	F	F	F	F	F	F	F	F	F	F	F
Total Workforce based on Region													
Number of employees	F	F	F	F	F	F	F	F	F	F	F	F	F
Number of permanent employees	F	F	F	F	F	F	F	F	F	F	F	F	F
Senior management	F	F	F	F	F	F	F	F	F	F	F	F	F
Middle management	F	F	F	F	F	F	F	F	F	F	F	F	F
Non-Management employees	F	F	F	F	F	F	F	F	F	F	F	F	F
Total number of Female National employees	F	F	F	F	F	F	F	F	F	F	F	F	F
Number of temporary employees	F	F	F	F	F	F	F	F	F	F	F	F	F
Number of part-time employees	F	F	F	F	F	F	F	F	F	F	F	F	F
NEW HIRES AND TURNOVER													
New Employees based on Gender and Age Group													
Age 18-30	F	F	F	F	F	F	F	F	F	F	F	F	F
Age 31-50	F	F	F	F	F	F	F	F	F	F	F	F	F
Age 51+	F	F	F	F	F	F	F	F	F	F	F	F	F
Rate of New Employees based on Gender and Age Group													
Age 18-30	F	F	F	F	F	F	F	F	F	F	F	F	F
Age 31-50	F	F	F	F	F	F	F	F	F	F	F	F	F
Age 51+	F	F	F	F	F	F	F	F	F	F	F	F	F

F: Full Reporting P: Partial Reporting 2025 N: Not Reporting

Key Performance Indicator	Dubai Investments PJSC	Emirates Glass	Saudi American Glass	Tech Source	Emirates Extrusion Factory	Dubai Investment Park	Dubai Investment Real Estate LLC	Emirates Float Glass LLC	Global Pharma LLC	Emirates Building Systems	Emirates Extruded Polystyrene LLC	Al Mujama Real Estate LLC	Gulf Metal Craft LLC
EMPLOYEES TURNOVER RATE BASED ON GENDER AND AGE GROUP													
Age 18-30	F	F	F	F	F	F	F	F	F	F	F	F	F
Age 31-50	F	F	F	F	F	F	F	F	F	F	F	F	F
Age 51+	F	F	F	F	F	F	F	F	F	F	F	F	F
HEALTH & SAFETY													
Workers under OHS Management system													
Organisation's total controlled workforce summary overview	F	F	F	F	F	F	F	F	F	F	F	F	F
Total workforce under organisational OHS management system	N	F	F	N	F	N	N	F	F	F	F	N	F
Percentage of non-employee workforce under OHS management system	N	F	F	N	F	N	N	F	F	F	F	N	F
Non-employee workforce under internally audited controlled system summary	N	F	F	N	F	N	N	F	F	F	F	N	F
The percentage of all employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited	N	F	F	N	F	N	N	F	F	F	F	N	F
Workers-related injuries													
Work related fatalities count	F	F	F	F	F	N	F	F	F	F	F	F	F
Rate of work injury fatalities	F	F	F	F	F	N	F	F	F	F	F	F	F
High-consequence work-related injuries count	F	F	F	F	F	N	F	F	F	F	F	F	F
Rate of high-consequence work injuries(including fatalities)	F	F	F	F	F	N	F	F	F	F	F	F	F
The number of recordable work-related injuries	F	F	F	F	F	N	F	F	F	F	F	F	F
The rate of recordable work-related injuries	F	F	F	F	F	N	F	F	F	F	F	F	F
Number of hours worked in the reporting year	F	F	F	F	F	N	F	F	F	F	F	F	F
The total number of high-potential work-related incidents identified	F	F	F	F	F	N	F	F	F	F	F	F	F
The total number of close calls identified	F	F	F	F	F	N	F	F	F	F	F	F	F
Workers-related ill-health													
Work-related ill health fatalities count	F	F	F	F	F	N	N	F	F	F	F	N	F
The number of cases of recordable work-related ill health	F	F	F	F	F	N	N	F	F	F	F	N	F
Number of hours worked in the reporting year	F	F	F	F	F	N	N	F	F	F	F	N	F
TRAINING													
Total number of training hours provided													
Male	F	F	F	F	N	F	F	F	F	F	F	F	F
Female	F	F	F	F	N	F	F	F	F	F	F	F	F
Total hours	F	F	F	F	N	F	F	F	F	F	F	F	F
Per employee category	F	F	F	F	N	F	F	F	F	F	F	F	F

F: Full Reporting P: Partial Reporting 2025 N: Not Reporting

Key Performance Indicator	Dubai Investments PJSC	Emirates Glass	Saudi American Glass	Tech Source	Emirates Extrusion Factory	Dubai Investment Park	Dubai Investment Real Estate LLC	Emirates Float Glass LLC	Global Pharma LLC	Emirates Building Systems	Emirates Extruded Polystyrene LLC	Al Mujama Real Estate LLC	Gulf Metal Craft LLC
Average training hours													
Male	F	F	F	F	N	F	F	F	F	F	F	F	F
Female	F	F	F	F	N	F	F	F	F	F	F	F	F
Per employee category	F	F	F	F	N	F	F	F	F	F	F	F	F
PERFORMANCE REVIEWS													
Employees receiving career and developmental review													
Male	F	F	F	F	F	F	F	F	F	F	F	F	F
Female	F	F	F	F	F	F	F	F	F	F	F	F	F
Percentage of Employees receiving career and developmental review													
Male	F	F	F	F	F	F	F	F	F	F	F	F	F
Female	F	F	F	F	F	F	F	F	F	F	F	F	F
Ratio of basic salary and remuneration of women to men (UAE)													
Senior management	N	N	N	N	N	N	N	N	N	N	N	N	N
Middle management	N	N	N	N	N	N	N	N	N	N	N	N	N
Junior Management	N	N	N	N	N	N	N	N	N	N	N	N	N
Non-Management/Workers	N	N	N	N	N	N	N	N	N	N	N	N	N
Contractual (Associate & Partners)	N	N	N	N	N	N	N	N	N	N	N	N	N
Complaints concerning breaches of customer privacy and losses of customer data													
Customer privacy breaches and complaints	F	F	F	F	F	F	F	F	F	F	F	F	F
Total customer data security incidents	F	F	F	F	F	F	F	F	F	F	F	F	F
PROCUREMENT													
Spending on Local Suppliers													
Total number of local suppliers engaged	F	F	F	F	F	F	N	F	F	F	F	N	F
Total procurement budget	F	F	F	F	F	F	N	F	F	F	F	N	F
Procurement budget for local supplier by local operation	F	F	F	F	F	F	N	F	F	F	F	N	F
Percentage of local procurement budget	F	F	F	F	F	F	N	F	F	F	F	N	F

F: Full Reporting P: Partial Reporting 2025 N: Not Reporting

Dubai Investments has reported the information cited in this Data Coverage Table for FY25, in alignment with DI ESG Report 2025.

The data on electricity consumption, water consumption, and Scope 2 emissions for Tech Source is provided by Dubai Investments PJSC and is included within their consolidated figures.

GRI Content Index

Statement of use

Dubai Investments has reported the information cited in this GRI content index for the period 1st of January 2025 to 31st of December 2025 with reference to the GRI Standards.

GRI STANDARD	DISCLOSURE	Page No.	DFM Indicators	Corresponding SDGs Covered
GENERAL DISCLOSURES				
GRI 2: General Disclosures 2021	2-1 Organizational details	9 to 18		
	2-2 Entities included in the organization's sustainability reporting	7		
	2-3 Reporting period, frequency and contact point	7		
	2-4 Restatements of information	41, 42, 45		
	2-5 External assurance	None	G9	
	2-6 Activities, value chain and other business relationships	14, 15		
	2-7 Employees	55, 56, 58, 62	S2.1, S2.2, S2.3, S2.4	
	2-8 Workers who are not employees	56	S2.3, S3.3	
	2-9 Governance structure and composition	25 to 31	S4.1, S4.3	
	2-10 Nomination and selection of the highest governance body	27 to 31		
	2-11 Chair of the highest governance body	27 to 31		
	2-12 Role of the highest governance body in overseeing the management of impacts	25 to 31		
	2-13 Delegation of responsibility for managing impacts	31		
	2-14 Role of the highest governance body in sustainability reporting	5, 31		
	2-15 Conflicts of interest	33	S5.2	
	2-16 Communication of critical concerns	33	S5.2	
	2-17 Collective knowledge of the highest governance body	25 to 31		
	2-18 Evaluation of the performance of the highest governance body	31		
	2-19 Remuneration policies	31		
	2-20 Process to determine remuneration	31		
	2-21 Annual total compensation ratio	-	S1.1, S1.2	
	2-22 Statement on sustainable development strategy	5, 35 to 38		
	2-23 Policy commitments	36, 53, 59	G5.1, S5.1, S5.3, S5.4	
	2-24 Embedding policy commitments	36, 51, 59		
	2-25 Processes to remediate negative impacts	33		
	2-26 Mechanisms for seeking advice and raising concerns	33	S5.2	
	2-27 Compliance with laws and regulations	25, 51		
	2-28 Membership associations	-		
	2-29 Approach to stakeholder engagement	37		
	2-30 Collective bargaining agreements	*	G3**	

GRI STANDARD	DISCLOSURE	Page No.	DFM Indicators	Corresponding SDGs Covered
ECONOMIC PERFORMANCE				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	14 to 19		SDG 8
MARKET PRESENCE				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	27, 56		SDG 8
PROCUREMENT PRACTICES				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	36		SDG 8
ANTI-CORRUPTION				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	33	G5	SDG 16
	205-2 Communication and training about anti-corruption policies and procedures	33	G5	
	205-3 Confirmed incidents of corruption and actions taken	33	G5	
ENERGY				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	41, 42	E3.1, E3.2, E5.1, E5.2	SDG 7
	302-3 Energy intensity	41, 42	E4.1, E4.2	
	302-4 Reduction of energy consumption	41 to 44	E4.3	
WATER AND EFFLUENTS				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	45	E6.7	SDG 6
	303-2 Management of water discharge-related impacts	45	E6.7	
	303-3 Water withdrawal	45	E6.1	
	303-4 Water discharge	45	E6.2, E6.5	
	303-5 Water consumption	45	E6.3	
BIODIVERSITY				
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	49	E10.1, E10.2	SDG 15
EMISSIONS				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	44	E1.1,	SDG 13
	305-2 Energy indirect (Scope 2) GHG emissions	44	E1.2	
	305-4 GHG emissions intensity	44	E2.1, E3.1, E3.2	
	305-5 Reduction of GHG emissions	41 to 44	E1.4	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-	E2.2	
WASTE				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	46 to 48	E7.1	SDG 12
	306-2 Management of significant waste-related impacts	46 to 48	E7.5	
	306-3 Waste generated	46 to 48	E7.1	
	306-4 Waste diverted from disposal	46 to 48	E7.2	
	306-5 Waste directed to disposal	46 to 48	E7.3	
	306-3 Significant spills	46 to 48	E7.4	
EMPLOYMENT				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	56	S3.4	SDG 5
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	55 to 60	S4.5	

GRI STANDARD	DISCLOSURE	Page No.	DFM Indicators	Corresponding SDGs Covered
OCCUPATIONAL HEALTH AND SAFETY				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	61	S6.1, S6.2	SDG 3
	403-2 Hazard identification, risk assessment, and incident investigation	61	S6.1, S6.2	
	403-3 Occupational health services	61	S6.1, S6.2	
	403-4 Worker participation, consultation, and communication on occupational health and safety	61	S6.7	
	403-5 Worker training on occupational health and safety	61	S6.7	
	403-6 Promotion of worker health	61	S6.7	
	403-8 Workers covered by an occupational health and safety management system	61	S6.1, S6.2	
	403-9 Work-related injuries	61	S6.3, S6.4, S6.5, S6.6	
	403-10 Work-related ill health	61	S6.3, S6.4, S6.5, S6.6	
	TRAINING AND EDUCATION			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	57	S5.5, S7.1, S7.2	SDG 4
	404-2 Programs for upgrading employee skills and transition assistance programs	52, 57	S4.5	
	404-3 Percentage of employees receiving regular performance and career development reviews	60		
DIVERSITY AND EQUAL OPPORTUNITY				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	27, 28, 29, 30, 56, 58, 62	G1.1, G1.2, S4.1, S4.2, S4.3, S4.4	SDG 5
	405-2 Ratio of basic salary and remuneration of women to men	-	S1.1, S1.2	
NON-DISCRIMINATION				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	58	S5.1	
CHILD LABOUR				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	58	S5.3	
FORCED OR COMPULSORY LABOR				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	58	S5.3	
LOCAL COMMUNITIES				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	63		SDG 8
SUPPLIER SOCIAL ASSESSMENT				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	36	G4.4	
CUSTOMER PRIVACY				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	53	G6	SDG 16

*Omission: Not Applicable: Collective bargaining is not permitted within the UAE.


**Only applicable to companies operating in countries in which collective bargaining is applicable by law.

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DUBAI INVESTMENT PJSC

 P. O. Box 28171 DUBAI, UAE

 +971 4 8122400

 DUBAIINVESTMENTS.COM