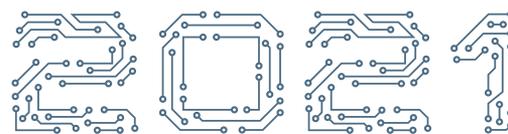


ANNUAL REPORT

Broader Prospects with a Renewed Vision



Broader Prospects with a Renewed Vision

“ One of the strategic goals of the UAE is to ensure preparedness for the future by owning the right tools, most notably an integrated and advanced technology infrastructure built on innovation and knowledge. We have come a long way towards achieving this goal, and by God’s will, we aspire for a better future. ”



His Highness
Sheikh Mohammed Bin Zayed Al Nahyan
President of the UAE

“ The journey of the 50 years has begun promptly... and everyone can participate in building the future we all seek. No matter how big or great they are, all ideas, dreams, and projects can be turned into a reality. ”



His Highness
Sheikh Mohammed bin Rashid Al Maktoum
UAE Vice President- Prime Minister-Ruler of Dubai

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H.E. Eng Hussein bin Ibrahim Al Hammadi

Chairman of the Board of Emirates Transport

Year of Recovery

The economic sector in the United Arab Emirates succeeded in regaining the momentum of business and services with a discernible recovery and a gradual return to economic activities during the year 2021.

This recovery was enabled by the exceptional response to the outbreak of the pandemic in the region and throughout the world, in addition to the continuous support formed by macroeconomic policies, as well as revitalization of the tourism sector through local events and programmes associated with Expo 2020 Dubai.

The oil sector played the most prominent role in this economic boom, as the continuous rise in global oil prices during the year was coupled with the rapid growth in non-oil sectors such as banking, real estate, retail and others. Similarly, the travel and transport

sectors showed strong signs of activity during the year 2021, coinciding with the gradual lifting of precautionary restrictions.

Emirates Transport has benefited from this recovery in the economic sector to make 2021 another successful year for the company, especially with the start of the gradual return of face-to-face learning in schools and universities, and by carrying out its leading role and commitments in supporting the national economy and its constructive contribution to achieving the vision of the UAE as a leading country in the world.

Through this report, we present the financial results for the year 2021, which show the strategic vision of Emirates Transport to maintain its leading position in the industry.



Faryal Mohamed Tawakul
Acting CEO

Qualitative and significant steps

With the return of business vitality and the gradual economic recovery during 2021, both locally and globally, Emirates Transport redoubled its efforts to achieve the maximum possible value, in the short and long term, for its partners and clients across its portfolio of services including the transport, leasing and technical services sectors, in addition to the varied digital services solutions it offers for the transport and leasing sectors.

The company has taken qualitative and significant steps in implementing its 2021-2025 Strategy and in meeting the continuous demands of development and transformation in a world that is witnessing a rapid transition in the quality and methods of providing service to customers.

The company has also succeeded in consolidating its partnerships and building new ones with the objective of launching more initiatives, projects and businesses in line with the UAE's directions and aspirations for the future. As ever, the company is also committed to meeting its corporate social responsibilities towards society, the environment and the workplace, and towards the health and safety of our customers and employees.

These successes and efforts were clearly reflected in the company's solid performance on the operational and financial sides, despite the persistence of some challenges stemming from global economic volatilities, particularly

the increases in fuel prices and the disruption of supply chains. The strength of this performance was also translated into the company's ability to preserve its customer base, which exceeded more than 2000 primary partners and clients.

As in previous years, the digital transformation drive in customer services was at the forefront of business development efforts, resulting in the launch of a number of applications and digital initiatives that contributed to supporting the company's business, and providing more solutions and options to customers. These include the smart application "Your Children are Safe", and the launch of "Emirtas", a new service that provides Last Mile transport solutions, and the update of the "Hafilati" application, the One-ET system, and the "Musa'da" application for roadside vehicle support services.

At Emirates Transport, we strongly believe in the abilities of our human resources to continue achieving the best results, and to attain higher levels in innovation and development of sustainable services and solutions for the benefit of our customers.

We will continue to move forward in nurturing and enriching creative ideas and plans that enhance the status of Emirates Transport and its position as an industry leader, in line with the achievements of the United Arab Emirates in all fields.



Strategic reforms on the cusp of the future

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At the outset of the fifth decade

The year 2022 kicked-off of the fifth decade since the formation of Emirates Transport, and the completion of forty years of excellence in the transport business since its establishment under Federal Law No. (17) for the year 1981 under the name of “Emirates General Transport and Service Corporation”. A remarkable journey has followed where the company worked relentlessly to expand its services and ensure value-added and world-class experiences to its customers, a strategy which largely defined its current options and future orientations.

Emirates Transport has kept pace with the comprehensive development achieved by the United Arab Emirates since the inception of the company in the early eighties of the last century. Not only was the company inspired by the great achievements made at the national level, but it was also keen on contributing proficiently to the prosperity of the educational system in the country. The company’s ambitions expanded to commercial and governmental transport services, and technical and logistical services to become the pioneer of transport services at the national level.

Emirates Transport’s drive for progress continued during the year 2021, seeking to generate additional impetus to its past

achievements by being faithful to its legacy of excellence and professionalism and maintaining its approach in shaping the future prospects and seizing promising opportunities, prompted by the will to overcome all current and future challenges and move forward towards broader prospects with a renewed vision.

It is more than evident that the past year was a tough experience on businesses worldwide in the aftermath of Covid-19, especially during the first months of the pandemic. Given its role as a major provider of transport services at the national level, Emirates Transport was not immune from the negative impact of the pandemic in terms of transport services provision and related activities. However, supported by its strong business foundations which is built on a farsighted investment in human and material resources, the diversification of the company’s portfolio, the broad spectrum of its services, accumulated experiences, and its flexible and rapid response to change, Emirates Transport demonstrated an unprecedented ability to rebound from the pandemic’s prolonged repercussions in a record time by adopting the right solutions that were favourable to the new reality and new opportunities.



Scaling up services

In accordance with the strategic plan 2025-2021, more consideration was given to the enhancement of services in the transport and leasing departments as per the geographical zones, which primarily included the Last Mile services, in addition to the promotion of digital transformation in delivering the existing services. The services provided can be summarized as follows:

Transport and Leasing Departments as per the geographical zone:

- Abu Dhabi, Al Dhafra and Al Ain
- Dubai and Sharjah
- Northern Emirates

Transport and Leasing Divisions

Public and private school transport & school services

- School transport services for all public school students.
- School transport services for students at private schools wishing to obtain the service.
- Various services for public and private schools, including the provision of qualified school bus supervisors.



Transport, leasing & government transport services



- Transport and leasing services for federal, local and semi-governmental institutions. Providing vehicles for the various uses of these entities, with or without qualified drivers.
- Transport and leasing services for companies, staff transport and long-term rental services for several private establishments.
- Luxury vehicles transport through Emirates Limousine. This service is also available through the website (www.emirateslimo.ae) or through the smart app.
- Airport Taxi Services (Abu Dhabi).
- Emirates Transport Taxi services (Abu Dhabi).
- Emirates Transport Taxi services (Ajman).
- Rental services for motorcycles and electric vehicles (Golf Carts), for clients in the government and private sectors, in addition to valet parking for establishments in the hospitality and tourism sectors.

Logistics



- Shipping and customs clearance services.
- Land transport services for goods.
- Cargo trucks rental service.
- Refrigerated transport services.
- Petroleum and related derivatives transport services. ET manages, operates and maintains liquid sulphur transport tanks, petroleum tanks, and various oil and gas transport services for government and private companies.
- Driving lessons for light vehicles, heavy trucks and buses through the Emirates Transport Driving Institute (Dubai) (<https://etdi.gov.ae/DefaultAr>).
- Specialised training services for drivers and school bus supervisors, provided by Emirates Transport Training Centre (Dubai).

Similarly, the Auto Services Division continued to provide its services through its business centres and specialised technical units, with the application of a number of modifications, such as expanding outlets for providing technical inspection services in cooperation with strategic partners, enhancing luxury vehicle services and the digital transformation of some services, as shown in the attached table:

Auto Services Division	Abu Dhabi Auto Services Centre	Provides technical services, maintenance and repair of vehicles, in addition to management of technical workshops for clients in the emirate of Abu Dhabi and its regions.
	Emirates Auto Services Centre	Provides maintenance and repair services of vehicles, and management of auto services workshops, for clients in the Emirates of Dubai, Sharjah Ajman and the central regions.
	The Etihad CNG Vehicle Conversion Centre	A unit specialised in modifying vehicles to operate on compressed natural gas (CNG). It also provides maintenance and repair services for vehicles converted to the dual-fuel system.
	The Auto Inspection Centre	Provides auto inspection services for heavy vehicles in Abu Dhabi, Al Ain, and the Western Region.
	Al Wataneya Auctions Centre	Organizing and managing auctions for the sale of used vehicles from ET's fleet, as well as vehicles belonging to government and private entities. The Centre holds its auctions in the Emirates of Abu Dhabi and Sharjah, in addition to providing online auctions to all customers through the website: www.alwataneya.ae , and smart app.
	Ras Al Khaimah Auto Services Unit	A unit that provides a diversified package of periodic maintenance and repair services for buses and light vehicles in the Emirate of Ras Al Khaimah.
	East Coast Auto Services Unit	A unit that provides a diversified package of periodic maintenance and repair services for buses and light vehicles in the Emirate of Fujairah and the East Coast region.
	Specialised Technical Units	It includes a number of units that provide specialised quality auto services, such as roadside assistance, dry car wash and tyre re-treading. One of these units is Emirates Moto, which specialises in providing repair and maintenance services to luxury vehicles. There is also the Smart Tyre Replacement Unit and the School Bus Refurbishment Unit.

Affiliated companies

- 

Established in partnership with the Saudi Public Transport Company SAPT-CO, and provides school transport and related services in the Kingdom of Saudi Arabia.
- 

Established in partnership with the Sharjah Investment and Development Authority (Shurooq) and provides various services in the emirate. Since 2018, it has been providing passenger transport services with luxury vehicles through the Sharjah Transport Solutions Company (wholly owned by Shurooq Emirates Services Company), in addition to providing strategic support to government agencies in the emirate.
- 

A notable partnership between ET and the Etisalat Facilities Management Company (a subsidiary of Etisalat), specialising in providing facilities management services.
- 

A jointly owned company between Emirates Transport and the Fujairah Transport Corporation, which manages and operates taxis, in addition to providing and renting cars and buses in the Emirate of Fujairah.
- 

A joint venture with Al Fursan Company in Abu Dhabi, specialising in providing transport technology solutions and systems such as tracking systems for road transport management, route management systems, and remote monitoring and tracking systems.
- 

A joint venture with Mondial Security Services in Abu Dhabi. The company provides security guard services for public and private sector companies across the UAE through highly qualified personnel.

More proficient services

As previously mentioned, Emirates Transport's efforts during the past year focused on developing existent services, as defined in the company's Service Classification Policy which was updated in 2018. Accordingly, the company provides 38 various services, including 11 main services, 19 secondary, and 8 complementary

services, in addition to the services provided by affiliated and subsidiary companies. The efforts included also maximizing the process of modernization and digitization of services, and the completion of other services such as the Last Mile. In general, the company's services are categorised as per to the attached table:

Division	#	Service	Service type (Primary-Secondary)
Transport & Leasing Services (School - commercial - general)	1	Daily mass transport for school students (public)	Primary
	2	Transporting students for trips and events	Secondary
	3	Transporting students for evening centres (public)	Secondary
	4	Transporting students attending summer activity centres	Secondary
	5	Provision of supervisory services on school buses (public)	Secondary
	6	Daily mass transport for school students (private)	Primary
	7	Bus leasing to transport school students on a regular/daily basis (private).	Secondary
	8	Provision of supervisory services in buses (private).	Secondary
	9	Leasing of buses, vehicles, motorbikes, (with/without driver) for government and private entities.	Primary
	10	Commercial transport.	Primary
	11	Employee transport services for various companies	Secondary
	12	University transport	Secondary
	13	Miscellaneous transport (goods)	Secondary
	14	Petrochemical materials transport	Secondary
	15	Refrigerated goods transport	Secondary
	16	Public transport	Primary
	17	Luxury cars transport services	Secondary

Division	#	Service	Service type (Primary-Secondary)
Auto Services	18	Taxi services	Secondary
	19	Fleet management	Primary
	20	Auto maintenance and repair of buses, vehicles and motorcycles.	Primary
	21	Roadside assistance	Secondary
	22	Bodywork repairs and adjustments	Secondary
	23	Tyre retreading	Secondary
	24	Bus body repairs	Secondary
	25	Maintenance of luxury vehicles	Secondary
	26	Dry car wash	Complementary
	27	Modifying vehicles to operate on compressed natural gas	Primary
	28	Auto inspection of heavy trucks	Primary
Driving lessons services	29	Workshop management	Primary
	30	Driving lessons services	Primary
Other services	31	Employee training services	Secondary
	32	Sites leasing services.	Complementary
	33	Provide advertising spaces on buses, vehicles and ET buildings.	Complementary
	34	Valet parking	Complementary
	35	Renewal of car registration	Complementary
	36	Auctions for used vehicles	Complementary
	37	Provision of manpower (office assistants, drivers etc.).	Complementary
	38	Customs clearance	Complementary

Our strategy



Mission

We are committed to providing services of transport and leasing, school transport, auto maintenance, repairs and logistics, in accordance with the highest occupational health, safety, and environmental standards for our partners and customers, be they individuals or institutions. We also strive to enhance our financial resources within the framework of corporate governance, risk management and smart investment.



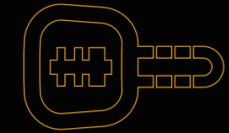
Strategic goals (2021-2025)

- Enhance the leading position of Emirates Transport by focusing on competence and quality.
- Achieve a sustainable growth through the exploration of investment opportunities in the field of transport services.
- Develop major operations and activities and direct them towards automation and transport technology.
- Promoting innovation and building new capabilities.



Vision

Integrated transport and sustainable



Values

- ☀ **Transparency and Governance:**
We are committed to promoting the concepts of corporate governance and management accountability and consolidating a culture of transparency and openness. We reach our decisions based on scientific methods to achieve optimum performance and results.
- ☀ **Safety and Security:**
We believe security and safety are the primary requirements for all stakeholders, including those affected by our performance. Accordingly, we work tirelessly and without compromise to sincerely meet this vital requirement.
- ☀ **Innovation and Foresight:**
We are committed to providing an environment that encourages creativity and innovation, and we continually strive to adopt the latest processes, innovative services and management practices that address the needs of our customers and meet their expectations and aspirations.
- ☀ **Care and Comfort:**
We focus our efforts and invest our resources in caring for our customers and responding to their individual needs and expectations. We endeavour to ensure their comfort and earn their loyalty and their support for the mission and objectives of Emirates Transport.
- ☀ **Aspiration and Excellence:**
We are committed to work towards achieving world-class status, transferring our exceptional knowledge and expertise, and expanding across local and regional markets in all areas of our specialties in the sectors of transport, supplementary and related services.
- ☀ **Competence:**
We believe that exceptional achievements and outstanding performance are the inevitable result of our convictions, daily practices and competent performances across the various organisational levels and in all disciplines and work sites.
- ☀ **Happiness:**
We believe that happiness is a human right and consider it to be the cornerstone in our strategic plan and the various programmes and initiatives geared towards customers, employees and the community.

GRI 102-45, 102-46

About this report

This report is the 10th edition of a series of comprehensive annual reports which Emirates Transport has committed to publish on a regular basis since 2013. Today, these reports have become an integral part of Emirates Transport's culture that reflect excellence and full commitment to transparency, disclosure and governance. This report is published in both printed and digital format and can be accessed or downloaded via our website. The report's copies are available in both Arabic and English and comes after a multitude of revisions by various administrative levels at Emirates Transport to meet the standards of transparency, disclosure and governance adopted by Emirates Transport. This report has been prepared in accordance with the GRI Standards: Core option. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

The current report, released under the title "Broader prospects with a renewed vision", reflects the company's future approach in accordance with its new strategy 2021-2025, its adherence to the principles of institutional creativity and innovation, its approach to the major economic changes both at the local and international levels, its keenness to keep pace with these changes and maintain its leading position by adopting the necessary solutions, and its continuous efforts to make major contributions to the economic and social development



process witnessed in the UAE. The report covers the time period from the beginning of last year, January 1, 2021, until December 31 of the same year. It contains an overall review of all business results and the outcome of projects, initiatives and efforts made across various fields, including the areas of social responsibility and sustainability. It also details the company's continued response to Covid-19 pandemic which had prolonged repercussions on different businesses and activities, especially in the first half of last year.

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2021 in numbers



School Transport

- 61,500,000** kilometres travelled annually
- 161,375** transported students in public school
- 251,104** seating capacity on public school buses
- 502** government schools served
- 21** new and renewed contracts for private school transport



Finances

- 2,653** million dirhams ET revenues
- 146.7** million dirhams net profit
- 8.0%** return on capital
- 3,682** million dirhams total assets
- 772** million dirhams of total procurement
- 192** new and renewed contracts



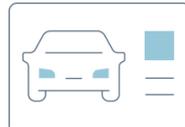
Stakeholders

- 2,020** customers of different categories
- 1,439** local and external suppliers
- 100%** customer satisfaction rate with the call centre
- 82%** employee satisfaction rate
- 79%** customer satisfaction rate



Human Resources

- 25,799** total employees
- 15,267** drivers
- 25,013** trainees at the Emirates Transport Training Centre
- 3,017** received specialist training at the Emirates Transport Driving Institute
- 3,082** employees received various job-related training (excluding drivers and bus supervisors)
- 2,595** auto technicians



Our Fleet

- 37,812** vehicles in total
- 13,165** buses of various sizes
- 15,402** cars
- 1,658** motorcycles
- 6,321** vehicles sold through auctions
- 155** vehicles modified to operate on natural gas
- 152** vehicles equipped to transport people with disabilities



Organizational structure

Emirates Transport continued to deliver business as per the Organisational Structure that was implemented back in early 2019, which is based on the three geographical zones system, each independently managing and providing school transport services, transport and leasing and logistics services:

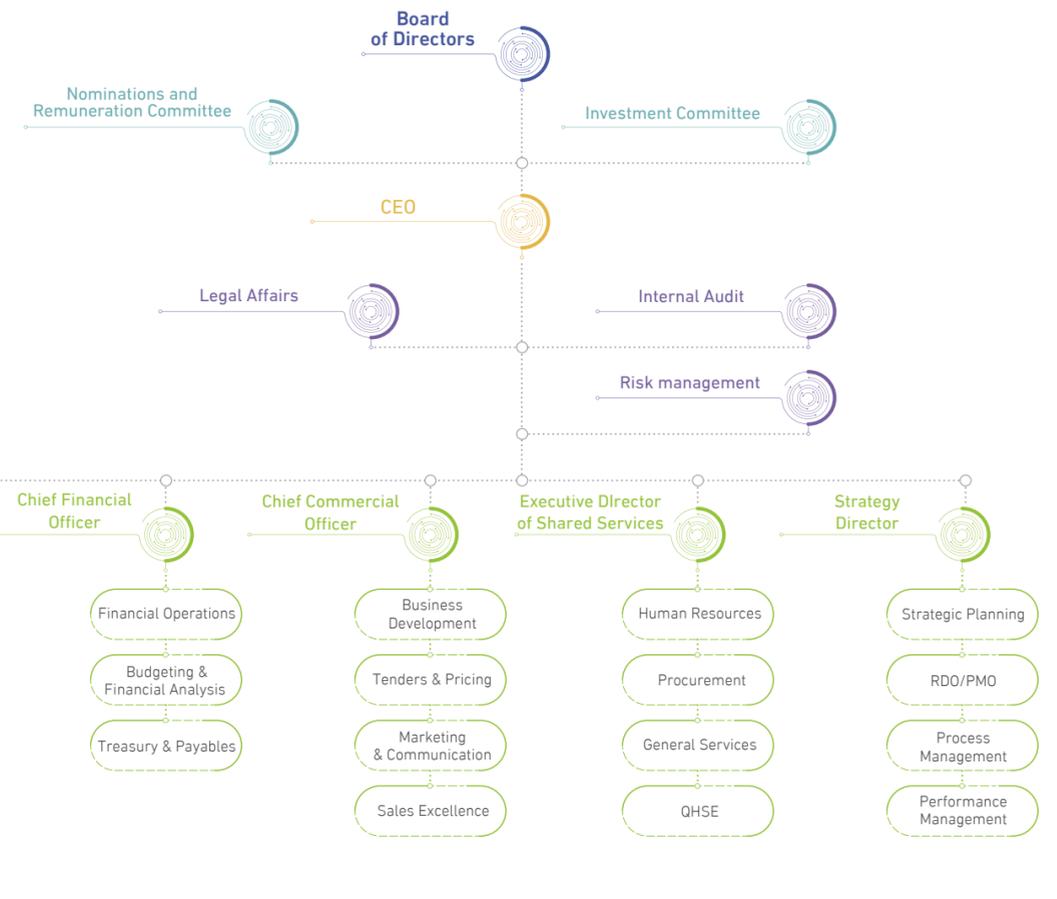
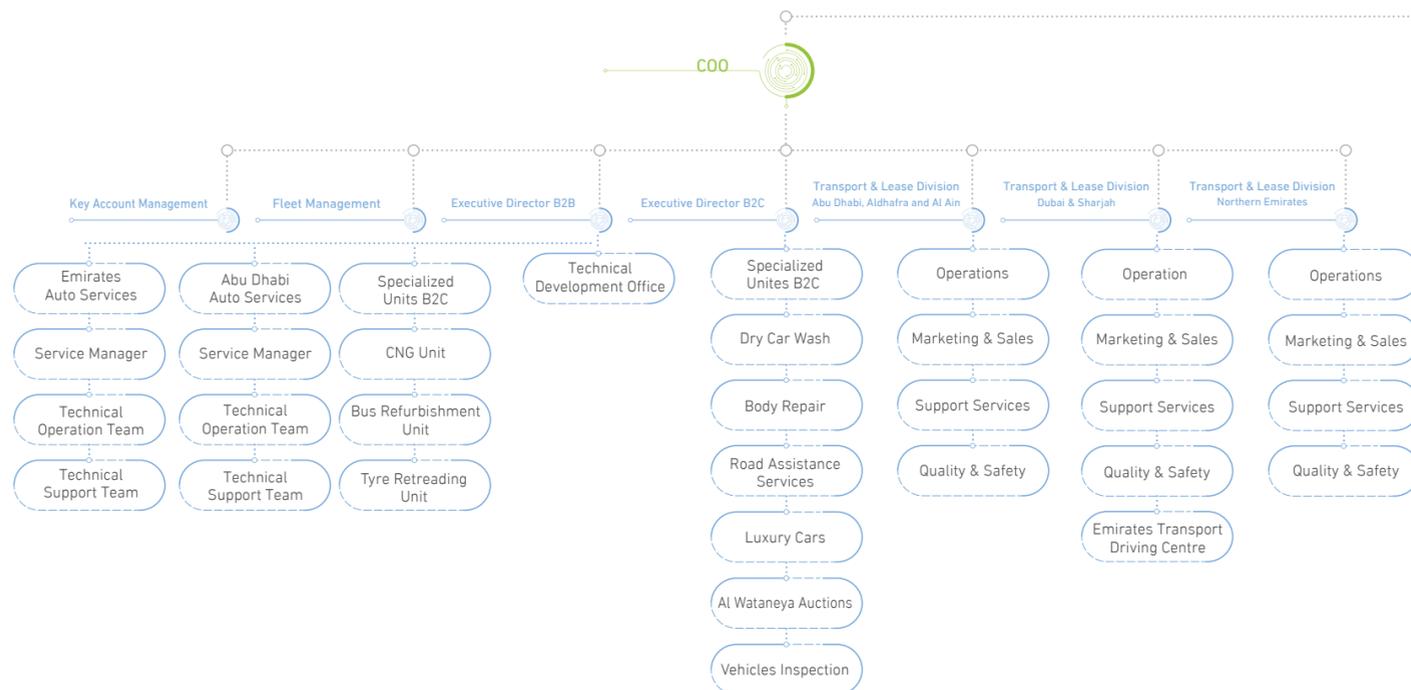
- Transport and Leasing Division for the Geographical Zone of Abu Dhabi, Al Dhafra and Al Ain.
- Transport and Leasing Division for the Geographical Zone of Dubai and Sharjah.

- Transport and Leasing Division for the Geographical Zone of the Northern Emirates.

This is in addition to the Organisational Structure of the Auto Services Division which now includes:

- Auto Services Sector for Business (B2B).
- Auto Services Sector for Individuals (B2C).

Each sector includes a number of business centres and specialised technical units to serve the new strategic directions of the company.





**The five-year strategy of
2021-2025
put into action**



From a strategic perspective, Emirates Transport eagerly pursued the strategic transformation plan it had started in 2018 and was further empowered by the 6th Strategic Plan of 2021-2025 launched in 2018. In fact, the launch coincided with the company's celebration of its 40th anniversary and was entitled "Growing Together" to reflect the importance of exceptional customer service, of empowering human resources and enhancing partnership with stakeholders in general, while keeping pace with future trends through the use of smart technologies and applications. The strategy outlined the main directions of the operational plan for the next five years in light of the major and rapid changes taking place in the transport sector both locally and globally. It also coincided with the launch of a training and awareness campaign on the new strategy for employees, through a number of internal communication channels and events, such as online awareness and training courses, in addition to the use of e-mails and text messages to outline the main elements of the strategy, and finally the formation of steering committees to meet regularly and track the progress of implementation.

During the past year, quality outcomes were achieved in the three main elements contained in the strategy, including enhancing growth, sustainability and a greater focus on

the customer, out of which six goals were met through the launch of more than 20 different initiatives. The implementation was monitored through 115 key performance indicators to monitor and assess the performance levels, which resulted in a remarkable and steady progress at all levels. In regard to the first main element of enhancing growth, the company saw an unprecedented increase in revenues through a number of measures, and the development of existing businesses through digitization and business integration, as well as the establishment of new businesses streams, especially the Last Mile services. At the level of sustainability, progress was made in business excellence by refining the pricing and the customer relations management processes, in addition to the enhancement of process excellence, such as cost optimisation procedures, reviewing, updating and implementing key administrative processes. Other efforts included the implementing of measures to improve the quality of operational data, in addition to the automation of many priorities operational processes. Concerning the customer service element, considerable achievements have been made to ensure "customer centricity" by improving the customer feedback experience, expanding the scope of complaints, and strengthening the responsibilities of customers in business operations.



Governance and transparency

Over the past years, Emirates Transport has remained committed to promoting the values of governance, transparency, integrity, disclosure and compliance in various work areas, which have become an integral part of the company's prevailing work culture and institutional values. This has been clearly reflected at the operational level through adherence to all relevant procedures and measures that are capable of fulfilling all the requirements.

As for the updates in relation to the procedures and methodologies during 2021, the charter of the Audit and Risk Committee was updated, and the internal audit methodology was established in accordance with the integrated GRC system (i.e., governance, risk management and compliance: the system addresses the integrated set of governance and risk management capabilities and compliance that enables the company to reliably achieve objectives, address uncertainties, and act with integrity. This includes the performed tasks and the supervision provided by divisions, such as internal audit, compliance, risks, legal and financial affairs, information technology, human resources, as well as the business lines, the executive wing and the board of directors itself).

The Internal Audit Department, on the other hand, achieved significant breakthroughs during the year 2021, especially in meeting the requirements of corporate governance. These include the development of a risk-based audit plan for a period of three years, the development of risks and control reports, in addition to the development of the initial internal audit

analytics engine. According to the abovementioned GRC system, the meetings of the Audit and Risk Committee (ARC) are followed up and included in the reports of the Board of Directors.

Additionally, the efforts of the Auto Services Division were supported in reviewing agent management systems and roadside assistance, implementing a number of verification processes and providing consultations to support the executive management and the board of directors, as well as mediating and providing support in the processing and closing the results of the Audit Bureau's observations, and supporting the selection and nomination of the external audit for the board of directors.

In regard to the activities of the related committees during 2021, around 6 meetings of the Audit and Risk Committee were held during the past year (increasing the number of meetings scheduled from 4 meetings). This is in addition to 24 audits conducted during the year covering finance, operations and IT, 18 Confirmation operations and 6 special missions with 155 notes.

It is worthwhile noting that the company did not record any fraud cases during the past year and was also keen to fulfil all obligations related to the requirements of governance, transparency and disclosure. Also, it did not receive any external or governmental financial assistance and relies on its own resources to expand its business, provide services and implement operations.

Awareness and publications

Awareness is a concept of growing importance in Emirates Transport, given the nature of its services and its direct connection to a wide sector of the public, and different categories of clients, including school students. It has also intensified efforts to educate employees on how to

respond during the pandemic crisis.

For this reason, awareness efforts continued during 2021, through various print and digital publications, in Arabic, English and Urdu, which were specifically designed to address the target audience.



Major periodicals during 2021	Details
Annual Report 2020	In consideration for its values of disclosure, transparency and governance, ET continued to issue its comprehensive Annual Report, in continuation of this tradition that started back in 2013. Last year saw the publication of the 9th Annual Report, under the title ‘Business Continuity & Overcoming Challenges’, in both Arabic and English languages and in printed and soft copies. It combined the company’s regular annual report and its sustainability report.
ET Quarterly Magazine	Two electronic editions of the company’s quarterly magazine were published, before the magazine was updated with a new concept that introduced various interactive features, in a bid to fulfil the company’s commitments towards sustainability, and the reduction of its carbon footprint by reducing traditional printing work. More consideration was given to the adoption of the latest trends and most convenient technical solutions and capabilities so that the new electronic edition offers a richer, more enjoyable experience to the reader.
Information & Security E-newsletter	An awareness e-newsletter issued by the IT Department, in both Arabic and English, disseminated periodically to all employees via e-mail with the aim of increasing awareness about the security aspects of IT systems and electronic risks for employees. In the last year, seven editions were published. This is in addition to offering regular awareness tests to employees about information system security, and they were all circulated via e-mail, and other available channels.
Monthly E-newsletter	An electronic bulletin distributed periodically to employees and a selection of external stakeholders. It offers a summary of the company’s activities, initiatives and news stories, in addition to articles and awareness content. The year 2021 saw the issuance of 2 electronic editions.
Safety Guidelines	An e-newsletter published by the OHSE Department in both Arabic and English, and distributed periodically to employees via e-mail, with the aim of enhancing awareness about health and safety issues. Around 34 editions were issued during last year, which tackled awareness topics related to covid-19 and the efficient methods to contain the spread of the virus internally.
Excellence in Customers Service	An e-newsletter distributed periodically to all employees via email and is concerned with developing the concept of excellence in customer service among employees. Around 4 editions were issued during 2021.

These publications came in addition to a series of non-periodical publications and messages that also contribute to the enhancement of organisational awareness. Around 8 awareness publications were published that dealt with e-learning awareness topics for employees, in line with

the company's Strategy 2021-2025, in addition to educating employees on the new features of the HR department's smart app "Arkani". The company's official website also provides a multitude of publications available for stakeholders, among which are:



Previous Awareness Publications	Details
Guide to Policies and Procedures of Risk Management	Printed in both Arabic and English and covers the processes and methodologies of risk management in ET.
Complaints and Grievances Manual	An employee guidebook available in Arabic, English & Urdu.
Customer Service Charter	Available in Arabic and English.
Employee Handbook	An employee manual designed to increase knowledge and awareness of organisational procedures. Available in Arabic, English and Urdu
Code of Ethics for employees	Printed in Arabic, English and Urdu, and distributed to all stakeholders.
Suppliers' Manual	A manual aimed at suppliers to raise their awareness and knowledge of ET's business activities and provide the highest levels of transparency and objectivity. Available in both Arabic and English.
Code of Ethics for ET Suppliers	A manual distributed to suppliers and is available in both Arabic and English.

Risk management within a volatile environment

Emirates Transport has always been conscious about conducting its services and activities within a specific framework of risk management, in line with leading national and international practices.

The risk management framework in the company aims to reduce the frequency and impact of risks, while supporting senior management to assess and balance the risks and revenues associated with business operations. It also provides the necessary support for business units so they can achieve their goals, thus enhancing a comprehensive approach to risk management in an evolving business environment.

As a reference model, Emirates Transport follows on the principles of the Enterprise Risk Management (ERM) framework and the international standard for risk management ISO 31000, which defines risk management as: "The systematic application of management policies, procedures and practices to serve the functions of communication, consultation, contextualization, identification, analysis and assessment of risks and also their treatment, monitoring and review".

The risk management and oversight are strongly correlated to our strategic objectives. We consider that a controlled and balanced risk, managed through a robust risk ecosystem and governance, and avidly supported by our senior management, is key to driving our strategy. We also integrated risk management practices into the implementation of the Strategic Plan 2021-2025, using the COSO Integrated Enterprise Risk Management framework as a reference model.

The Enterprise Risk Management has identified three risks for the company which will require close, continuous attention in 2022. These are liquidity risks, market volatility and supply chain resilience. The latter, in particular, should be an immediate focus to determine the potential risks within our business model and its impact on operations. This assessment is likely to continue to evolve given that ET's suppliers are still feeling the effects of a vulnerable and volatile market.

The continued uncertainty in the market also led to the persistence of liquidity risks in many corporate risk registers,



including that of Emirates Transport. However, activities to support accurate and timely billing processes, as well as intensifying debt collection efforts from clients, helped boost business by mitigating these risks.

The 2022 budget demonstrates the projected positive direction for our business. We expect that different aspects of our business will regain momentum at varying rates, with the risk of potential market instability primarily due to uncertainty, which might eventually jeopardise the chances of hitting budget targets.

ET's Risk Management Department has assessed the company's budget and recovery for 2022 through three perspectives:

1. Review the strategic initiatives of the RDO programme.
2. Conduct a page-turning assessment of the 2021 budget.
3. Conduct a market assessment to identify specific risks that may affect Emirates Transport in 2022.

There are recovery risks that we will need to navigate in 2022, taking into consideration that we might not be able to fully mitigate those risks. However, a significant focus on the desired outcomes (operations, customers, and finances) from business activities, along with a clear realisation of these benefits that are supported by governance frameworks to monitor and manage discrepancies, will undoubtedly prepare the various business units bring out the best potential of Emirates Transport.

Continuous update of the safety system

The safety system in Emirates Transport accelerated its efforts during the year 2021 with the persistence of the global pandemic which surged in 2020. The safety department continued its proactive approach to enhance the safety procedures across different business lines to avoid further repercussions on the business.

In this context, a number of activities and initiatives were delivered to ensure maximum safety, among which are:

1. Implementing a heat exhaustion management procedure.
2. Issuing a new manual for QHSE department operations.
3. Updating the school transport safety guide.
4. Updating the emergency plan for departments and business centres at Emirates Transport.
5. Updating the integrated management system policy for the year 2020.
6. Updating the School Transport Risk Assessment Register.
7. Updating the Transport Risk Register.
8. Completion of the process flow design and trial operation of the GRC system for QHSE risks.
9. Completion of the trial operation of the compliance system (inspection and audit) related to QHSE.
10. Issuing a manual of QHSE processes.

With regard to the safety procedures in response to Covid-19, the company initiated a number of measures that contributed decisively to limiting the negative impact of the pandemic and accelerating the recovery phase, including the following steps:

1. At the start of 2021, Emirates Transport - in coordination with the local health authorities - organised a major campaign to facilitate the vaccination process for its employees who wished to receive a vaccination. The campaign went through several stages, with a priority given to employees on the front line, especially those working in school transport services provided by the company. The vaccination was provided to around 13,000 employees.
 2. Updating COVID-19 procedures:
 - Updating the comprehensive plan to protect transported students.
 - Updating the procedures for disinfecting transport vehicles.
 - Update procedures for small vehicles.
 - Updating entry and visitor procedures.
 - Updating the internal reporting system for COVID-19 infection cases.
 3. Issuing and disseminating educational videos on the precautionary measures on school buses.
 4. Disseminating a number of COVID-19 awareness messages for internal and external stakeholders.
- With regard to fleet safety and accident reduction efforts, the GRC system for investigating accidents was updated to include the investigation of total loss accidents, in addition to updating the reporting procedures for school transport accidents. The accident data logs revealed 1,229 accidents, of which almost 94% were under the very minor and minor accident classification, while moderate accidents accounted for about 6%, in addition to only two severe accidents, as indicated in the attached table:

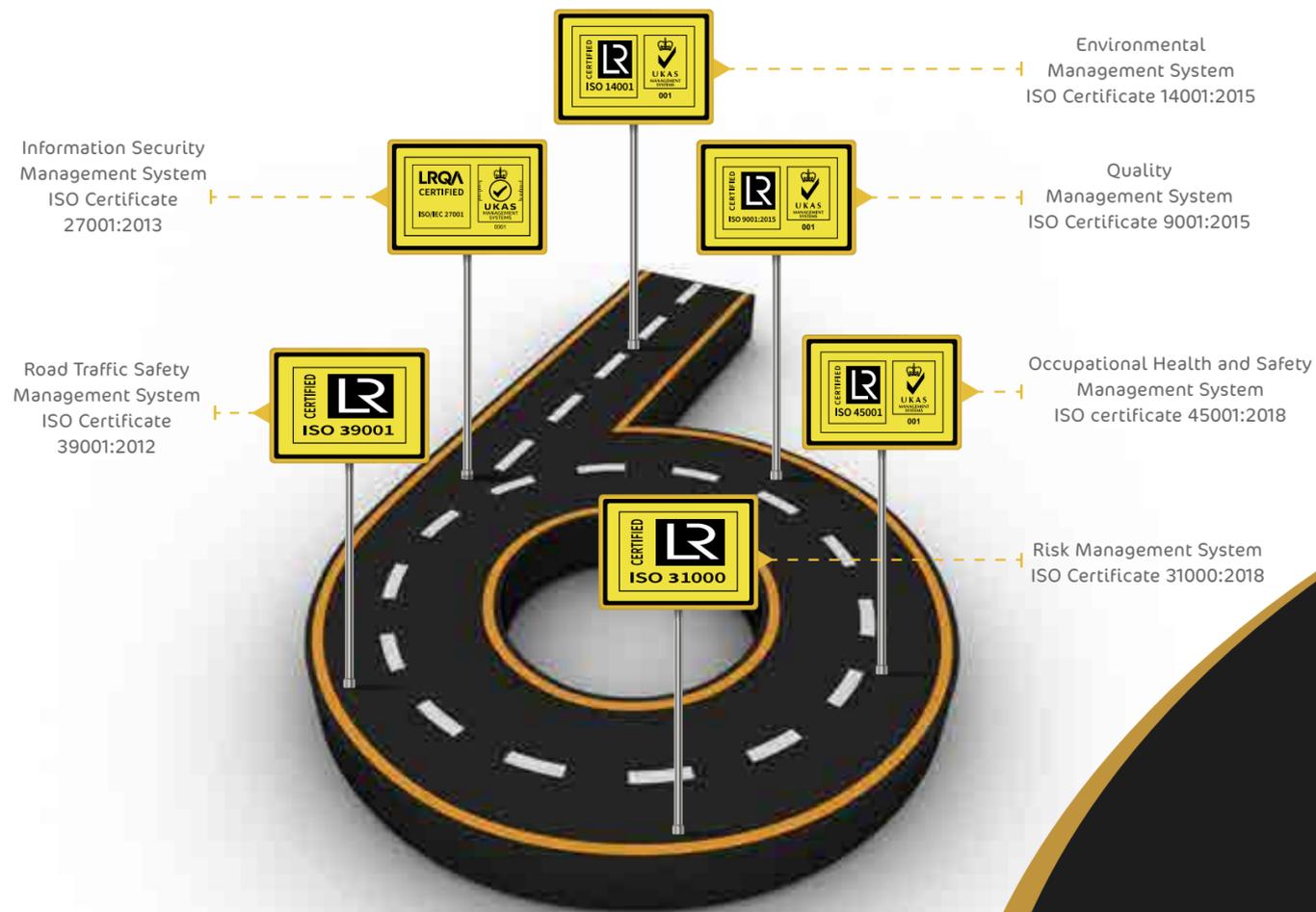
Severity of the accident	Data of accidents for which ET drivers are liable			
	2020		2021	
	Number of accidents	Rate	Number of accidents	Rate
Very minor	429	56.82%	766	62.33%
Minor	256	33.91%	385	31.33%
Moderate	65	8.61%	76	6.18%
Severe	5	0.66%	2	0.16%
Very Severe	0	0%	0	0%
Total	755	100%	1,229	100%



Boosting the IMS with 6 new certifications

The integrated management system at Emirates Transport is a testament of its strong commitment to the values of quality and excellence. As such, the company is keen to update all its quality certification on a continuous basis. In this context, 6 certificates have been renewed within the annual plan for external auditing. The renewed certificates include ISO 14001:2015 Environmental Management System Certification, ISO 45001:2018 Occupational Health and Safety

Management System Certification, ISO 9001:2015 Quality Management System Certification, ISO 39001: 2012 Road Traffic Safety Management System Certification and Risk Management System Certification ISO 31000: 2018, in addition to an accreditation certificate from the Abu Dhabi Centre for Environment, Health and Safety (OSHAD). The valid certifications are as shown in the attached table:



Gulf Quality and Sustainability Assessment (Gulf SQAS)



Certification by Abu Dhabi Occupational Health & Safety Centre (OSHAD) THE GENERAL FRAMEWORK FOR ABU DHABI (OCCUPATIONAL HEALTH AND SAFETY SYSTEM)



Another culmination of Emirates Transport efforts was obtaining a scorecard from EcoVadis, a French company specialising in measuring the performance of sustainability and social responsibility for companies and institutions. This is in addition to an accreditation certificate from the conformity sector in the Ministry of Industry and Advanced Technology (the company previously obtained as represented by the Emirates Centre for Technical Services).

A growing network of relations and memberships

Emirates Transport continues to display a strong presence in different professional forums and venues by working and cooperating with organizations, federations, committees, and professional associations locally and internationally. This is based on a firm conviction that exchanging knowledge, keeping pace with global trends, and getting to know

the best world practices, mobilising efforts and energies, as well as obtaining accreditation certificates and acquiring memberships are key to enhancing business and encouraging competitiveness within the company. Emirates Transport is proud of its long list of memberships, among which are:



Social media: More connectivity and interaction

Emirates Transport has always strived to consolidate and improve its communication with stakeholders in an optimal and consistent manner. In this sense, it continues to employ the latest cutting-edge practices to strengthen its communication channels, deliver important media messages, but also to keep maximum engagement and interaction of the target audience

to achieve its media and promotional strategies and support business activities.

During 2021, Emirates Transport executed a number of media activities on various traditional and social platforms, including those targeted within the internal environment of the company.



No. of press releases and reports in Arabic and English



No. of news round-up bulletins Distributed to employees via email in (both Arabic and English)



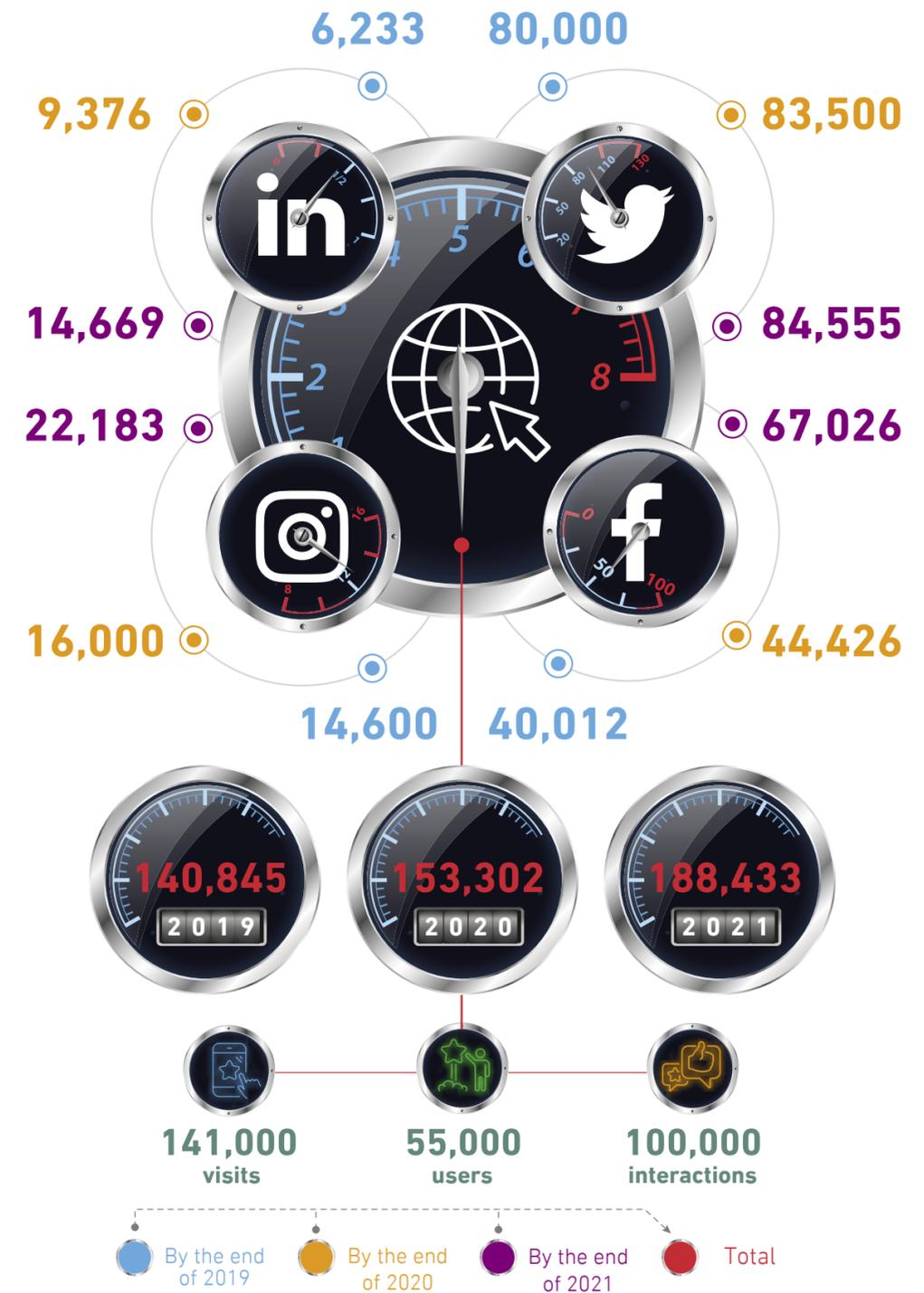
Number of TV and radio interviews and reports

In tandem with traditional channels, an extensive media and promotional activity was conducted on the company's website and its social media platforms, which included updating and re-launching the official website in a new and modern design using the latest technologies. Not only it became more compatible with various devices (computers and smart mobile devices) and search engines, but it also allowed access to more online services and interactive capabilities to offer a unique experience for visitors to the site. The updated website received about 141,000 visits by more than 55,000 users and nearly 100,000 interactions during last year. Likewise, the social media platforms boosted the company's online presence, becoming the main source of communication with the target audience. For this reason, a major update was implemented on the published content to make it more personalised and in line with the company's corporate identity. There was also an update on the

management of these channels and the strategy of the marketing and promotional campaigns which helped enhance the brand and achieve remarkable growth with more than 19 million interactions from social media users, including more than one million posts. Similarly, the year saw an increase in the total number of account followers by about 23%, compared to the numbers at the end of 2020, for a total of 188,433 followers, in addition to a significant increase in response rates and interaction with the content published by the public.

In addition to the aforementioned, internal and external communication was intensified via SMS, with the total number of accumulated communications reaching more than 5.5 million messages. Meanwhile, e-mail messages amounted to 16,768 communications, in a bid to strengthen relations with customers and partners, especially during periods of holidays and official occasions.

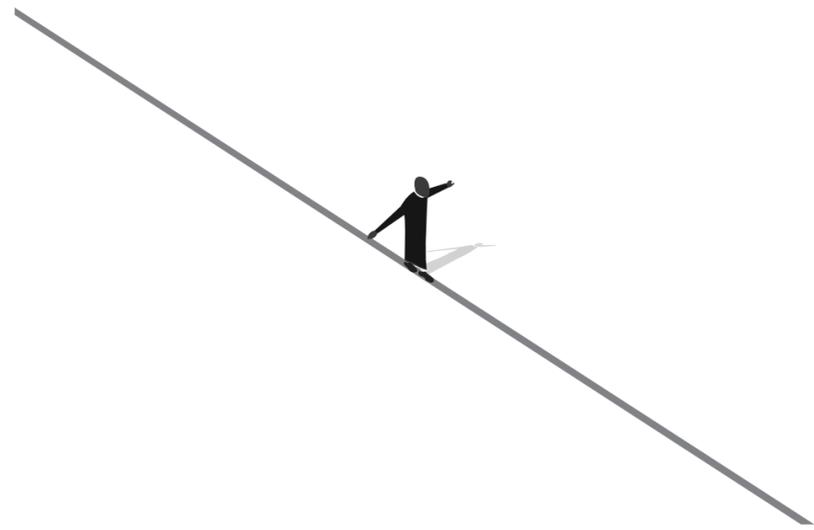
Number of followers of the main accounts of the company and its affiliates





Business summary... signs of recovery

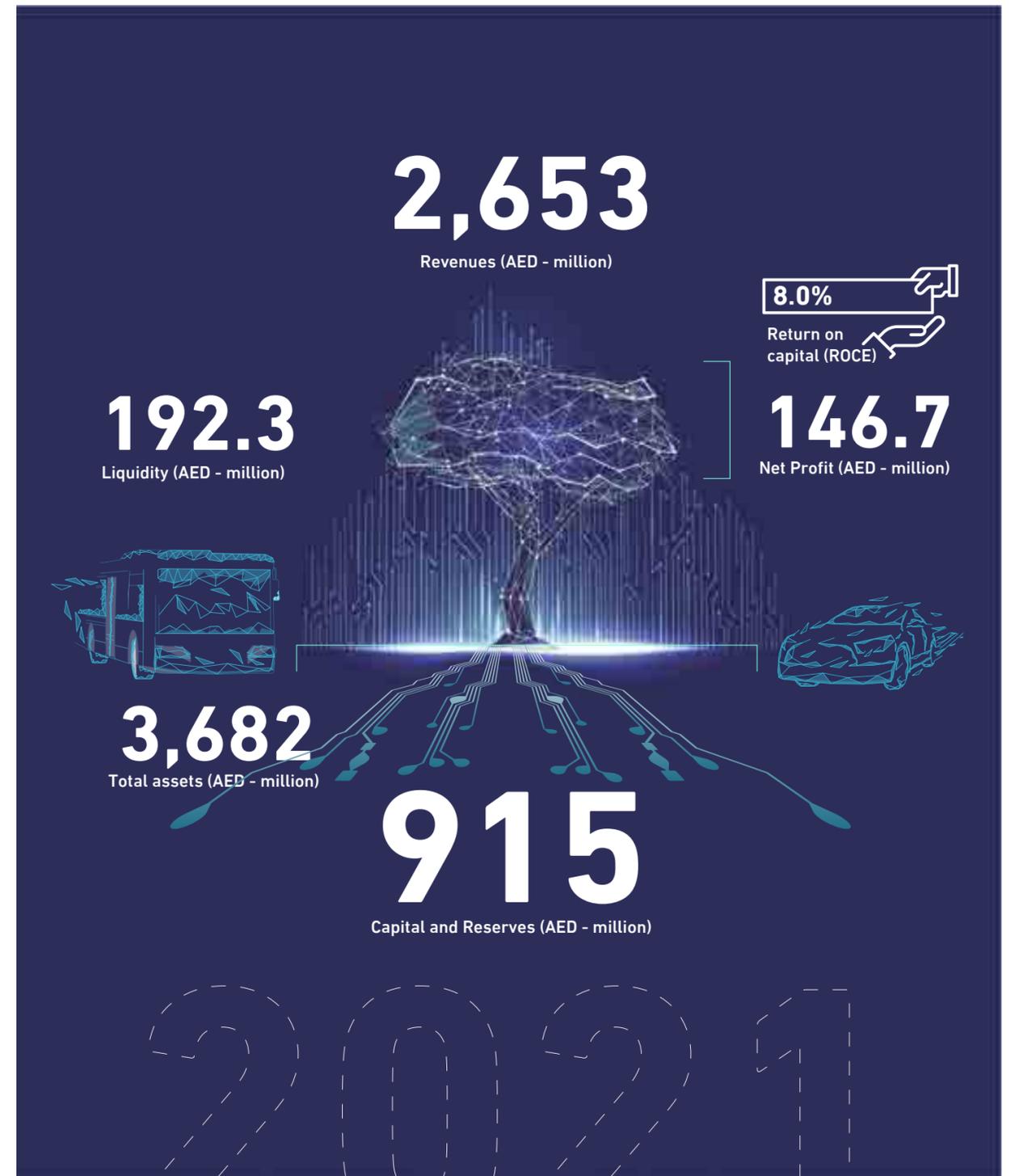
- **Stability of financial performance** **48**
- **Investment centres continue to enhance their performance** **51**
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Stability of financial performance

The financial performance in 2021 remained resilient at levels similar to the year 2020, due to the persistence of the pandemic's impact on business sectors and the economic activity in general. Emirates Transport had to face a significant drop in demand for services, especially for educational and commercial transport services. Amid these challenging times, Emirates Transport had to compensate its loss through different measures and initiatives such as upgrading services, accelerating digitalisation and smart transformation, enhancing cooperation with strategic partners, in addition to reducing expenses. This strategy helped the company contain the impact of the pandemic and maintain a stable and balanced financial performance.

By the end of 2021, the company was able to achieve revenues amounting to 2,653 million dirhams, a slight decrease from 2020. The net profits decreased by 10% during the same period, to reach 146.7 million dirhams, while liquidity decreased to 192.3 million dirhams compared to 424.7 million dirhams for the year 2020. This is in addition to a decline in total assets by 15.7%, to reach 3,682 million dirhams, while the capital and reserves increased by 3.9%, from 881 million dirhams in 2020 to 915 million dirhams last year, and the return on capital (ROCE) decreased slightly to settle at 8%.





Likewise, the total revenues of the subsidiaries declined slightly to 252 million dirhams, despite the improvement in the revenues of most of these companies, with the exception of the Saudi Emirates Company for Integrated Transport 'SEITCO', and the Emirates Security Services Company, each with a varying decline in revenues. On the other hand, the revenues of the Emirates Facilities Management Company grew by 10.7% to about 112.5 million dirhams, while the revenues of Reyama Taxi grew by 9.4%, achieving more than 6 million dirhams.

Additionally, Emirates Transport Technology Solutions (ETTS) and Shuroq Emirates Services achieved the highest growth amongst their counterparts, with rates of 22% and 20% respectively, while the decline in the revenues of the Saudi Emirates Integrated Transport Company 'SEITCO' continued for the second year in a row, as it recorded a significant drop by 29% compared to 2020, while the revenues of the Emirates Security Services Company saw a decrease of 6.5% during the same period.

Affiliated companies	Revenues in 2019 (Million AED)	Revenues in 2020 (Million AED)	Revenues in 2021 (Million AED)
Emirates Facilities Management Company	139.4	101.6	112.4
Reyama Taxi	7.5	5.5	6
Emirates Transport Technology Solutions	16.6	2.7	3.3
Saudi Emirates Integrated Transport Company (SEITCO)	300.6	61.8	43.8
Emirates Security Services Company	86.5	87.2	81.5
Emirates Shurooq Services Company	3.9	4.5	5.4
Total	555	263	252

Investment centres continue to enhance their performance

Despite being hit hard by the prolonged impact of Covid-19, the investment divisions in Emirates Transport managed to achieve stability in performance, thanks to their swift and flexible response to the challenges inflicted by the pandemic. By introducing new updates to its existing services, developing new areas of growth and adopting a digital transformation strategy, the centres succeeded in maintaining relatively good rates of operations. The increase in the number of new and renewed contracts was

a clear indication of a gradual recovery, as their total (excluding daily contracts) increased by 61 contracts, or by 46.6% compared to 2020, to reach 192. The contracts had a total value of more than 301 million dirhams, including 48 new contracts with a value of 151.4 million dirhams, and 144 renewed contracts with a value of 150.3 million dirhams, while the number of tenders won by the company reached 20, with a value of 253.6 million dirhams.

The numbers of signed contracts (excluding daily contracts) and tenders						
Statement	2019		2020		2021	
	Number	Total Value (MD)	Number	Total Value (MD)	Number	Total Value (MD)
New contracts	148	948.7	69	376.5	48	151.4
Renewed contracts	53	500	62	447.6	144	150.3
Total No. of signed contracts	201	1,448.7	131	824.1	192	301.7
Public tenders won by the company	71	404.13	23	123.6	20	253.6

The Transport and Leasing Division accounted for the majority of new and renewed contracts, with 170 contracts,

followed by the School and Transport Division (public and private) with 22 contracts, as shown in the attached table:

Distribution of new and renewed contracts, except for daily contracts in 2021			
Statement	No. of new contracts	No. of renewed contracts	Total
School Transport (Public & private)	8	14	22
Transport & Leasing	40	130	170
Total	48	144	192



More facilities for better services

Despite the downturn of businesses over the past two years, Emirates Transport continued to implement key plans to expand its services facilities infrastructure. This will not only improve the company's operational processes and make its services available to a larger segment of customers but will also further allow for brand development and enhanced presence and competitiveness in target markets.

In this respect, a number of projects have been constructed, most notably Al Ain Industrial Station in Al Ain, at a cost of more than 46 million dirhams. The station comprises an administrative building to manage the branch, in addition to another building for customer service, workshops for heavy and light vehicles, as well as wash and dry services for vehicles. The project has obtained a one-pearl evaluation certificate according to the pearl- Pearl Building Rating System, under the category 'Building Sustainability Program', awarded by the Department of Municipalities and Transport.

The new Station takes the number of the company's work sites which provide services to customers increased to 42



main sites throughout the country, including 34 auto workshops, 31 customer service centres, and 42 school transport stations. The company ensured that these sites were designed to meet the requirements of green buildings and sustainability goals.



Statement	2021
Number of work sites (excluding unused land)	42
Number of affiliated workshops	34
Number of customer service centres	31
Number of school transport stations affiliated to the company (for government and private school transport)	42

Furthermore, Emirates Transport has ambitious plans for the year 2022 to enhance its infrastructure, in terms of building new facilities and developing existing facilities. The most prominent targeted projects are as follows:

- Complete rebuilding of the walls of Kalba station.

- Complete rebuilding of the walls of Umm Al Quwain station.
- Moving the Faya station wall to the new boundaries.
- Two maintenance and upgrade projects for Al Qusaydat Station.
- Constructing an external road for Al Ain Industrial Station.

A more advanced fleet

In order to deploy its operations dynamically, Emirates Transport was keen on upgrading the fleet by introducing the latest automated systems such as tracking systems, as follows:

- Towards the end of last year, the company started activating a smart internal system to manage the payments of the traffic toll gates (Tollgate System) on all its fleet vehicles registered in the Salik system in Dubai at the current stage, an initiative which would bring a number of operational and financial advantages and benefits.
- Launched a new internal application designed to monitor the entry and exit operations of the company's vehicle fleet (Vehicle Check In - Check Out App). The application covers all fleet vehicles of all types, except for special service vehicles, thereby benefiting the company in preserving its assets and investments. Conducting vehicle entry and exit operations digitally will help achieve more transparency and governance, in addition to saving effort and time for employees, avoiding delays in recording operations and accidents of negligence and human errors, as well as managing rational paper consumption.

The estimation studies conducted by the company indicated that the application would save about 320,000 working hours, achieve financial savings of about 4.6 million dirhams annually, and also reduce the delivery and receipt time.

- Receiving the initial batch of electric vehicles according to the MoU signed in October of last year with the "Hala China" initiative and the Chinese Machinery Engineering Company "CMEC". The vehicles received are available for leasing exclusively to Emirates Transport clients in both government and private sectors.
- Completion of the tracking systems unification project,



in addition to the installation of tracking devices on 12,508 vehicles and their conversion from the project model to the operations model in coordination with Etisalat.

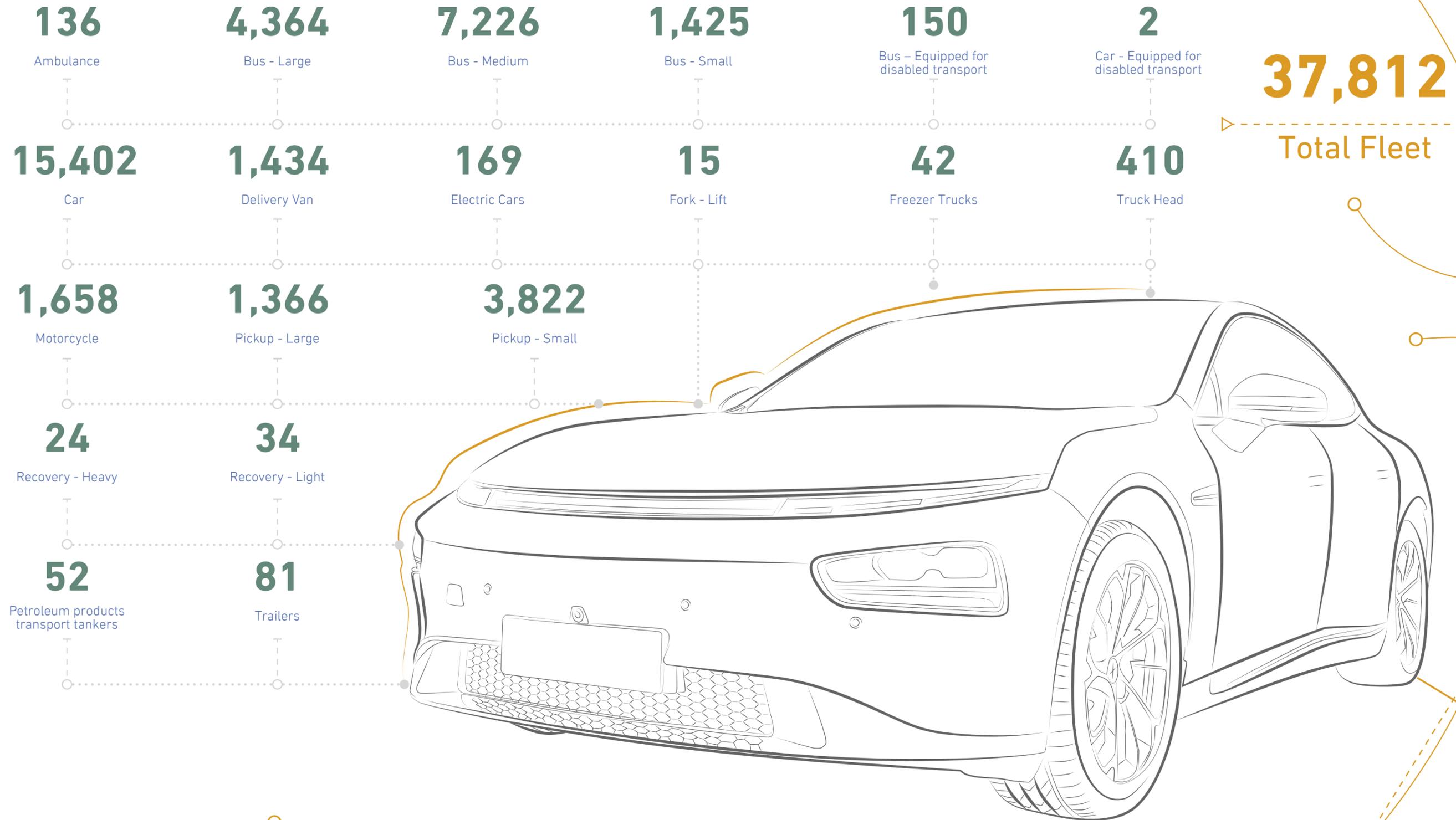
- The launch of the Al-Qarayan 2022 Model Station project for school transport.
- The use of the fleet management system and performance measuring by several departments, projects and reports.
- Conducted a study to measure the performance of the zone C fleet, which included reviewing and validating the commercial fleet of the region in order to improve fleet efficiency and effectiveness using the features of the unified tracking system and data capabilities.

- Conduct a test, using 104 vehicles, to determine system data accuracy, and how to benefit from the extracted reports and include them in the management of fleet operations.

- The use of Lean Six Sigma methodology to implement a project designed to reduce the time required to process traffic violations incurred by the fleet. The proposed improvements were later applied to the electronic violations' system and procedures.

In quantitative terms, the number of vehicles in the company's fleet decreased by about 5% to reach 37,812 vehicles, while maintaining full readiness and capability to meet the requirements of all customers and fulfil existing contracts.

Company fleet data 2021





Investment centres... ready for the recovery phase



Despite the turmoil caused by the pandemic and the prolonged precautionary measures, the investment centres continued to progress and perform their tasks in a stable and balanced manner throughout the past year, similar to 2020. They managed to maintain the full readiness of the company's human and material resources and ensure its ability to meet the requirements of customers in the subsequent recovery phase. Business momentum was recovered gradually starting from the second half of last year, thanks to the effectiveness of the government's recovery plans.

The investment centres continued to deliver its services as per the same structure adopted since 2019:

First: Transport and Leasing Division:

1. The Transport and Leasing Division for the geographical zone of Abu Dhabi, Al Dhafra and Al Ain.
2. The Transport and Leasing Division for the geographical zone of Dubai and Sharjah.
3. The Transport and Leasing Division for the geographical

zone of Northern Emirates, which includes the Emirates of Ajman, Umm Al Quwain, Ras Al Khaimah, Fujairah, and the cities of the Eastern Region.

These Divisions provide government school transport services, private school transport, university students transport, commercial and government transport and leasing services, logistics, driver training, driving courses, and more.

Second: Auto Services Division:

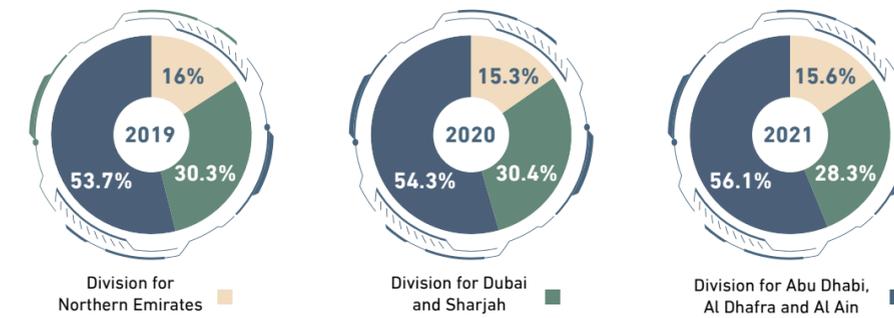
It provides a myriad of technical services, including maintenance and repair services, technical inspection of vehicles, refurbishment of buses, vehicle body repair, luxury vehicle services (sale, maintenance and repair), modification of vehicles to operate on compressed natural gas, roadside assistance, dry wash, and tyres retreading, etc. The Division provides its services within two main sectors, depending on the nature of the customers and beneficiaries of the services:

1. The Businesses Sector (B2B).
2. The Individuals Sector (B2C).



First: Transport and Leasing Divisions

Percentage of total divisions' revenue



During the past year, the Transport and Leasing Divisions achieved total revenues almost similar to 2020, amounting to 2,105 million dirhams. However, profits saw a remarkable annual growth that exceeded 28% during the same period, adding 50 million dirhams to reach 226.3 million

dirhams. All divisions contributed to achieve this increase in varying proportions, but most of it came from the Transport and Leasing Division for the geographical zone of Dubai and Sharjah, which we will see in detail in the following paragraphs:

Investment Centre	Revenues in 2019	Profits in 2019	Percentage of total divisions' revenue	Revenues in 2020	Profits in 2020	Percentage of total divisions' revenue	Revenues in 2021	Profits in 2021	Percentage of total divisions' revenue
The Transport and Leasing Division for Abu Dhabi, Al Dhafra and Al Ain.	1,302,879,316	70,174,711	53.7%	1,146,113,982	53,622,925	54.3%	1,181,234,133	67,945,982	56.1%
The Transport and Leasing Division for Dubai and Sharjah.	734,080,779	(19,667,921)	30.3%	641,522,742	50,081,778	30.4%	596,413,811	80,534,883	28.3%
The Transport and Leasing Division for Northern Emirates.	386,736,802	60,386,806	16%	323,858,284	72,891,389	15.3%	327,471,540	77,826,120	15.6%
Total	2,423,696,897	110,893,596	100%	2,111,495,008	176,596,092	100%	2,105,119,484	226,306,985	100%



The uncertain times of the pandemic affected the ability of Emirates Transport to retain contracts. Last year, the Transport and Leasing Division saw a significant decline in signed contracts from 845 contracts in 2020 to 378 contracts in 2021. These contracts included various services, such as educational transport services, commercial and government transport and leasing, in addition to logistics, training, fleet management, limousines and valet parking. Meanwhile, the past year also witnessed the launch of "Emirtas" as a new service concerned with providing Last Mile solutions to support the logistical sector in the country. The service gained prominence during the Covid-19 pandemic in light of the growing demand on the sectors of e-commerce, shipping and logistics services. In

view of this, the company took the initiative of developing new mechanisms that facilitate the process of transporting goods and products to and from end customers in an accurate and fast manner, as per the highest practices applicable. Soon, the company was able to conclude 5 contracts to provide Last Mile solutions by allocating 700 motorbikes with their drivers for delivery companies, restaurants and food establishments nationwide. These divisions were able to fulfil the requirements of running contracts in an efficient and professional manner through their qualified work teams, which included 10,282 drivers and about 500 administrators, in addition to a vast fleet of vehicles, which included 25,038 different vehicles.

Investment Centre	2021		
	Concluded contracts (including daily contracts)	Affiliated drivers	Number of vehicles
Transport and Leasing Division for Abu Dhabi, Al Dhafra and Al Ain.	165	4,473	9,806
Transport and Leasing Division for Dubai and Sharjah.	145	3,705	11,933
Transport and Leasing Division for Northern Emirates.	68	2,104	3,299
Total	378	10,282	25,038

Transport and Leasing Division - Zone A (Abu Dhabi, Al Dhafra and Al Ain)

Last year, this Division was able to achieve a noticeable growth in annual revenues by about 35 million dirhams, compared to 2020, achieving an increase of 3%, while its profits grew in

the same period by 26.7% to reach approximately 68 million dirhams. The revenues on the other hand accounted for 56.1% of the total revenues of the Transport and Leasing Divisions.

Data for the Transport and Leasing Division for the geographical zone A (Abu Dhabi, Al Dhafra and Al Ain)					
2020			2021		
Revenues	Profits	Percentage of total divisions' revenue	Revenues	Profits	Percentage of total divisions' revenue
1,146,113,982	53,622,925	54.3%	1,181,234,133	67,945,982	56.1%

The Division provided 356 different services to 208 customers from both government and private sectors, through 6 stations and branches distributed throughout the Emirate of Abu Dhabi, in addition to providing 8,817 various vehicles.

Types of services	No. of new and renewed contracts during 2021	No. of services provided during 2021
Commercial transport & leasing	92	307
Government transport & leasing	13	39
Logistics	2	10
Total	107	356

The organisational units affiliated to these divisions also continued to perform their duties, such as Emirates Transport's Abu Dhabi Taxi Company which carried out nearly 2.8 million trips, while the Airport Taxi Unit provided 66,627 trips during the year.



Transport and Leasing Division - Zone B (Dubai and Sharjah)

Compared to the year 2020, the revenues of the Transport and Leasing Division for the geographical sector of Dubai and Sharjah dropped in 2021 by about 45 million dirhams, to 596 million

dirhams, while the profits achieved a remarkable growth over the same period by 61%, reaching 80.5 million dirhams. The Division's revenues during 2021 accounted for 28.3% of the total revenues of all the transport and leasing divisions.

Data for the Transport and Leasing Division for the geographical zone B (Dubai, Sharjah)					
2020			2021		
Revenues	Profits	Percentage of total divisions' revenue	Revenues	Profits	Percentage of total divisions' revenue
641,522,742	50,081,778	30.4%	596,413,811	80,534,883	28.3%

The number of new and renewed contracts signed by the Division last year stood at 145 contracts, with more than half related to commercial transport and leasing, while the third was for government transport and leasing, and the rest covered education transport. During the same period, the Di-

vision provided 278 services through several branches and stations belonging to 211 customers in the government and private sectors, through its fleet of approximately 12,000 various vehicles, and its personnel which comprised 3,705 drivers.

Service category	No. of new and renewed contracts in 2021	No. of services provided in 2021
School transport	19	19
Commercial transport & leasing	78	197
Government transport & leasing	48	48
Logistic services	-	14
Total	145	278

The Division continued to provide limousine services through a specialised unit that provided about 18,000 trips during the past year through 30 affiliated vehicles.

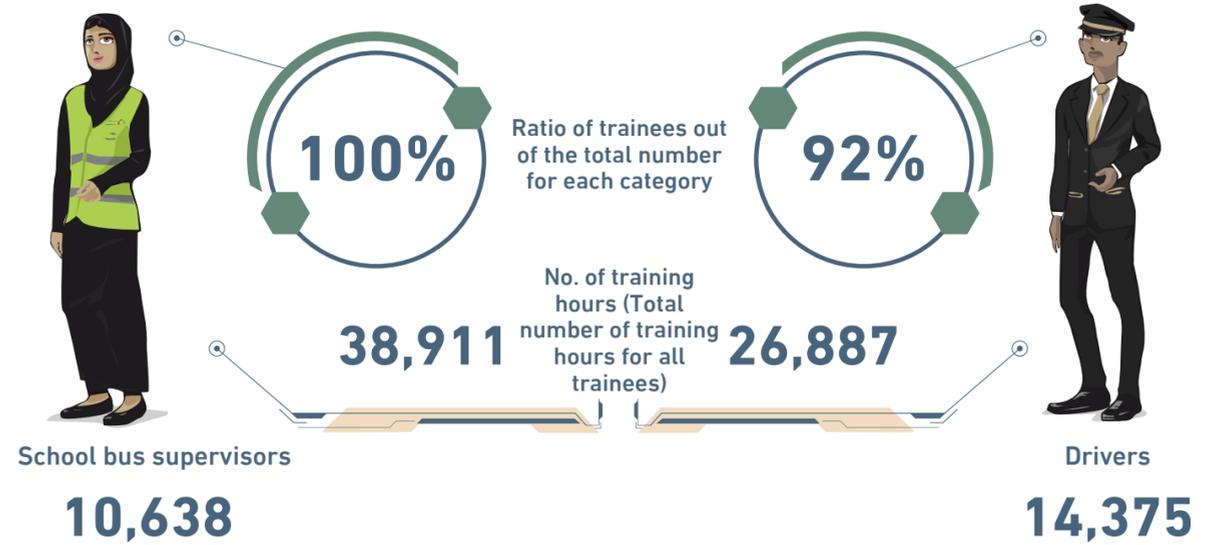
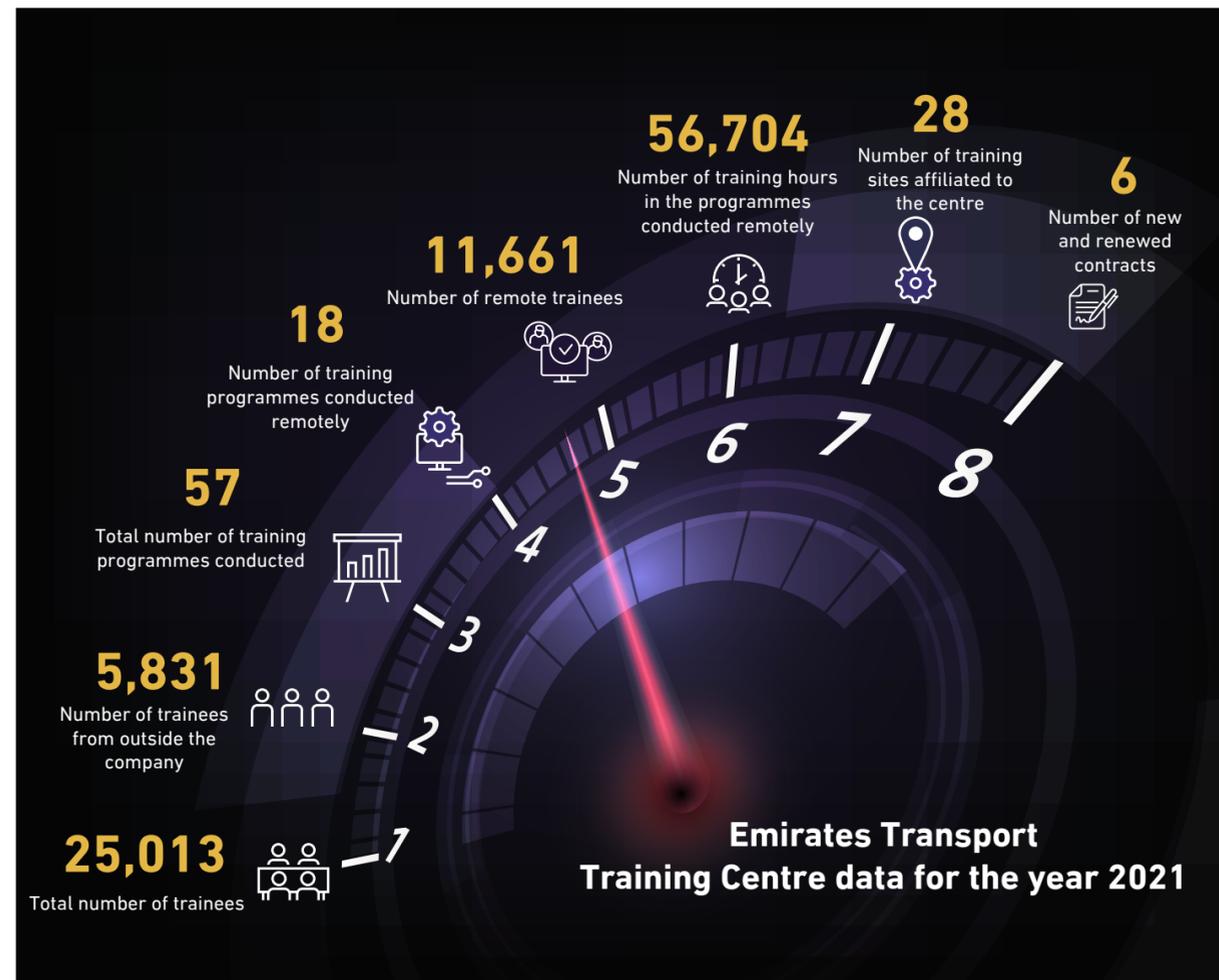
Statement	Number in 2021
No. of limousine cars	30
No. of drivers	32
No. of trips	17,949

High-level training services

As in previous years, the Transport and Leasing Division for the geographical zone B (Dubai and Sharjah) continued to offer high quality and specialised training services through both the Emirates Transport Training Centre and the Emirates Transport Driving Institute. This has always constituted a qualitative addition to the package of services provided by the company. The business results for the past year have shown an increase in the total number of trainees to more than 25,000, including 5,831 trainees from outside the company (23.3% of the total trainees). The number of trainees from outside the company doubled noticeably, reflecting a growing confidence of clients

in the training services provided in the centre, which successfully signed off on 6 new contracts.

The centre's plans to develop distance training capabilities have resulted in maintaining high rates of activities and training programmes despite the measures imposed by the pandemic. The total number of training programmes provided reached 57 different programmes which covered various aspects of professional and institutional work, including 18 remotely conducted programmes. Around 11,661 trainees benefited from 56,704 training hours provided within the framework of these programmes.



Drivers accounted for 57.5% of the total number of trainees at the centre, with 14,375 drivers (about 92% of the total number of drivers in the company), while male and female school bus supervisors formed the remaining 10,638 trainees (100% of their number in the company). Drivers benefited from 26,887 training

hours within the framework of 48 different training programmes, so that each driver's share amounted to about 2 training hours, while school bus supervisors benefited from 38,911 training hours within the framework of 19 various training programmes, with 4 training hours for each trainee.

Statement for the year 2021	No. of trainees	Ratio of trainees out of the total number for each category	No. of training programmes (Total number of training programmes for all trainees)	Average number of training programmes per trainee	No. of training hours (Total number of training hours for all trainees)	Average training hours per trainee
Drivers	14,375	92%	48	2.5	26,887	2
School bus supervisors	10,638	100%	19	4	38,911	4

In turn, the Emirates Transport Driving Institute completed the training programme provided by ET to its customers. More than 3,000 trainees benefited from nearly 96,000 training hours provided within the framework of 444 training programmes, whilst the centre was able to sign 10 new and renewed contracts during the past year.

Emirates Transport Driving Institute	2021
No. of training programmes	444
No. of training hours	96,252
No. of new and renewed contracts in 2021	10

Transport and Leasing Division - Zone C (Northern Emirates)

In 2021, the Transport and Leasing Division for the geographical zone C (Northern Emirates) was able to achieve revenues that slightly exceeded those for the year 2020,

accounting for 15.6% of the total revenues of the Transport and Leasing Divisions, while profits grew relatively during the same period by 6.7% to reach approximately 78 million dirhams.

Data for the Transport and Leasing Division for the geographical zone (Northern Emirates)					
2020			2021		
Revenues	Profits	Percentage of total divisions' revenue	Revenues	Profits	Percentage of total divisions' revenue
323,858,284	72,891,389	15.3%	327,471,540	77,826,120	15.6%

The Division was able to sign 68 new and renewed contracts during the year 2021, most of which were in the field of commercial transport and leasing (58 contracts), including 9 contracts for education transport services.

It also provided 5 main services provided by 2,104 drivers through 3,299 various vehicles through 12 branches and stations. Around 38 customers benefited from these services.

Service category	New & renewed contracts in 2021	No. of services provided in 2021
School transport	9	1
Commercial transport & leasing	58	2
Government transport & leasing	1	2
Total	68	5

Emirates Transport Taxi Company in Ajman, which operates under this division, managed to achieve considerable growth during the past year, with a 30% increase in the number of

trips in 2021, compared to the number of trips performed in 2020. It reached a total of 680,590 trips made through 205 vehicles and 203 drivers.

Ajman Transport Company data	2020	2021
No. of taxis	206	205
No. of drivers	200	203
No. of trips	523,006	680,590

Your Children are Safe



A gradual return to school transport services

The COVID-19 pandemic took a tremendous toll on various economic activities and businesses locally and globally. School transport services, in particular, took a big hit due to the prolonged precautionary measures and the cancelation of face-to-face attendance for students, fully and partially, until the end of the second term of the academic year 2020-2021. That when the first signs of recovery started to manifest, particularly at the beginning of the third term of the same academic year. In this context, Emirates Transport started to rehabilitate and train around 5,800 of its personnel, including 5,200 school bus supervisors, ensuring in the meantime their health wellbeing by providing vaccinations for all drivers and supervisors at a rate of about 100%. On the other hand, around 6,629 school buses were readied for contracted government and private schools for the academic year 2021/2022 after completion of most of the rehabilitation plans for the fleet, especially the preventive and periodic maintenance operations, and ensuring the preparedness of the security

and safety system for students on buses. This is in addition to commitment to all the precautionary and preventive measures required by the concerned authorities within the country with regard to Covid-19, in order to ensure the health of students during their daily transfers to and from their educational institutes.

At the technical level, Emirates Transport sought to upgrade and automate its school transport fleet, in line with its strategy to accelerate growth and achieve operational excellence through digital transformation. That is why, it launched, in cooperation with the Sharjah Private Education Authority, the new smart application (Your Children are Safe) which contains a variety of data and operational statistics that support the operations in the government and private schools' transport.

With the start of the school year, more than 161,000 male and female students of various educational levels were transported to 502 public schools by 4,160 school buses that ran a total of 61.5 million kilometres.



The government school transport services, provided by all investment divisions, were distributed in various regions of the country as per the attached table:

Statement of government school transport for the academic year 2021/2022				
Statement	Zone A Abu Dhabi, Al Ain & the Western Region	Zone B Dubai & Sharjah	Zone C Ajman, Central Re- gion, Ras Al Khaimah and the East Coast	Total
Number of served government schools	217	40	245	502
Number of transported students	84,329	11,504	65,524	161,357
Number of school buses (Including reserves)	2,368	311	1,481	4,160
Number of school bus drivers	2,368	311	1,481	4,160
Number of school bus supervisors	3,061	167	927	4,155

Meanwhile, ET continued its commitment to provide students with disabilities with the services they need and to empower this category and help them integrate in the educational process with more ease. As such, the company provided its services to 95 students through 37 fully equipped school buses to ensure their safety and comfort during their transfer between their homes and schools.

Statement	2021
No. of buses allocated for students with disabilities	50
No. of vehicles allocated for students with disabilities	23
No. of transported students with disabilities	95

Data for government school transport	2021
No. of government schools	502
No. of school buses for government schools	4,160
No. of buses drivers for government schools	4,160
No. of school bus supervisors for public schools	4,155
No. of students enrolled in government schools	245,104
No. of available seats	251,104
No. of transported students in government schools	161,375
Rates of transported to registered students	66%
No. of regular routes	6,115
No. of bus assembly points	124,121
No. of awareness courses for students	520
No. of outreach visits to government schools	1,478
No. of field monitoring visits to public buses	8,336
No. of Kilometres travelled annually	61,500,000



During the academic year 2020-2021, the company also continued to provide its services in the field of private school transport and university transport, as permitted by the precautionary measures imposed by the relevant government agencies.

Private school transport data during the academic year 2020-2021	
Total No. of contracted private schools	91
Total No. of transported students from contracted school	45,515
No. of buses designated for private school transport	1,758
No. of drivers for private school transport	1,758

Private school transport data for the academic year 2020-2021, as per the Investment Divisions				
Investment Division	No. of schools	New & renewed contracts	No. of transported students	No. of school buses
Transport & Leasing Division for Abu Dhabi, Al Dafrah and Al Ain	58	43	24,918	944
Transport & Leasing Division for Dubai and Sharjah	25	2	15,642	612
Transport & Leasing Division for the Northern Emirates	12	5	4,955	202
Total	95	50	45,515	1,758



More comprehensive auto services

Emirates Transport continued to provide multiple auto mechanical services as per the new organisational structure of the Auto Services Division approved in early 2020. At that time, the Division had two organisational units, each included a number of business centres and specialised units, totalling 13 centres and units, each offered services to a different category of customers depending on the nature of the services provided:

- Auto Services Sector for Businesses (B2B):
- Auto Services Sector for Individuals (B2C):

In both sectors, the Division was able to achieve total revenues of 325.5 million dirhams, with an annual growth of 20.8

million dirhams, or 6.8%, thus approaching pre-pandemic levels, despite being affected by the negative impact to a certain extent. The work teams in the two sectors succeeded in providing 1,069,661 various auto mechanical services, while the performance of business centres fluctuated between improvement and decline, compared to 2020.

In this regard, Emirates Centre for Auto Services moved up to the forefront from second place, in terms of revenues, compared to the rest of the business centres and specialised auto units. The Centre's revenues alone constituted about a third of the total revenues of the Division, while the Abu Dhabi Centre for Auto Services fell to second place with revenues amounting to 21% of the Division's total revenues.

Revenues of business centres and specialised technical units affiliated with the Auto Services Division during 2020 & 2021				
Statement		Revenues in 2020 (AED-Million)	Revenues in 2021 (AED-Million)	Total revenue during 2021 by sector
Auto Services Sector for Businesses (B2B)	Abu Dhabi Auto Services Centre	91.5	68.1	188.8
	Emirates Auto Services Centre	86.1	102.1	
	Ethad Centre for converting vehicles to operate on CNG	0.4	0.4	
	RAK Auto Services Unit	1.9	1.9	
	East Coast Auto Services Unit	2.8	2.4	
	Tyre Retreading Unit	13.3	13.9	
	The Bus Refurbishment Project (Still limited to the company's buses)	-	-	
Auto Services Sector for Individuals (B2C)	Auto Inspection Centre	23.6	30.2	136.7
	Al Wataneya Auctions	16.0	14.6	
	Dry Car Wash Unit	5.5	2.8	
	Roadside Assistance Unit	37.4	31.7	
	Emirates Luxury Vehicles Auto Unit	3.0	33.6	
	Body Repair Unit (includes data for the Emirates Equipment Maintenance Unit)	23.2	23.8	
Total		304.7	325.5	

Auto Services Sector for Businesses (B2B):

Last year, the Auto Services Sector for Businesses recorded total annual revenues of 188.8 million dirhams, a decline of about 3.7% compared to 2020, which constituted a 58% share of the revenues of the entire Division. The work teams in business centres and the seven auto units under this sector (with a reminder that the services of the bus renovation pro-

ject are still limited to the company's own buses and is not yet been provided to external customers) attracted 17 new contracts during 2021. They provided 378,157 various auto services to customers, refurbished 74 buses and re-treaded 9,551 tyres, and converted 155 vehicles to operate on compressed natural gas.

Statement	2020	2021
Revenues of the Auto Services Sector for Businesses (B2B) (Million Dirhams)	196	188.8

The technical maintenance work provided by this sector included comprehensive and periodic maintenance services, vehicle accident repair, electrical and mechanical work for all vehicles, vehicle and bus refurbishment, tyre retreading,

replacement and repair, manufacturing truck bodies, managing workshops, and converting vehicles to operate on natural gas. This is in addition to other services provided by 2,029 technicians working across 48 stations and workshops.

Data of Auto Services Sector for Businesses (B2B)				
Technical services centre/unit	No. of drivers	No. of technicians	No. of administrators	No. of affiliated workshops and stations
Abu Dhabi Auto Services centre	-	871	111	21
Emirates Auto Services Centre	5	854	165	15
Ethad Centre for converting vehicles to operate on NG	-	4	1	3
RAK Auto Services Unit	-	45	13	4
East Coast Auto Services Unit	-	79	14	4
Tyre Retreading Unit (affiliated with the Emirates Auto Services Centre)	3	16	4	1
Buses refurbishment project (services are still limited to the company's own buses)	13	160	6	
Total	21	2,029	314	48



Auto Services Sector for Individuals (B2C)

The Auto Services Sector for Individuals achieved an outstanding 25.8% annual growth in revenues during 2021, through its business centres and its six specialised technical units, with total revenues amounting to 136.7 million dirhams. This

growth can be attributed to the significant leap achieved by the Emirates Luxury Car Maintenance Unit, where revenues increased from 3 million dirhams in 2020 to 33.6 million in 2021.

Statement	2020	2021
Revenues of Auto Services Sector for Individuals (B2C)	108.7	136.7

The work teams in the business centres and the specialised technical units affiliated with this sector were able to provide 691,504 technical services, including a bundle of services tailored to individuals through 46 stations, workshops and sites. These include auto inspection services and axle weight for trucks, including 7 sub-services, namely regular and online auctions services for the sale and purchase of vehicles and workshops' waste, in addition to dry car wash services, disinfection of vehicles and sites, various road assistance tasks, especially towing light and heavy vehicles, traffic accident management and simple related maintenance tasks, in addition to services for the sale and purchase of luxury vehicles, maintenance,

repair and body repair.

The sector witnessed multiple successes during the past year, as the concerned work teams concluded more than 150 new and renewed contracts for the entire sector. The most prominent of these were: the service level agreement signed between the Auto Inspection Centre and the Abu Dhabi Authority for Agriculture and Food Safety, and the Emirates Unit for the Maintenance of Luxury Vehicles initiative to use treated water instead of pure water for vehicle washing operations in its facilities. Also, the Road Assistance Unit succeeded in signing 3 new contracts, taking the number of its clients to 128, while the Body Repair Unit managed to attract 46 clients.

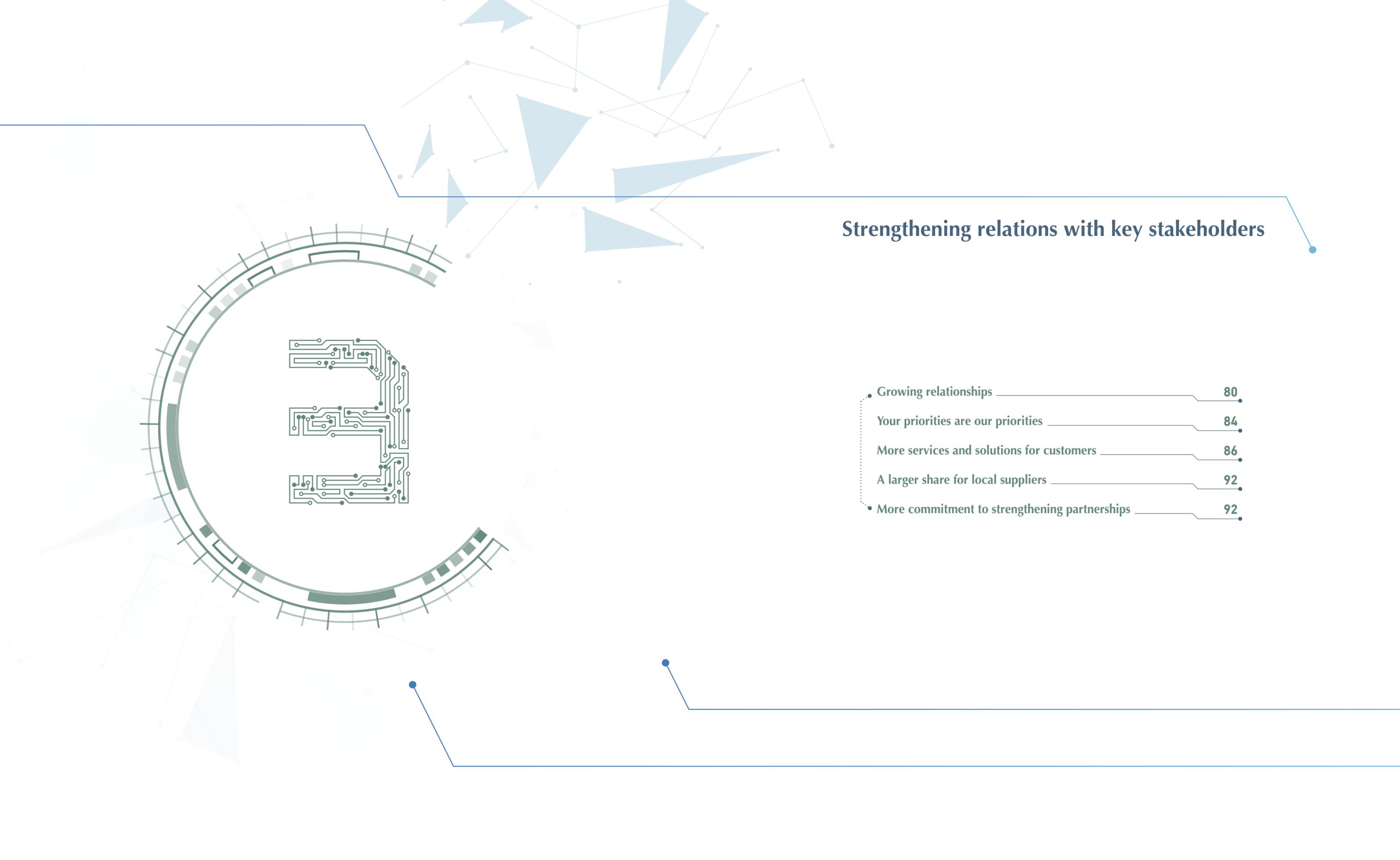
Data of Auto Services Sector for Individuals (B2C)

Technical Unit/ Centre	No. of drivers	No. of technicians	No. of administrators	No. of affiliated workshops & stations	No. of maintenance services or operations
Auto Services Centre	1	76	31	13 (including 9 auto inspection stations, 2 external inspection units, and 2 axle weight stations).	215,668
Al Wataneya Auctions Centre	1	2	9	2	6,321
Dry Car Wash Unit	4	149	5	20	377,589
Road Assistance Unit	88	19	22	2	81,718
Emirates Unit for Luxury Cars Maintenance	5	34	16	2	2,443
Body Repair Unit	-	114	53	7	7,765
Total	99	394	136	46	691,504

Al Wataneya Auction Centre also implemented 53 different auctions for the sale of used vehicles, belonging to the fleets of both the company and external clients. Around 6,321 vehicles were sold through 51 online auctions, with a total value of approximately 227 million dirhams, thus achieving a notable growth compared to the results of 2020, in which 5,878 vehicles were sold through 55 auctions, with a total value of about 204

million dirhams. To facilitate service delivery for clients, the company implemented the Vehicle Delivery Service Initiative that spares clients the visit to the company premises, to save them time and effort and increase customer satisfaction rates. It is these types of services that helped the Centre attract 147 new contracts and 24,000 registered clients on Al Wataneya Auctions' website.

Al Wataneya Auctions Centre sales during 2021	Vehicle ownership		Total
	Internal	External	
Total No. of vehicles sold	4,428	1,893	6,321
Value of sold vehicle	158,164,686.5	68,499,750	226,664,436.5
No. of vehicles sold through the online auction/website	4,428	1,893	6,321
Value of vehicle sales through the online auction/ via the app	158,164,686.5	68,499,750	226,664,436.5
No. of E-auctions		51	
No. of on-site auctions		2	
Total of auctions		53	



Strengthening relations with key stakeholders

• Growing relationships _____	80
• Your priorities are our priorities _____	84
• More services and solutions for customers _____	86
• A larger share for local suppliers _____	92
• More commitment to strengthening partnerships _____	92

"GRI 102-40, 102-42, 102-43, 102-44"



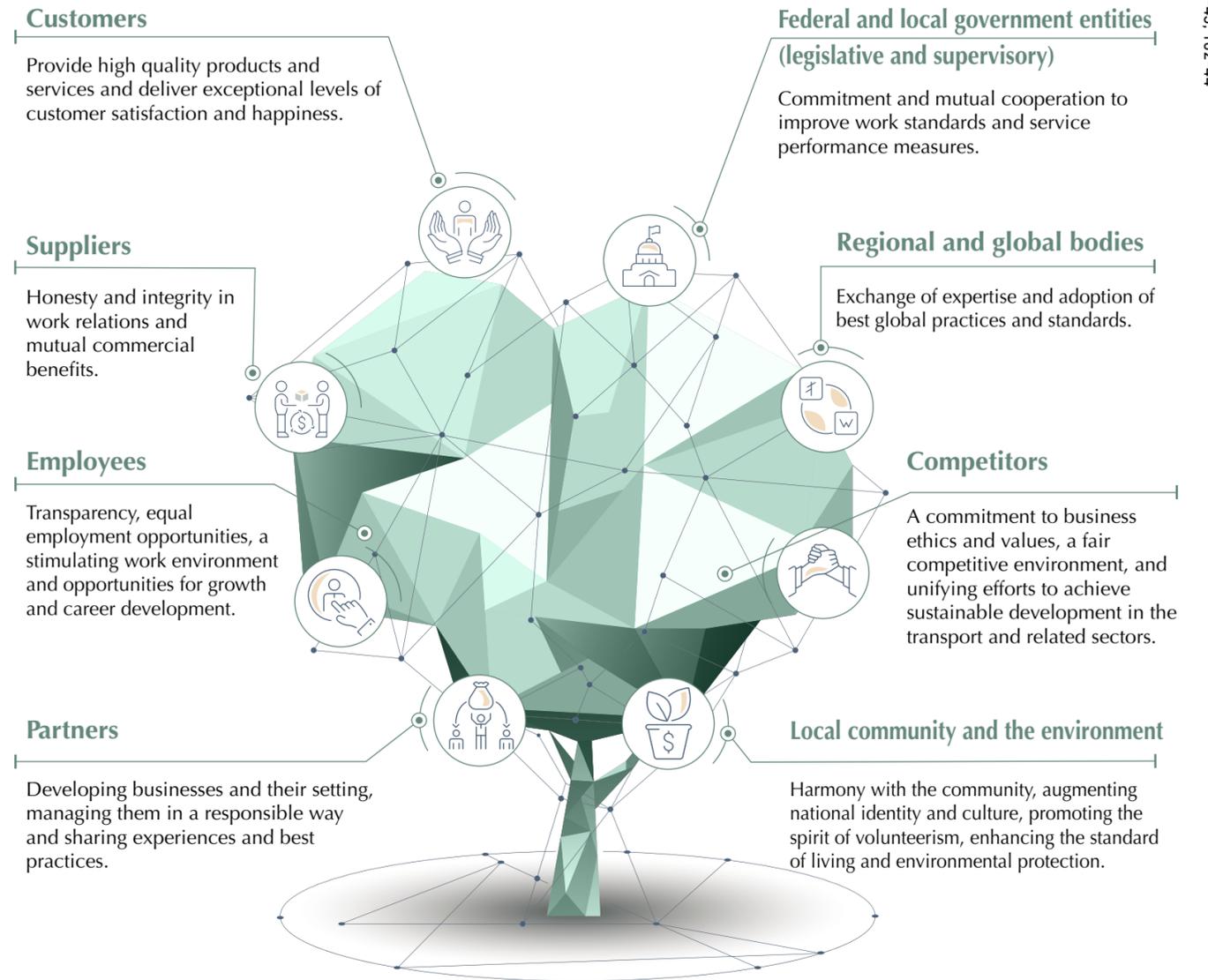
Over four decades, Emirates Transport's services have left an indelible mark on people's lives in the UAE. Millions of people from different generations retain good memories of their daily trips as students to their schools or universities onboard Emirates Transport buses. This is in addition to the large segment of clients who benefited from the company's various services, provided by highly skilled professionals and work teams with diverse specialisations, but unified under the umbrella of the corporate values of Emirates Transport.

Growing relationships

Emirates Transport is fully aware that the extensive list of exceptional relations it has accumulated throughout the years

with sincerity, responsibility, mutual commitment and ambitious initiatives is its most valuable asset. The list of stakeholders not only comprises customers, partners, suppliers and employees, but extends further to include local and federal government agencies, regional and global agencies, in addition to members of the local community as well as competitors and others. The company maintained this approach in its latest Strategic Plan for the years 2021-2025 and creatively expressed this broad vision in simple words: "Growing Together", to address all stakeholders. Emirates Transport works diligently to meet the expectations of each of these categories in an optimal manner by closely identifying each group and their aspirations, thus allowing more beneficial relationships for both parties.

Stakeholder Expectations



"GRI 102-40, 102-42, 102-43, 102-44"

Stakeholder: Mechanisms and channels of communication

To ensure constructive interaction with all stakeholders, Emirates Transport utilises all available channels to enhance communication with each individual stakeholder to fully understand their expectations, enabling the company to work seriously and dutifully to meet these requirements for the benefit of all parties.



Customers



- Meetings, visits and workshops.
- Conferences and exhibitions.
- Daily informal interactions.
- Call centres to register suggestions and complaints.
- Surveys to assess customer satisfaction levels.
- ET's website, social media tools and platforms and Happiness Indicator.
- Press releases and publications, such as ET's quarterly magazine and the monthly e-newsletter.
- Customer service centres in work sites.

Employees



- Meetings and conferences.
- Discussion forums.
- Workshops and training programmes.
- Systems and channels for suggestions, complaints and grievances.
- Performance assessments.
- Ad-hoc and periodic events (Month of Occupational Health and Safety campaign, new employees' orientations, creativity labs etc. Noting that most of these activities did not take place in 2021 due to Covid-19 restrictions).
- Recreational and cultural events.
- Employee Excellence Awards (Postponed in 2021 due to Covid-19 restrictions).
- Press releases and publications, such as ET's quarterly magazine and the monthly e-newsletter.
- Polls of satisfaction and happiness levels.

Suppliers



- MoUs and community sponsorships.
- Conferences, exhibitions, official functions and meetings.
- Contracts, bids and procurements.
- Press releases and publications, such as ET's quarterly magazine and the monthly e-newsletter.
- Suppliers' evaluation.
- Surveys of suppliers' satisfaction and happiness levels.

Competitors



- Industrial and commercial forums.
- Workshops and meetings.
- Reports and periodicals.
- Conferences and exhibitions.

Partners



- Regional and international benchmarking visits and business meetings.
- Surveys measuring satisfaction and happiness levels.
- Organisational development initiatives and operations.
- Exchange of data and information.
- Press releases and publications, such as ET's quarterly magazine and the monthly E-newsletter.

Federal and local government entities (legislative and regulatory)



- Laws, policies and legislations.
- Meetings and conferences.
- MoUs.

Regional and global entities



- Seminars and meetings.
- International conferences, exhibitions and events, and exchange of best practices.
- Community and marketing sponsorships.
- MoUs.
- International standards.

Local community and the environment



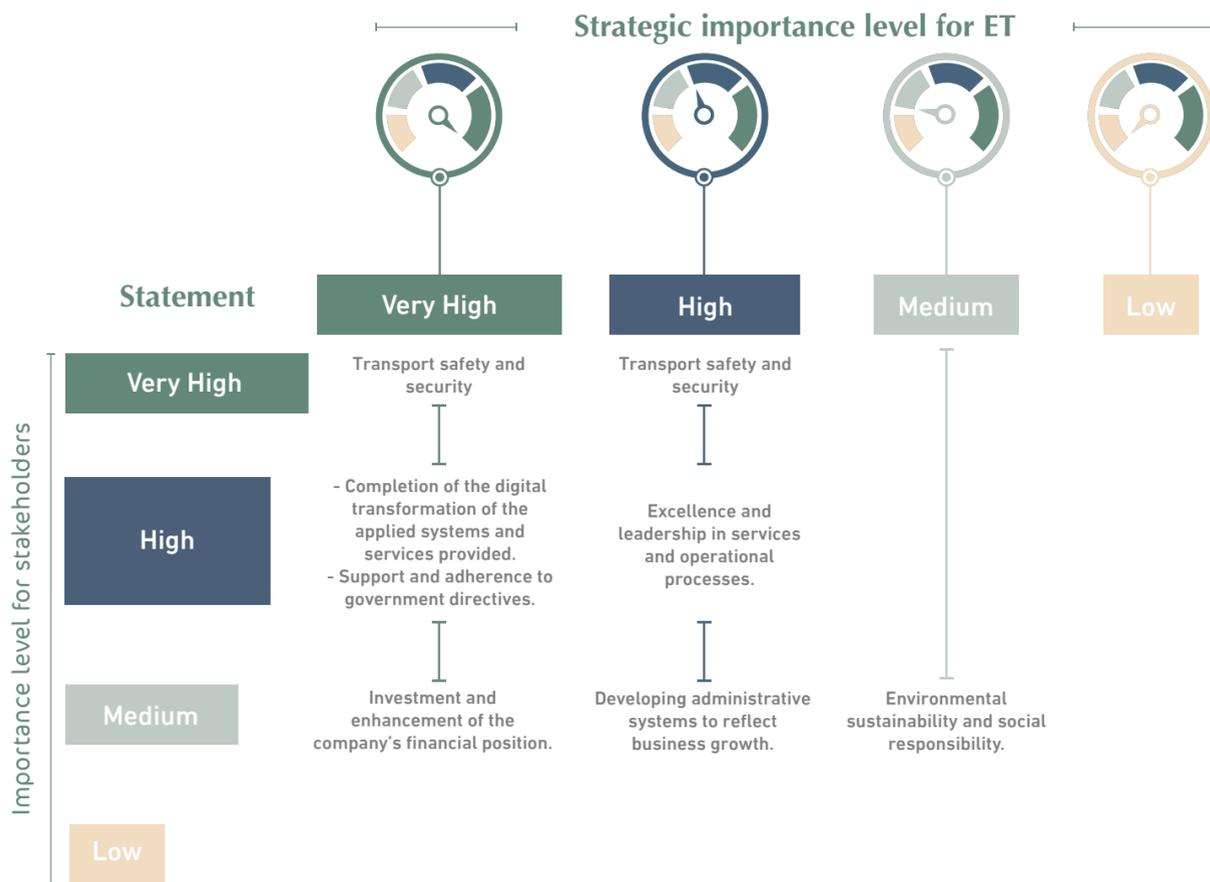
- ET's website and social media tools and platforms.
- Volunteering activities.
- Free services and business support.
- Awareness campaigns and recycling operations.
- Social and cultural events.
- Charitable programmes.
- Specialised exhibitions.
- Benchmarking.
- Press releases and publications, such as ET's quarterly magazine and the monthly e-newsletter.

“GRI 102-47”

Your priorities are our priorities

Emirates Transport set forth a number of priorities and levels of strategic importance inspired not only from its vision, values and strategic goals, but also from a deep understanding of

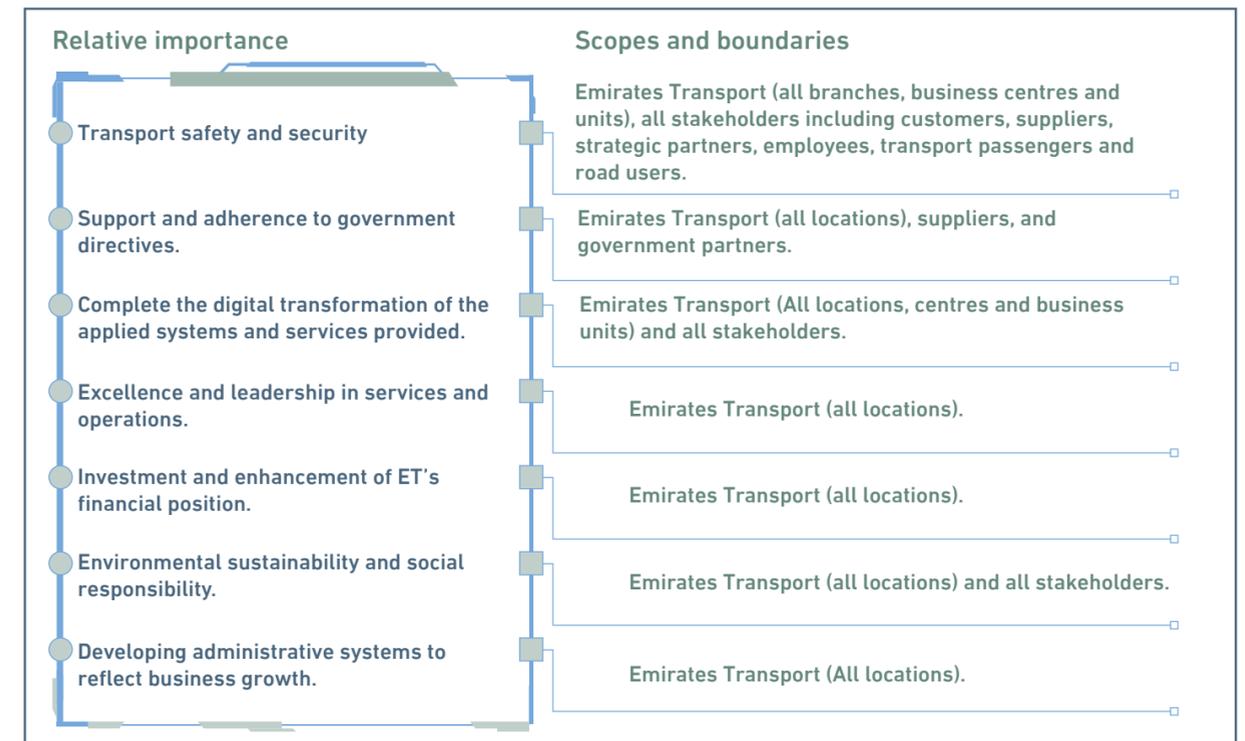
the stakeholders’ requirements and a commitment to shared values and strategic objectives, as indicated in the attached matrix:



The above matrix clearly demonstrates the importance of “Transport safety and security” as a priority for most companies and stakeholders. This explains why safety and security have always gained the utmost significance over the years within the corporate values of Emirates Transport. This was manifested through the adoption of a number of procedures and policies, publications, internal and external training, awareness initiatives and events that are organized annually to enhance the standards of safety and security in the services provided by the company. Also, the category of “Completion of the digital transformation in the applied systems and the services provided” stood out as ‘Very high’ in importance to the company, due to its great impact on the company’s services and their efficiency and competitiveness, at a time when the survival of businesses has become dependent on this high priority issue. This is closely followed by the issue of “Excellence and leadership in services and operational processes” which also ranks

highly in importance for both parties. By virtue of the nature of the company’s services and the depth of its relations with the stakeholders, the issue of “Support and adherence to government directives” was given a very high priority, as was the issue of “Investment and enhancement of the company’s financial position”, whilst the issue of “Developing administrative systems to reflect business growth” was considered of high importance considering that Emirates Transport is a profitable company which is involved in a competitive market. Also, the topic of “Environmental sustainability and social responsibility” stands out as an increasingly important matter at the global level, reflecting an increasing awareness about environmental issues and the role of corporate social responsibility in preserving the environment in light of the disturbing environmental phenomena the world is witnessing currently, and the need for global commitment and solidarity to face it.

“GRI 102-47”





More services and solutions for customers



Delivering great service experiences to customers is key to any business success. That is why customers remains the main focus for most profit-making companies and service providers who engage in a constant competition to meet customers' needs and gain their satisfaction. Emirates Transport has always devoted its efforts and mobilised its human and material resources to provide the best solutions for its clients. As such, it continued during the past year in fulfilling the expectations and aspirations of clients in light of the continuing repercussions of Covid-19 on the global scene. Perhaps the most challenging effort was to maintain the continuity of services and their adaptation to the new post-pan-

demic reality, by designing suitable solutions, especially smart and digital solutions to help improve operational processes and facilitating the provision of services to clients, to accelerate the subsequent recovery phase.

In general, the company managed to retain its clients during the year 2021 within approximately the same levels as in previous years. Their total number was estimated at 2,020 clients in various categories, with more than a quarter classified under the Standard Clients category (with a range of business dealings of between 50 thousand to 5 million dirhams each), while individual clients constituted about 45% of the total clients.



No. of clients as per categories during the past three years			
Client category	2019	2020	2021
Strategic partners	4	5	2
Strategic clients	8	6	7
Major clients	62	58	58
Standard clients	702	643	658
Other clients	511	496	389
Miscellaneous clients	1	1	1
Individual clients	799	933	905
Total	2,087	2,142	2,020

As in the previous years, and within the framework of implementing the digital transformation in all its fields of business, Emirates Transport concentrated its efforts this year on promoting this strategy in customer service, by in-

troducing digital applications and developing smart initiatives that offer more solutions and channels to customers and thereby achieving a significant growth potential for the business.

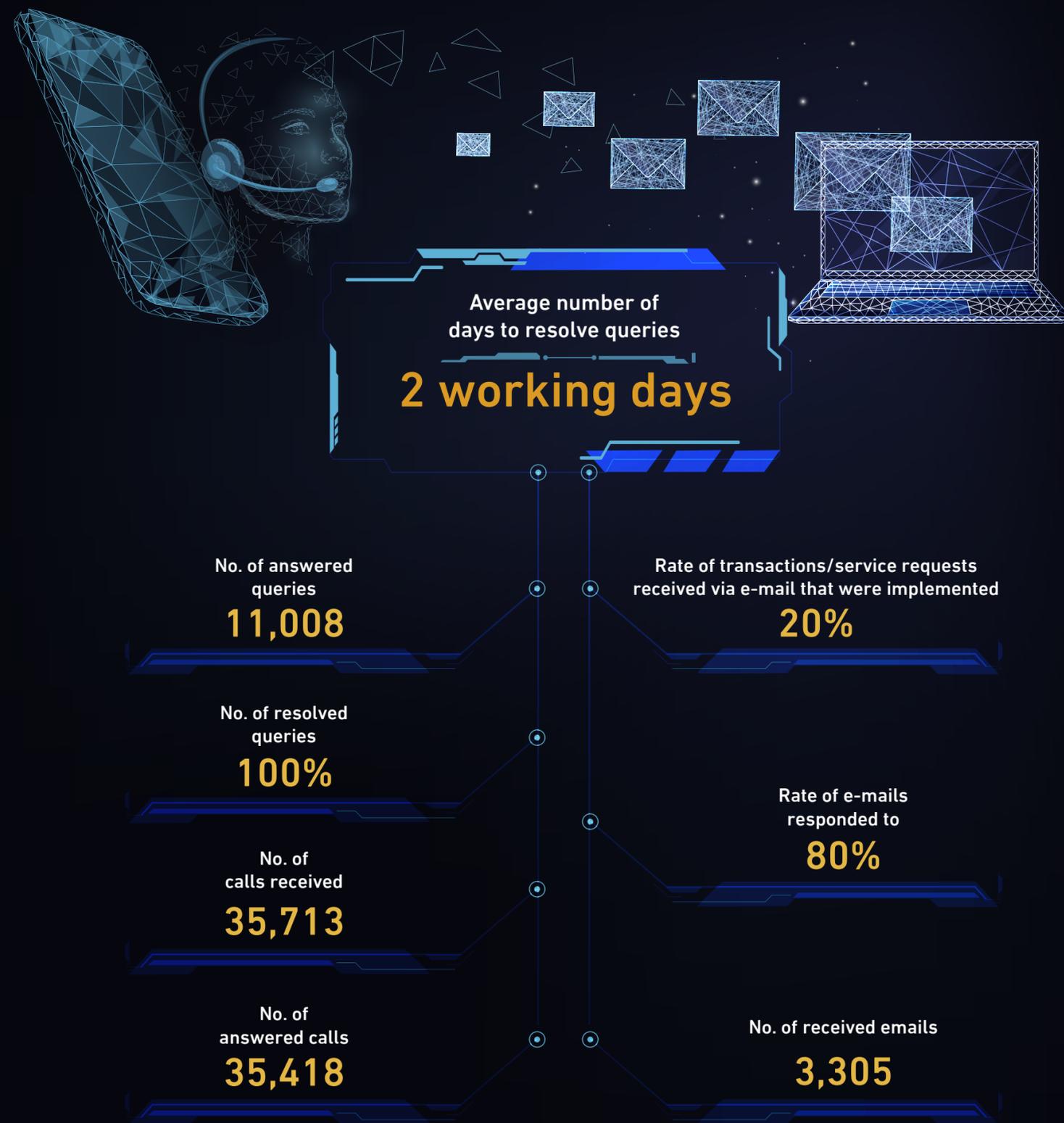


Digital app/ initiative	Total downloads in 2021
 Roadside Assistance App - Musa'da	6,380
 Emirate Transport Driving Institute Customer App	3,060
 Hafilaty App	16,800
 ET-Tech (Available only in Apple Store)	815
 ET Smart App (Available only in Apple Store)	5,900
 Emirates Transport eRide App	158
 Emirates Transport UTS App	261

Also, the company implemented digital solutions to support the company's operations in the public and private school transport sector, including the launch of the smart application "Your Children Are Safe" in cooperation with the Sharjah Private Education Authority. This is in addition to other newly launched services, such as "Emirtas", a new service that offers Last Mile solutions. The launch of the service comes in line with the rapid changes taking place in all business sectors in the country especially in light of the challenges and restric-

tions imposed by the pandemic and the growing demand for e-commerce, shipping and logistics services.

In terms of communication with customers, data from the Call Centre show a total of 35.7 thousand incoming calls during 2021, with 35.4 thousand answered calls. All incoming queries - estimated at 11 thousand - were efficiently answered at a rate of 100%. As for electronic communications, about 3.3 thousand e-mails were received, and 80% of these were answered.



The customer service data also showed that 831 complaints were received, and they were all resolved, noting that 83% of these were resolved within two working days only.

Data of received complaints	2021
Total No. of received complaints	898
No. of complaints not related to ET	67
No. of correct complaints	831
No. of resolved complaints	831
Average number of days to process complaints	83% of complaints were resolved within two working days
Target rate	100%

As has been the custom, the company was keen to listen to customers and monitor their levels of satisfaction and happiness by conducting a number of opinion polls and field surveys, which demonstrated a customer satisfaction rate of 79%, while the satisfaction rate with the Call Centre services reached 100%.



A larger share for local suppliers

Emirates Transport's ongoing commitment to respond to suppliers needs has reaped rewards in the year 2021 in terms of the growth in relations with existent suppliers and the value of registered purchases, which reflects the recovery of the company's business to levels similar to the pre-Covid-19 era. Compared to 2020, the suppliers' numbers grew by 35% in 2021, amounting to 1,439 suppliers, with a 17.3% larger procurement volume for the same period, amounting to 772 million dirhams.

It is worth noting that the overall growth in the number of suppliers was concentrated mostly in local suppliers in contrast to a drop in the number of external suppliers. This reflects the company's deliberate approach to support the national economy and help its recovery from the negative impact of the pandemic, with extra support given to emerging national companies. Seven of these companies signed deals with Emirates Transport to purchase services and materials at a value of 6 million dirhams.

Suppliers and procurement data	2019		2020		2021	
	Number of suppliers	Procurement value (MD)	Number of suppliers	Procurement value (MD)	Number of suppliers	Procurement value (MD)
Local suppliers	1,156	1,685	1,045	653	1,426	767.5
Overseas suppliers	26	1	25	5.4	13	4.5
Total	1,182	1,686	1,070	658.4	1,439	772

In the context of developing its relations with suppliers, especially local ones, Emirates Transport was keen to adhere to the values of governance, transparency, integrity and justice. It was also imperative for the company to translate its pledges

within the framework of its social responsibility and corporate values by emphasizing related issues, especially in terms of combating child labour, forced labour, corruption, and other issues.

More commitment to strengthening partnerships

Throughout its journey, Emirates Transport has moved steadily in developing, diversifying and strengthening its national and international partnerships which are valued as strategic investments that contribute to the growth and prosperity of the business and help achieve mutual strategic goals. Working closely with partners not only gained points for the company, in terms of exchange of best practices and professional knowledge, but also created a spirit of collective action to ad-

dress the repercussions of the Covid-19 pandemic which was still a source of major concern locally and globally in 2021. Despite the pandemic, the company had regained some momentum in terms of its usual activities, such as conducting introductory and marketing visits, benchmarking visits, receiving delegations, implementing joint training work, participating in exhibitions, providing financial and in-kind sponsorships, and other activities.





Drivers of success

- An evolving work environment 97
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- Training... Richer and more diverse 104
- Employees... Higher satisfaction rates 106



A company's corporate image relies on how the public perceives its brand. Emirates Transport is conscious that what really shapes its corporate image is undertaking responsibility, maintaining a good reputation, and holding a leading position at the national level. These gains which have been achieved during the past 41 years, represent the company's most valuable assets, thanks to the high professionalism and sincere teamwork of tens of thousands of employees of various administrative levels and job categories who have worked tirelessly to bring Emirates Transport to the status it has reached today.

There is no doubt that the comprehensive and diverse nature of services in Emirates Transport, the continuous growth

in quantity and quality, and the company's strive to keep abreast of the unremitting developments in its field of business and face the emerging competitive challenges, require a qualitative preparation of its human resources. As such, Emirates Transport exercises vigorous efforts to recruit outstanding professionals and exceptional talents and competencies from various disciplines and engages them in an advanced work environment that provides them with different career development opportunities such as training, incentive programmes and empowerment initiatives, to ensure they are always equipped with the latest knowledge and tools to implement the company's plans and achieve its strategic objectives.

An evolving work environment



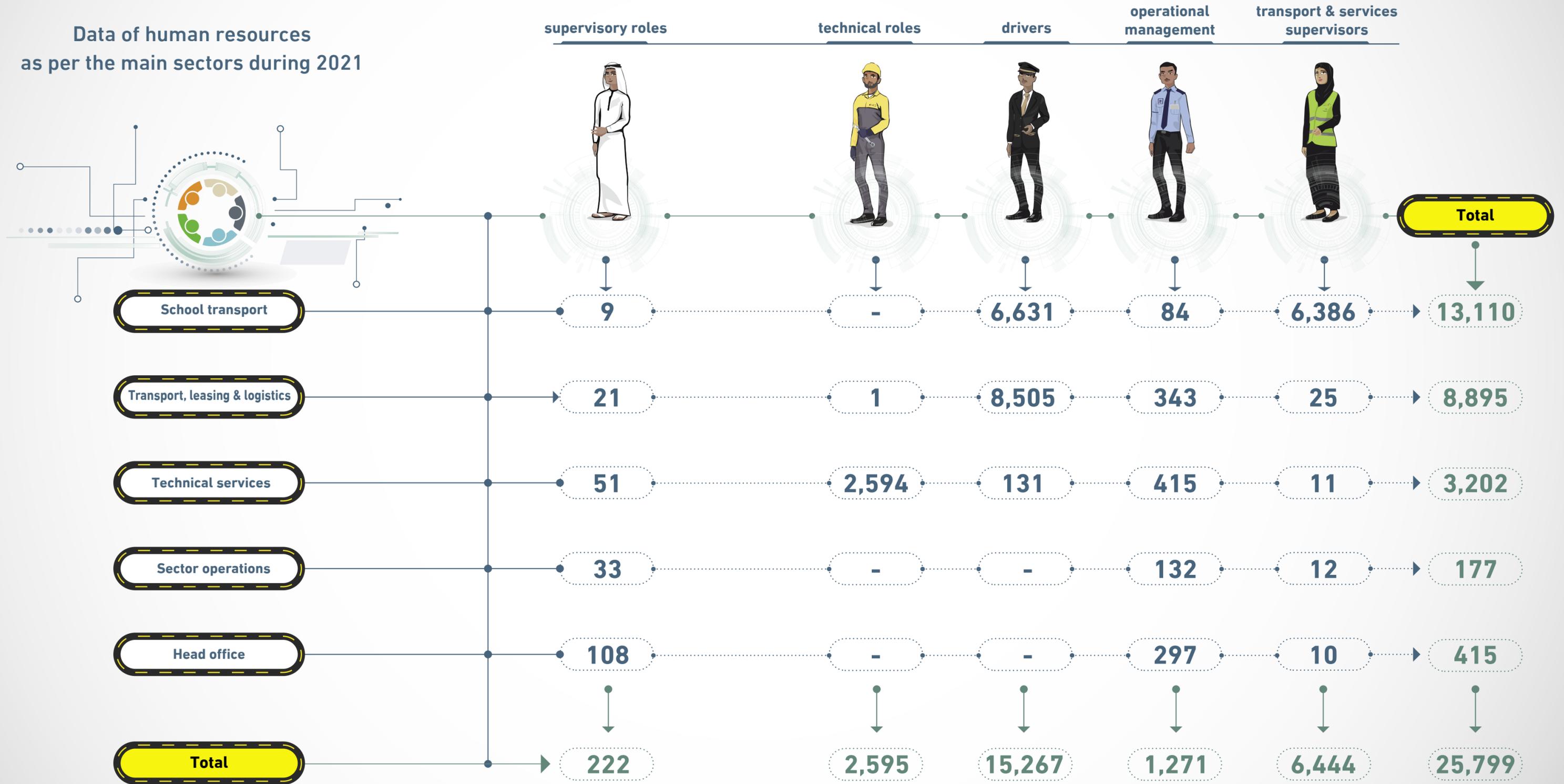
The pandemic outbreak negatively impacted the work environment in companies affecting mainly their human resources. It not only stressed the volume of business and reduced corporate revenues, but also imposed austerity policies to help businesses acclimatise to the work reality during the pandemic. As a result, a remarkable improvement was recorded within the work environment in Emirates Transport, thanks to the company's flexibility and speedy response, which helped maintain the continuity of services while protecting the human resources when and where possible. The significant im-

portance of these resources only showed up later during the stage of economic recovery in the second half of last year. By the end of 2021, the company retained the number of its total employees within the range of 26,000 employees, where females counted around 5,676 employees (or 22% of the total human resources). The company has also succeeded in attracting nearly 3,000 new employees to meet the company's needs and to fulfil the requirements of customers in an optimal manner, as per the running contracts, as shown in the attached table.

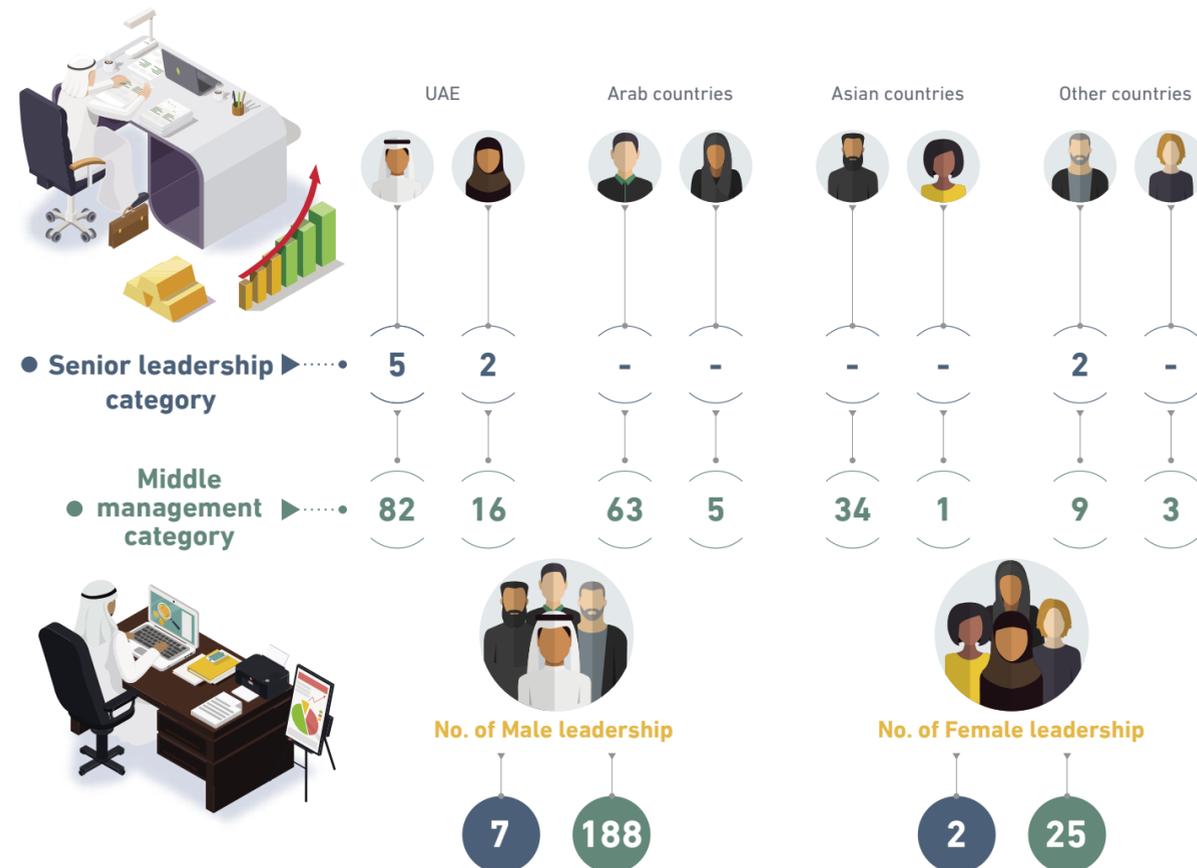
Total data for Human Resources		2021
Total number of employees		25,799
Total number of new employees		2,896
Employees per nationality	Emirati	2,241
	Expatriate	23,558
Employees per gender	Males	20,123
	Females	5,676

Structure of human resources in terms of age groups		2021
29 or less		3,784
30-39		10,377
40-49		7,814
50-59		3,435
60 or more		389

Data of human resources as per the main sectors during 2021



Data of human resources as per the geographical zones						
Statement/No. during 2021	No. of employees in supervisory roles	No. of employees in technical roles	No. of drivers	The number of operational management personnel	Transport & services supervisors	Total
Head office	115	-	-	304	10	429
Zone A (Abu Dhabi, Al Dhafra, Al Ain)	23	1	8,586	329	5,185	14,124
Zone B (Dubai & Sharjah)	18	-	3,885	180	187	4,270
Zone C (Northern Emirates)	15	-	2,665	43	1,051	3,774
Technical services	51	2,594	131	415	11	3,202
Total	222	2,595	15,267	1,271	6,444	25,799



Meanwhile, the company was keen to meet the highest global standards in human resources management and the internal work environment, through the promotion of empowerment programmes and initiatives, and ensuring equal opportunities for employees regardless of their backgrounds or gender. It also focused on fulfilling the requirements of applicable lo-

cal and international employment regulations and systems, including the entitlements of international conventions and treaties in this regard, particularly its efforts in fighting forced labour, child labour and human trafficking, in addition to protecting human rights, child rights, and the rights of all migrant workers and members of their families.



Emiratization... Continuous endeavours

Offering work opportunities to Emiratis, particularly the youth, is another priority for Emirates Transport. The intensive efforts of Emiratization in integrating the local workforce in the job market continued through training programmes and initiatives to improve their skills and qualify them to obtain the right jobs. As a result, last year the rate of Emiratization at ET stood at 8.69%, with a total number of 2,241 employed Emiratis. This rate increased in the senior leadership categories where Emiratis constitute 77% of the workforce, whereas the rate in the middle management groups amounted to 46%.

Data of Emiratization rates	
Details	2021
Total Emiratization rate	8.69%
Emiratization rate in senior leadership categories	77%
Emiratization rate in middle management categories	46%

Incentives and happiness initiatives for employees

The work environment in Emirates Transport is full of programmes and initiatives to reward outstanding employees and motivate and encourage the rest, which contributes to boosting employee satisfaction and happiness rates. The company continued to hold such events and programmes during the past year, most notably:

- Awards and incentive programmes: Because motivation is a critical driver for business success, Emirates Transport held a number of award ceremonies for employees through “Thank You” programme, “Injaz” programme, and the “Surprise Recognition Initiative” for outstanding performers carried out by an executive director, that is in addition to the Corporate Values Award and others.

- The launch of the HR smart app “Arkany”: As part of the continuous efforts to implement its digital transformation plans, Emirates Transport launched a smart phone application “Arkany” which provides integrated services to serve its human resources. It is a valuable addition to the existing HR e-system that provides a wide range of services and benefits that allows employees to conduct many of their affairs remotely such as registering attendance and departure at the workplace, applying for leave and absence permissions, following up on self-service requests and other human resources tasks. The app is available in both Arabic and English languages, and over the past year it was downloaded 14,500 times from Google Play and Apple Store.

- Self-learning through remote training programmes and initiatives: Which reflects the company’s endeavour to enhance and motivate talents, especially the JIT Learning initiative and its smart learning programme “Minasati”, and others.

- Discounts for employees: Emirates Transport distributed the Fazaad card to its employees, which is issued by Social Solidarity Fund at the Ministry of Interior, and combines all offers, discounts and benefits offered by the public and private sectors to government employees. Employees also received the “Esaad” discount card by Dubai Police and special discounts for employees wishing to visit the Expo



2020 Dubai, as well as a selection of other exclusive offers that are regularly provided in coordination with companies and partners.



- A massive campaign to vaccinate employees against COVID-19: This campaign was carried out in coordination with the relevant health authorities through several stages. The priority for vaccination was granted according to the nature of the tasks and functions performed by the employee. The first category to be vaccinated

were the workers in government and private school transport.

- Providing support for financially distressed employees: These were provided through the “Support a Colleague” programme and through coordination with charities.

Training... Richer and more diverse

There is no doubt that diversity and inclusiveness in the company's fields of work and specialisations require corresponding qualitative efforts in professional development and training of the workforce. With a commitment to invest in employees, Emirates Transport was keen to provide various training opportunities for employees in various specialisations, administrative levels and job categories to improve their skills and competencies, whether the training was carried out inside or outside the company's facilities. The launch of the Emirates Transport Training Centre, which provided training services to more than 19 thousand employees, most of whom are bus drivers and supervisors, played a big role in helping the company achieve its training strategies and targets.

Statement	2021
Total number of trainees (from inside and outside the company)	25,013
Total number of trained company employees	19,182
Total number of trainees from outside the company	5,831
Total of training programmes	57
Total of remote training programmes	18
Total of remote trainees	11,661
Total number of hours in the remote training programmes	56,704
Total number of training sites affiliated to the centre	28

Details of the training programmes for drivers and bus supervisors



On a similar note, the relevant departments intensified the qualitative and specialised training efforts provided to employees during last year, with data for the last three years showing a steady increase in the number of employees benefiting from these efforts, as well as the number of training programmes

organised. Thus, the total number of training hours provided reached 2,707 hours, benefiting 3,082 employees, including 1,871 male and female Emiratis. Also, around 1,015 training programmes were provided, of which 1,003 were conducted remotely.

Qualitative & specialised training efforts provided to employees during the past three years			
Statement	2019	2020	2021
No. of benefiting male & female employees	1,211	2,975	3,082
No. of training programmes	172	613	1,015
Total No. of training hours	6,239.79	3,865.3	2,707

In the same training context, Emirates Transport scheduled a number of educational programmes within the framework of the "JIT Learning" initiative and its smart learning programme "Minasati". During the last year, 306 male and female employees benefited from these programmes, including 190

through the distance learning options. It is worth mentioning that the company organised introductory sessions and awareness drives, through emails and other means, to fully inform and incentivise employees to take advantage of these educational programmes.

Employees... Higher satisfaction rates

High levels of employee satisfaction are an indication of how content employees are in the workplace. To achieve this, Emirates Transport follows a number of measures and indicators to track the satisfaction rates of its workforce, by conducting opinion polls and surveys. One of the indicators of job satisfaction is employee turnover which last year stood at 9.5%.

Total employment turnover rate
9.5%



The company also provides its employees with a number of official channels to register their observations, complaints and grievances. Last year saw a significant de-

crease in those grievances, with the relevant departments receiving only one complaint, as shown in the attached table.



The company's efforts to enhance and improve the work environment have resulted in a steady increase in the employees' satisfaction rate by more than 8 percentage points, reaching 82% compared to only 73.61% in 2020.





More commitment to social responsibility

- Social responsibility...Part of who we are _____ 110
 - First: The battle against the pandemic continues _____ 112
 - The internal environment _____ 112
 - The external environment and services provided to customers _____ 113
 - Second: In the community _____ 114
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Social responsibility... Part of who we are

Social responsibility has been central to all Emirates Transport strategies since its inception back in 1981, when its services were limited to government school transport. Over the years, these values became rooted in the company's corporate culture and further evolved with the expansion of its business in other sectors, the diversity of

its services and its growing institutional performance. The adoption of the "Emirates Transport Policies and Social Responsibility Charter" by the Board of Directors in 2011, is a clear example of the company's commitment to ethical and social practices that made it a role model at the national level.



Social Responsibility Vision: Excellence in providing welfare and safety for the community, and in caring for the environment and employees, in addition to leadership in the application of international standards of corporate social responsibility.

Social Responsibility Mission: Emirates Transport is committed to its national goals towards the community by leading social community services, caring for employees, preserving the environment and augmenting safety levels. The objective is to set an example in the social responsibility field, by offering various segments of society a broad portfolio of activities and services to meet their needs.

To emphasize the corporate approach to community action, Emirates Transport set forth a number of indicators to evaluate performance and improve on an ongoing basis. Among these indicators:

1. The number of social responsibility initiatives.
2. Categories of beneficiaries from ET's social responsibility services.
3. The number of direct beneficiaries from ET's social respon-

sibility services.

4. The results of ET employees' opinion polls to measure their satisfaction.
5. The results of community surveys, to measure the community's satisfaction rate on a number of points, such as:
 - Satisfaction with social responsibility initiatives.
 - Accessibility of information related to social responsibility.
 - Easy access to services.
 - Equality in providing services to society.
 - The nature of the relationship between ET and the beneficiaries.

The continuing efforts to curb the spread of the Covid-19 pandemic occupied a priority for Emirates Transport, especially in the first half of last year, but this did not prevent the implementation of a number of social responsibility initiatives in a limited manner. Below is a brief presentation of the company's role in addressing the pandemic, in addition to a demonstration of most important on societal and environmental initiatives during last year.

First: The battle against the pandemic continues



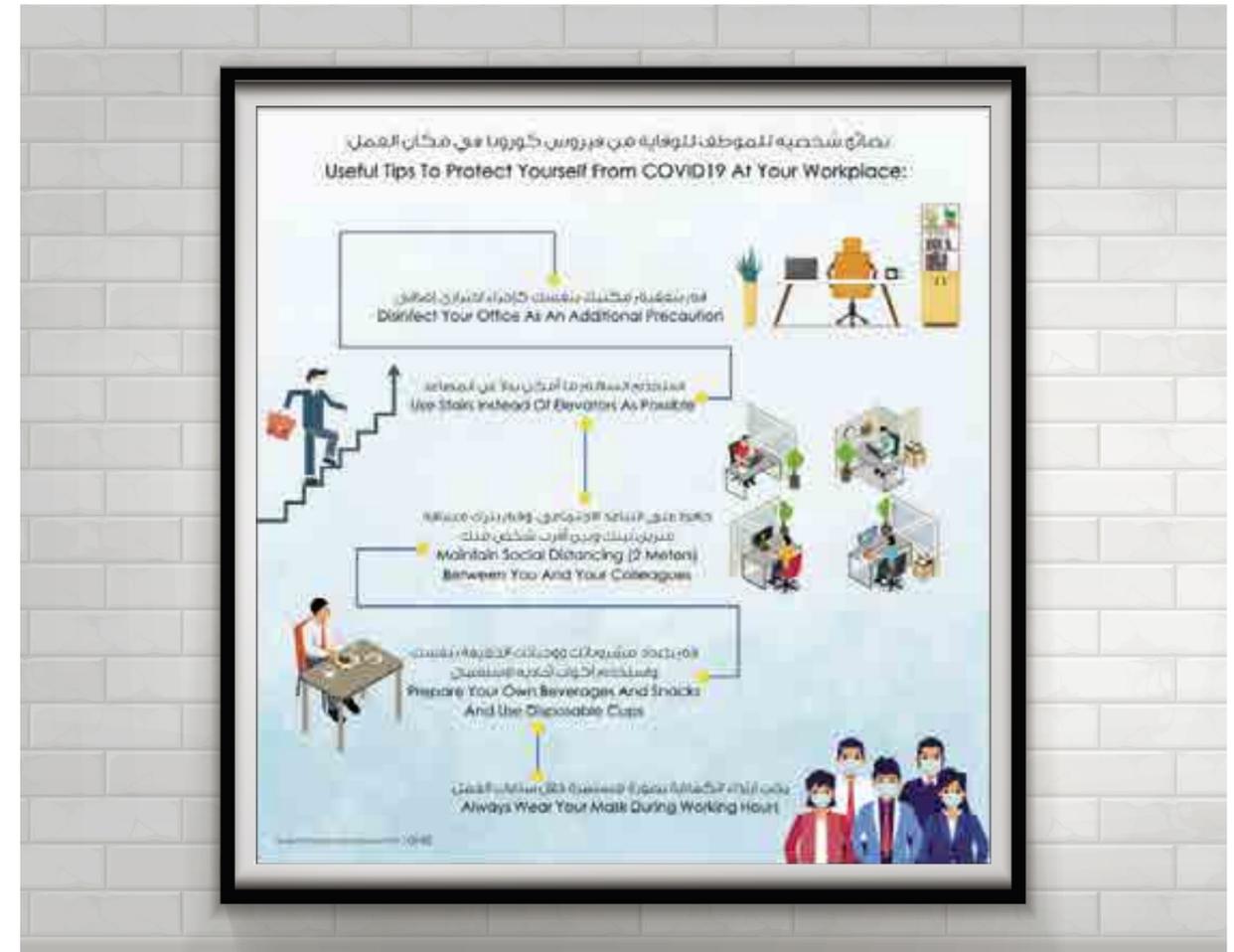
Emirates Transport continued its efforts to manage the effects of the pandemic, in cooperation with partners and relevant authorities, and here we highlight some of these efforts.

The internal environment

- Follow-up on the implementation of its plan to vaccinate its employees, in cooperation with the official health authorities, through several stages, with priority granted according to the nature of the employees' tasks and responsibilities, especially those whose jobs relating to school transport services. The aim was to reach a work environment free from Covid-19 to ensure the safety of the company's workforce, customers, and society members in general. The vaccination percentage

was reported to cover 100% of employees.

- Follow-up on the precautionary measures and procedures such as disinfection and periodic inspections, which involved the company's employees and its various facilities, as well as its fleet of vehicles.
- Updating procedures for entering work sites, receiving visitors and customers, and arranging meetings and training with internal and external entities.
- Updating the internal reporting system for COVID-19 cases at Emirates Transport.
- Disseminating a number of Covid-19 awareness messages to employees via e-mail.
- Distribution of awareness leaflets about the pandemic to employees in various work sites.



The external environment and services provided to customers

- Updating the comprehensive plan that aims to protect the transported students from COVID-19 and sharing it with the related authorities.
- Updating the procedure for disinfecting transport vehicles.
- Updating the procedure for disinfecting small vehicles.
- Issuing and disseminating awareness videos related to the precautionary rules on school buses.
- More training of drivers and supervisors on ways to prevent COVID-19 through the Emirates Transport Training Centre.
- Disinfection of vehicles before and after maintenance and repair operations.
- Implementing all health instructions in order to preserve

the safety of workers and customers from Covid-19.

- Disinfection of service delivery centres for customers by specialised work teams equipped with the appropriate tools.
- Enhancing applications and platforms for providing remote services, which was discussed in detail in Section Three of this report.
- Designing and launching services that helped limit the pandemic, such as the "Emirtas" service for Last Mile delivery solutions, which responded efficiently to the high demand for delivery services, as well as upgrading some services such as the initiative of vehicle delivery to customers - without the need to visit the company's premises - which was launched by Al Wataneya Auctions.

Second: In the community

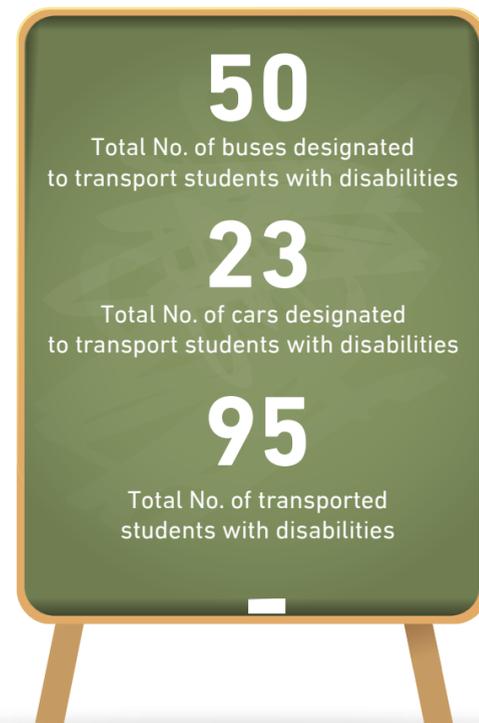
In spite of efforts being focused on fighting the spread of the pandemic at the outset of last year, the company was keen to organise some community initiatives, albeit on a limited scale and mostly in the second half of the year. These activities were held in full compliance with the precautionary measures related to Covid-19, in accordance with the directives of the official health authorities. The most prominent of these initiatives are as follows:

- School trips to Expo 2020 Dubai: The company's fleet of buses was at the disposal of all government schools affiliated with the Emirates Schools Establishment to transport students to the event premises. This came as a fulfilment

of ET's national and societal roles, and to meet its contractual obligations towards its strategic clients, especially the Emirates Schools Establishment.

- Transport for people with disabilities: Around 152 specially equipped buses and vehicles were allocated to ensure safe and comfortable transport for people with disabilities in government schools, in cooperation with the Ministry of Education, in addition to those transported via the "Arrive Safely" initiative, in cooperation with the Ministry of Community Development, which was launched in 2013 to transfer pupils in the care and rehabilitation centres affiliated with the Ministry.

Data for transporting students with disabilities in government schools in 2022



This is in addition to dedicated transport services for people with disabilities provided through various units of Emirates Transport, namely the Airport Taxi in Abu Dhabi, and the

Emirates Transport Taxi companies in both Abu Dhabi and Ajman, who collectively provided about 4,000 trips for people with disabilities during last year.

Total number of transfers for people with disabilities and the elderly during 2021		
Organisational Centre/Unit	Total of vehicles equipped to transport people of determination and the elderly	Total of transport operations for people of determination and the elderly
Emirates Transport Taxi in Abu Dhabi	3	2,380
Airport Taxi	2	405
Emirates Transport Taxi in Ajman	1	1,160
Total	6	3,945



- Providing vocational training services to university students: Around 7 male and female Emiratis received training to develop their professional competencies and achieve the strategic goals of Emiratisation.
- Celebrating national, religious and cultural holidays and events: These were organised within the framework of the precautionary measures related to the Covid-19 pandemic, including Flag Day, Commemoration Day, and the 50th UAE National Day.
- Implementing a number of safety awareness programmes for school students.
- Continued the volunteering work for employees.
- Celebrating events and initiatives dedicated to the empowerment of women, such as Emirati Women's Day.
- Material and in-kind sponsorships to serve the community, strengthen relations with partners, and support their community initiatives and projects.
- Issued the 9th edition of the integrated Annual Report 2020 under the title "Business Continuity and Overcoming Challenges", which also includes the company's sustainability report. The publication constitutes part of ET's ongoing commitment to sustainability and social responsibility practices.
- Participation in a number of community events in cooperation with various partners and institutions, such as participating in the activities of the third virtual forum to enhance the quality of family life. It was organised by the Family Development Foundation between August 23 and 24, 2021.

Third: Sustainability and environmental efforts

Emirates Transport endeavours to promote green business practices was not limited to the organisation of initiatives, activities and events, but further exceeded it to the launch of a number of specialised business centres and technical units over the past few years, which added a great deal of value to the existing services and became environmental and investment successes.

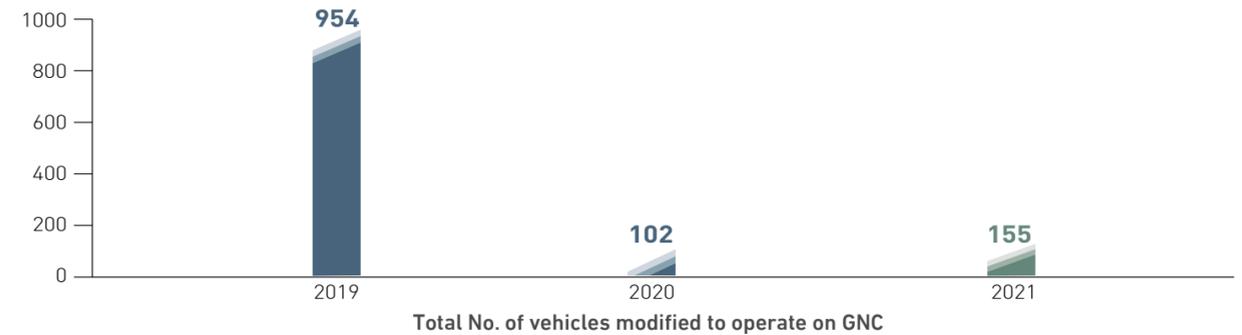
It is also worth mentioning the continuous improvement in the company's services that take environmental aspects into account, thus helping to reduce the relative increase in its carbon footprint and that of end users. Among these initiatives is replacing fresh water with recycled water in car wash operations, an initiative by the Emirates Luxury Vehicle Maintenance Unit, the initiative to improve the route and mass transport of employees, the "Printing Management Services"

initiative which aimed at rationalising paper consumption in office work and other initiatives for scrapping and recycling of material.

- GNC modified vehicles

Since the launch of this service in July 2010, the company continued to provide its services of converting vehicles to work with compressed natural gas (CNG). It managed to modify 155 various vehicles during the last year, achieving a noticeable increase compared to the significant decrease in the volume of operations in 2020, when the number dropped to 102 due to the negative implications of Covid-19.

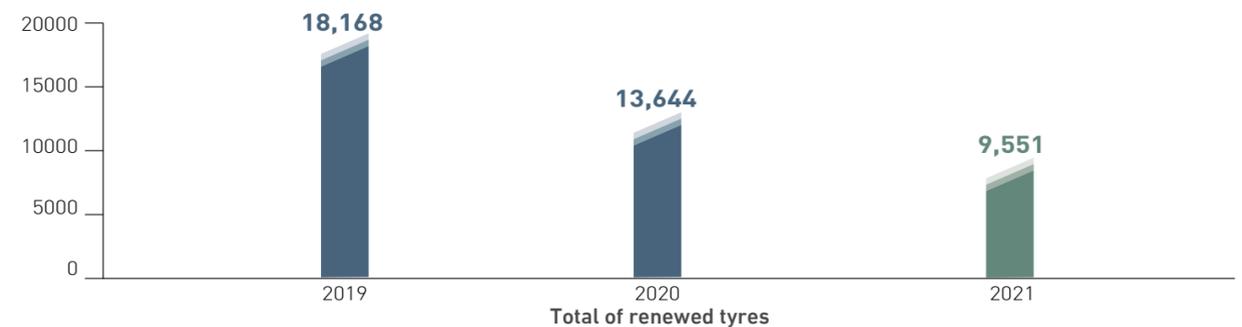
It is important to point out here that the company provides maintenance services for CNG modified vehicles, which amounted to 1,360 maintenance operations during 2021.



Tyre retreading:

Since its launch in 2014, the Tyre Retreading Unit (operating under the Emirates Auto Services Centre) has contributed to

achieving some of the company's green objectives. In 2021, the Unit succeeded to renew a total of 9,551 tyres.

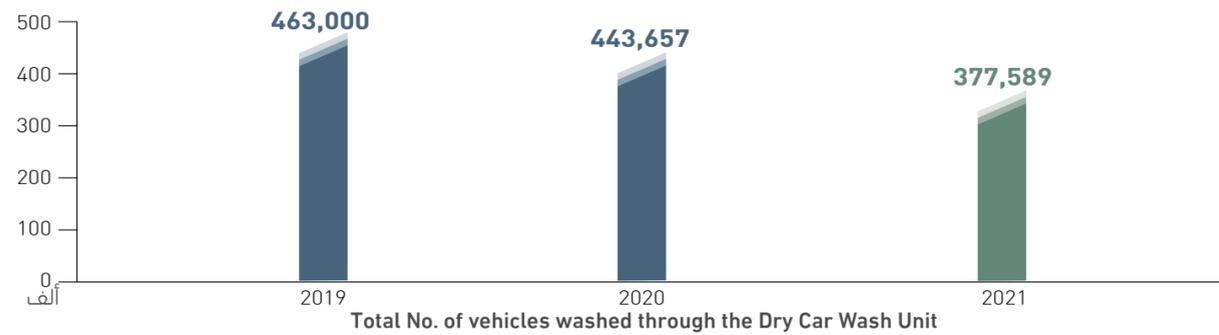


- Dry car wash services:

The Dry Car Wash Unit became a valuable addition to the investment projects with environmental benefits after its launch in December 2013. It carried out thousands of environment-friendly car wash operations over eight years, which helped to save significant amounts of water compared to tra-

ditional methods.

The work teams were able to complete about 378,000 dry car wash operations, in addition to vehicles' disinfection services launched in 2020, as part of the company's efforts to address the COVID-19 pandemic.

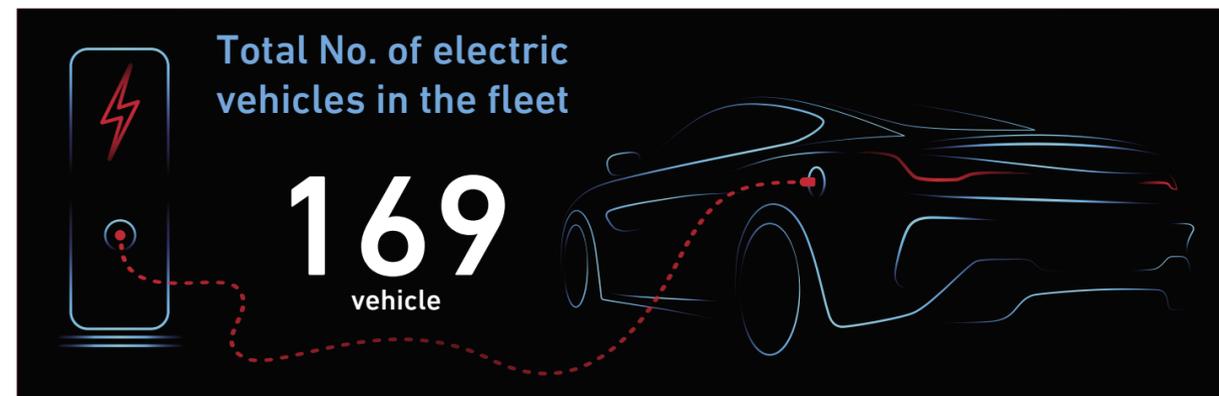


- The electric vehicles fleet

Emirates Transport reinforced its vehicles' fleet with the introduction of electric cars, an exceptional experience which will not only support the company's vision in reducing energy and carbon emissions, but also enhance its investment strategy on the long run. In this respect, Emirates Transport was keen to expand its share of electric vehicles and instil this culture among its customers, including experimenting with the first electric school bus in the region in mid-2017. These endeavours culminated in the MoU signed in October 2021 with the "Hala China" Initiative and the Chinese Machinery En-

gineering Company "CMEC", which establishes a long-term partnership that paves the way for the production of electric vehicles in the UAE, in line with the "Made in the UAE" initiative and the "300 billion project" within the framework of the industrial strategy of the UAE.

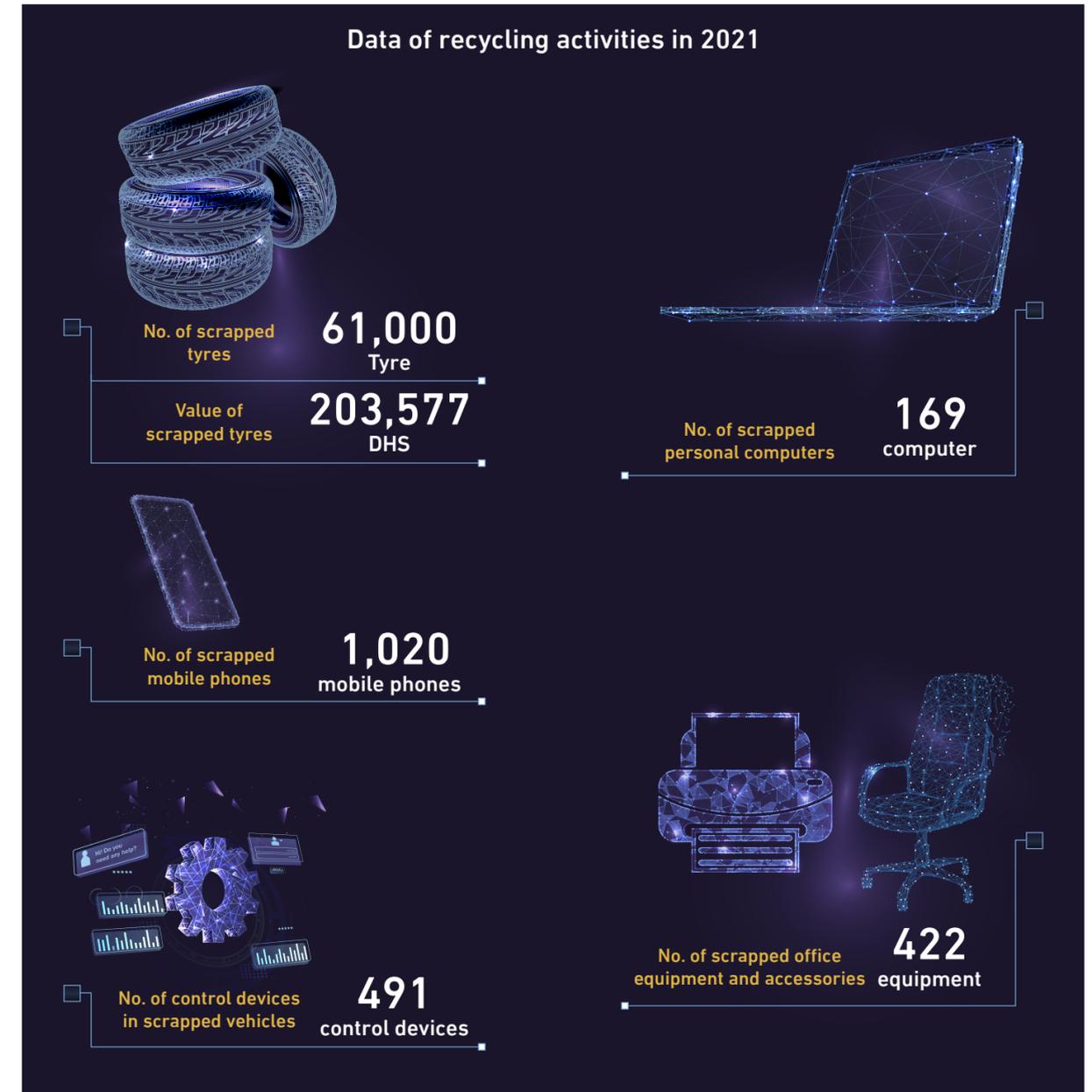
The signing of the memorandum was soon followed by the receipt of the first batch of electric vehicles in November of last year and was available for leasing to customers soon after. This achievement has positioned Emirates Transport as an important contributor to this historic transformation in the transport market at the local and regional levels.



- Scrapping and recycling efforts

Where possible, Emirates Transport explores every opportunity to implement the recycling culture even with its partners. The efforts in this field varied to include used tyres, workshop waste, oils, batteries, and scrap electronic de-

VICES, in addition to the awareness efforts carried out at the internal level of the company to promote a culture of reducing consumption and rationalising electric energy and water.





Together on the road to recovery

With the promising business outcomes outlined in the second chapter of this report, besides the various other achievements mentioned in the rest of the chapters, Emirates Transport's business outcomes during the year 2021 turned out to be a successful one. The company confidently kicked off the recovery phase from the negative impact of the Covid-19 pandemic, which exhausted the global economy and inflicted a tremendous loss on most businesses.

On the positive side, the pandemic constituted an additional impetus for the company to move forward in accelerating the digitisation efforts and smart transformation of its services and its various administrative and operational processes dur-

ing the last two years. Emirates Transport was also eager on enhancing its institutional flexibility and creative capabilities that enable the provision of new solutions and innovative services to customers, and makes the company more immune to business fluctuations, and more competitive and prepared for various future challenges.

Emirates Transport is confidently looking forward to enhancing its achievements, across all levels, in the year 2022, and to achieving its investment goals, in accordance with its ambitious Strategic Plan 2021-2025, in the expectations of turning the slogan "Growing Together" into a tangible reality that will benefit both the company and its relevant stakeholders.



* This report has been prepared in accordance with the GRI Standards: Core option. For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the English version of the report.

GRI Content Index					
GRI Standard	Disclosure	Page number(s) and/or URL(s)	Omission		
			Part Omitted	Reason	Explanation
GRI 101: Foundation 2016					
General Disclosures					
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	102-3 Location of headquarters	14			
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	102-5 Ownership and legal form	14			
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	102-7 Scale of the organization	14			
	102-8 Information on employees and other workers	14			
	102-9 Supply chain	26-27 & 92			
	102-10 Significant changes to the organization and its supply chain	No significant changes affecting the scope or boundaries of the report			
	102-11 Precautionary Principle or approach	14			
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	102-16 Values, principles, standards, and norms of behavior	22-23			
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	102-18 Governance structure	33 to 36			
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	102-41 Collective bargaining agreements	No CBAs in the UAE by law			
	102-42 Identifying and selecting stakeholders	80 to 83			
	102-43 Approach to stakeholder engagement	80 to 83			
	102-44 Key topics and concerns raised	80 to 83			
	Reporting practice				
	102-45 Entities included in the consolidated financial statements	24			
	102-46 Defining report content and topic Boundaries	24			
	102-47 List of material topics	84-85			
	102-48 Restatements of information	No restatement			
	102-49 Changes in reporting	No Significant Changes			
	102-50 Reporting period	24			
	102-51 Date of most recent report	24			
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	102-54 Claims of reporting in accordance with the GRI Standards	24			
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	305-6 Emissions of ozone-depleting substances (ODS)	135 to 139			
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	103-3 Evaluation of the management approach	92 & 101			
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	103-2 The management approach and its components	92 & 101			
	103-3 Evaluation of the management approach	92 & 101			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	92 & 101			

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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	111 to 116			
Customer Health and Safety					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	38-39 & 111 to 113			
	103-2 The management approach and its components	38-39 & 111 to 113			
	103-3 Evaluation of the management approach	38-39 & 111 to 113			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	111 to 120			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	111 to 120			
Marketing and Labeling					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	87 to 91			
	103-2 The management approach and its components	87 to 91			
	103-3 Evaluation of the management approach	87 to 91			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	87 to 91			
	417-2 Incidents of non-compliance concerning product and service information and labeling	87 to 91			
	417-3 Incidents of non-compliance concerning marketing communications	87 to 91			
Customer Privacy					
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	87 to 91			
	103-2 The management approach and its components	87 to 91			
	103-3 Evaluation of the management approach	87 to 91			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints received			