



Wholeheartedly committed to
Sustainable Living

SUSTAINABILITY **REPORT 2021**

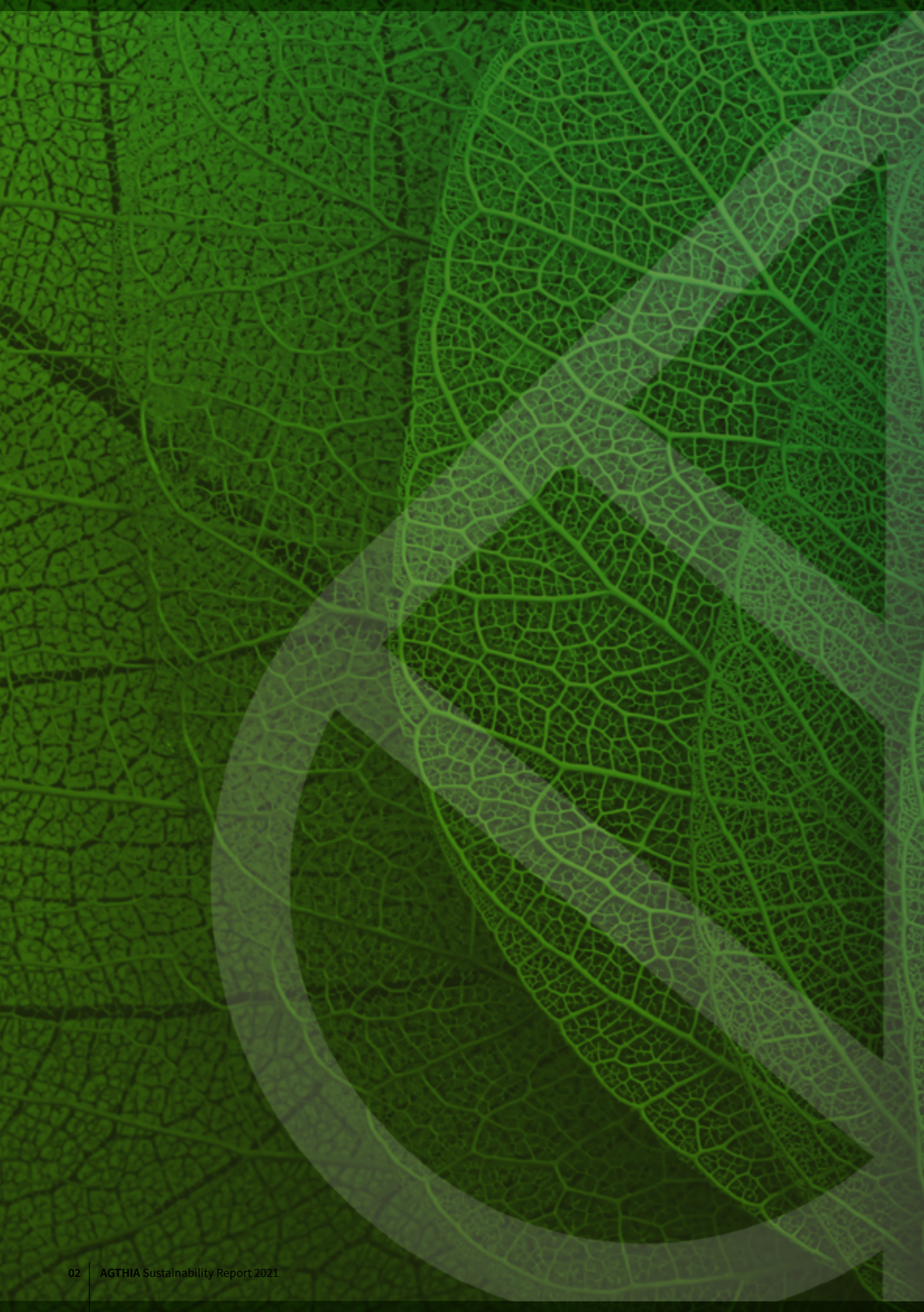


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ABOUT THIS REPORT

It is a great pleasure to present Agthia's Sustainability Report for the year 2021. This year proved to be pivotal in our sustainability journey as we announced innovation and sustainability at the centre of our 2025 Strategy. This report is a testament to the hard work and dedication of our people who ensure that we not only bring innovation and value to our customers and shareholders, but also keep the best interest of the environment in focus.

We are very proud of where we are today and are committed to further enhancing sustainability across all our operations and geographies.

About this report

Scope of the Report

Report Highlights 2021

Message from the Chairman

Message from the CEO

GRI ACCORDANCE

This report has been prepared in accordance with GRI Standards (Core option).

ALIGNMENTS

The report aligns with GRI Standards, United Nations Sustainable Development Goals (SDGs) and UAE Vision 2021.

EXTERNAL ASSURANCE

We chose not to appoint an external party to audit our non-financial data for this report. We followed an internal assurance process to give our stakeholders full confidence in the accuracy of the information reported.

COMPARABLE DATA

Most disclosures in this report cover historical data of 2019 and 2020, showcasing developments over time.

CONTACT POINT

For any inquiries on this report, please contact:

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Scope of the Report

YEAR

The report covers our environmental, social and governance performance for the period from 01 January 2021 to 31 December 2021, unless otherwise indicated.

COUNTRIES

The report covers our operations in the GCC (Gulf Cooperation Council), which includes UAE, KSA, Kuwait and Oman, in addition to our operations in Turkey, Egypt and Jordan, unless otherwise stated.

TERMINOLOGY

Use of 'the Group' in this report refers to Agthia Group PJSC, including all its subsidiaries in the GCC, Egypt, Turkey and Jordan.

ENTITIES

The report covers the operations of Agthia Group, which includes majority shareholder or wholly-owned assets referred to as 'subsidiaries.' Performance data relates to both the Group and subsidiaries unless otherwise indicated.

MONETARY VALUES

All monetary values in this report are expressed in Arab Emirates Dirhams (AED) unless otherwise stated.

FINANCIAL PERFORMANCE

Financial Performance covers all Agthia Group and all its subsidiaries. For detailed information about our financial performance, please refer to our 2021 Annual Report.

Report Highlights 2021



Maintaining Ethical, Responsible & Profitable Business

AED 3.07 billion in revenue

AED 9.6 million in R&D expenditure

0 (Zero) bribery cases

0 (Zero) complaints received concerning breaches of customer privacy

0 (Zero) product recall from markets



Fostering Healthy & Safe Communities

60% of newly hired employees are under 30 years of age

11% turnover rate

8% full-time female employees

60 different nationalities work at Agthia

15% reduction in Lost Time Injury Frequency Rate (LTIFR)

27,524 hours of health & safety training to employees

33% reduction in vehicle collision rate

96% of vehicles have GPS installed

AED 0.82 million in community investments



Innovating & Rethinking Product Quality & Sustainability

90.7 GMP Score

96% lab proficiency

5 awards won for sustainable packaging

<1 customer complaints per million products sold

AED 1.51 billion in procured goods and services

100% of suppliers are screened on quality, social and environmental criteria

19 supplier site audits conducted



Preserving & Protecting the Environment

18% decrease in diesel consumption

17% reduction in Direct Scope 1 emissions

13% reduction in Direct Scope 1 emissions per tonne of production

36 KG of CO2 per tonne of production

15,972 tonnes of recycled waste

8% landfilled waste from total waste

1.07 cubic metre of water per tonne of production

25,000+ completed collections through RECAPP programme

113 tonnes of recyclable waste collected through RECAPP



Message from the Chairman



The pandemic has changed our business and our industry in enduring ways. The severe humanitarian crisis we are facing today has further necessitated a multi-stakeholder approach to growth, which relies on empathy, teamwork and inclusivity. It has been our long-standing belief that businesses with sustainability and a firm purpose at their core will stand the test of time, which stands more validated now than ever before.

Sustainability is an inseparable part of our ethos, which we believe will empower us to lead with excellence, skill and innovation and, in turn, create shared value for all stakeholders throughout our journey. As a business, we went into the crisis in a strong position and are emerging even stronger, with an increased commitment to driving sustainable growth.

In April 2021, we revealed our long-term strategy to become a food and beverage (F&B) leader in the Middle East, North Africa and Pakistan (MENAP) region and beyond by 2025. We believe that sustainability and innovation play a crucial role in fulfilling our vision through strategic growth initiatives, improving efficiency across the board and enhancing organisational capabilities.

The UAE is leading the way with sustainability, through the UAE Vision 2021, along with Securities and Commodities Authority (SCA) mandated ESG Reporting, which guarantees a sustainable future for our country and propels us towards being sustainability leaders across the world. Our Agthia

Sustainability Report 2021 underlines our commitment to align with the UAE's strategic direction of economic, social and environmental success through our sustainability strategy and framework.

As part of Agthia's ongoing effort to create the most significant positive impact, some of our work is an extension of what we're already doing. In other cases, we are working towards building new practices and growing our position in the future.

Agthia has constantly demonstrated persisting and unrivalled strengths, considering our robust brand portfolio, enviable position in sustainable packaging and recognised leadership in sustainable business. Combining these with our experienced leadership team and exceptional workforce, I am confident that the Group will continue to soar by delivering competitive returns while meeting the needs of its valued stakeholders.

I would like to express my profound appreciation to all our stakeholders for your continued support and guidance and for believing in us. Engagement with you will always be essential to us as we work purposefully to deliver on our sustainability promises, for the greater good.

**KHALIFA SULTAN
AL SUWAIDI**
Chairman



Message from the CEO

I am pleased to present Agthia's Sustainability Report for the year 2021. At Agthia, this year proved to be a validation of our values, efforts, and commitment to be able to spread delight from the UAE; every day, everywhere with our iconic brands. Together, we were able to transcend the challenges of operating in a new business environment while accelerating our impact creation journey.

In this report, we detail the key transformational activities that are aligned with our sustainability framework, enabling us to reach greater heights, for the better of the people and the planet. We have taken a holistic, systems-based approach to design a best-in-class sustainability program, creating value for all our stakeholders.

At Agthia, we believe that our people are at the heart of everything we do, and we continue to invest in upskilling them through courses, training and programmes, both physically and virtually. In 2021, we trained our people under the umbrella of the Agthia Academy, which included courses on the fundamental topics of the 5S workplace organisation, artwork management and food safety and quality, amongst many others. We also introduced the 10 Golden Rules of Safety throughout all our operations, emphasising the leadership behaviours that each Agthian should demonstrate daily



to leverage each employee's engagement with health and safety. Our robust HSE Roadmap also significantly improved each of our leading and lagging KPIs for the fourth consecutive year. We have also witnessed noteworthy advancements in each of our new acquisitions through our integration process proving our efforts to build ONE AGTHIA

With a continued focus on innovation, our state-of-the-art R&D development facilities and our abilities continue to rapidly gather, evaluate, develop, and deploy pioneering ideas and solutions for consumers, communities and the environment. I am proud to announce that our industry-leading sustainability packaging efforts have received recognition through the SIAL Middle East Innovation Award, the Gulfood Innovation Award, and a total of four awards at the PRIME Awards 2021 – Packaging Resource & Innovations Middle East Awards.

Augmenting our focus on creating a circular economy, we successfully engaged with over 10,000 households recycling 113 tons of plastic through our partnership with Veolia under the RECAPP initiative this year. RECAPP is an innovative, free-of-charge, door-to-door recycling collection service launched in November 2020. As pioneers of the initiative, we are extremely proud of our accomplishments while paving the way for our peers

To safeguard our communities from the health-related and socio-economic disruptions caused by the pandemic, we invested AED 0.82 million in our efforts to help them sustain and thrive in these changing times. We also focused on supporting and educating our farmers at Al Foah by providing them with state-of-the-art equipment, access to an electronic portal, and educational campaigns, which enable them to keep improving and upskilling.

We constantly listen to our consumers and customers carefully and are proactive in our response. With data privacy becoming a rising concern amongst our customers, we ensured the implementation of cyber-security technologies and revision of our IT policies this year with strict plans to align with the UAE's Data Protection Regulation to be released in 2022.

With our ambition to be sustainability leaders in the food and beverage industry, we adhere to all environmental, social and governance (ESG) regulations, and seek to go above and beyond these requirements to ensure the implementation of the highest standards. We have aligned ourselves with the national direction of the UAE 2021 Vision to ensure sustainable development while preserving the environment, with the aim of achieving a balance between economic and social development.

Finally, I would like to take this opportunity to express my sincere gratitude to all our stakeholders who have firmly stood by Agthia amidst adversity. We deeply value the trust, guidance, and support that each of you has provided us with. I would also like to convey my heartfelt appreciation to all Agthians, for what we, as a team, have achieved in what has been the most challenging couple of years. Our determination and resilience give me continued confidence that we, as Agthia, are on the path of wholehearted commitment to sustainable living.

ALAN SMITH
Chief Executive Officer

OUR COMPANY

At a Glance

Who We Are

What We Do

Where We Operate

Our Strategy

Business Review



A Regional Leader with Global ambitions

Agthia Group is a leading Abu Dhabi based food and beverage company. Established in 2004, the Company is listed on the Abu Dhabi Securities Exchange (ADX) and has the symbol "Agthia". The Company's assets are located in the UAE, Saudi Arabia, Kuwait, Oman, Egypt, Turkey and Jordan. Agthia offers a world-class portfolio of integrated businesses providing high quality and trusted food and beverage products for consumers across the UAE, GCC, Turkey and the wider Middle East. More than 8,200 employees are engaged in the manufacturing, distribution and marketing of various products in categories such as Consumer Business, Agri Business, Snacking, and Proteins & Frozen.

OUR BRANDS

1.2
Billion
Bottles Of Water
Sold Annually

Exporting to over

45
Countries

#1
In UAE
In water, animal feed,
flour and tomato paste

11
Factories
Across the
World

8,200+
Employees
Across the
MENA region

Manufacturing in
7
Countries

19
Brands
In an expanding
portfolio

FINANCIAL HIGHLIGHTS

An **Outstanding** year with
49 % revenue growth



216.04

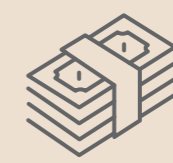
Net Profit
(AED Million)

Net profit attributable to shareholders



3.07

Net Revenue
(AED Billion)



6.39

Total Assets
(AED Billion)



2.76

Shareholders' Equity
(AED Billion)



Milestones



1978

What started as a journey foreseen by a visionary leader in 1978 has transcended landscapes to becoming a regional leader with global ambitions driven by the passion of over 8,200 people across the world who come together to go beyond in everything they do and grow for a greater good.

<p>1981</p> <ul style="list-style-type: none"> Animal Feed production begins 	<p>1990</p> <ul style="list-style-type: none"> Al Ain Mineral Water Company established 	<p>2004</p> <ul style="list-style-type: none"> Formation of Emirates Foodstuff and Mineral Water Company – Agthia – as part of Abu Dhabi government's privatisation initiative 	<p>2005</p> <ul style="list-style-type: none"> IPO listed on ADX with 49% of the company offered to the public 	<p>2006</p> <ul style="list-style-type: none"> Appointment of new management
<p>2010</p> <ul style="list-style-type: none"> Production and distribution agreement signed with Yoplait 	<p>2009</p> <ul style="list-style-type: none"> Egypt 'greenfield' operation launched 	<p>2008</p> <ul style="list-style-type: none"> Acquisition of Al Ain Vegetable production and distribution agreement signed with Capri-Sun 	<p>2007</p> <ul style="list-style-type: none"> Acquisition of Ice Crystal, UAE 	
<p>2012</p> <ul style="list-style-type: none"> Acquisition of Pelit water company (Alpin), Turkey 	<p>2015</p> <ul style="list-style-type: none"> Acquisition of Al Bayan Water Company, UAE Distribution agreement signed with Al Foah 	<p>2016</p> <ul style="list-style-type: none"> Launch of Al Ain Zero JV signed to produce Al Ain Water in Kuwait Acquisition of Delta Water Factory Company, KSA 	<p>2017</p> <ul style="list-style-type: none"> JV signed with Anderson Hay 	
<p>2020</p> <ul style="list-style-type: none"> Appointment of new Board of Directors and leadership team Launch of Al Ain Plant Bottle - region's first plant-based water bottle Launch of RECAPP app in partnership with Veolia 	<p>2019</p> <ul style="list-style-type: none"> Launch of Al Ain Zero Bromate, Grand Mills Vitamin D flour and Yoplait Grass-Fed Yoghurt Inauguration of Agthia's packaging technology centre 	<p>2018</p> <ul style="list-style-type: none"> Launch of Al Ain Vitamin D and Al Ain Bambini R&D agreement signed with Nutreco United Khaleeji Water factory commences production in Kuwait 		
<p>2021</p>	<ul style="list-style-type: none"> Completed acquisition of Al Foah Company, UAE, and Al Faysal Bakery & Sweets, Kuwait Acquisition of Nabil, Jordan Acquisition of Atyab, Egypt Introduction of Proteins & Frozen business unit 	<ul style="list-style-type: none"> Transformation & Integration office launched Acquisition of BMB, UAE Employees increased from 4,000 to over 8,200 		

Creating value through our Brands

In 2021 we expanded into new growth accretive categories - Snacking and Protein & Frozen - adding new inspirational brands to our portfolio which are now the products of choice for a growing number of consumers.

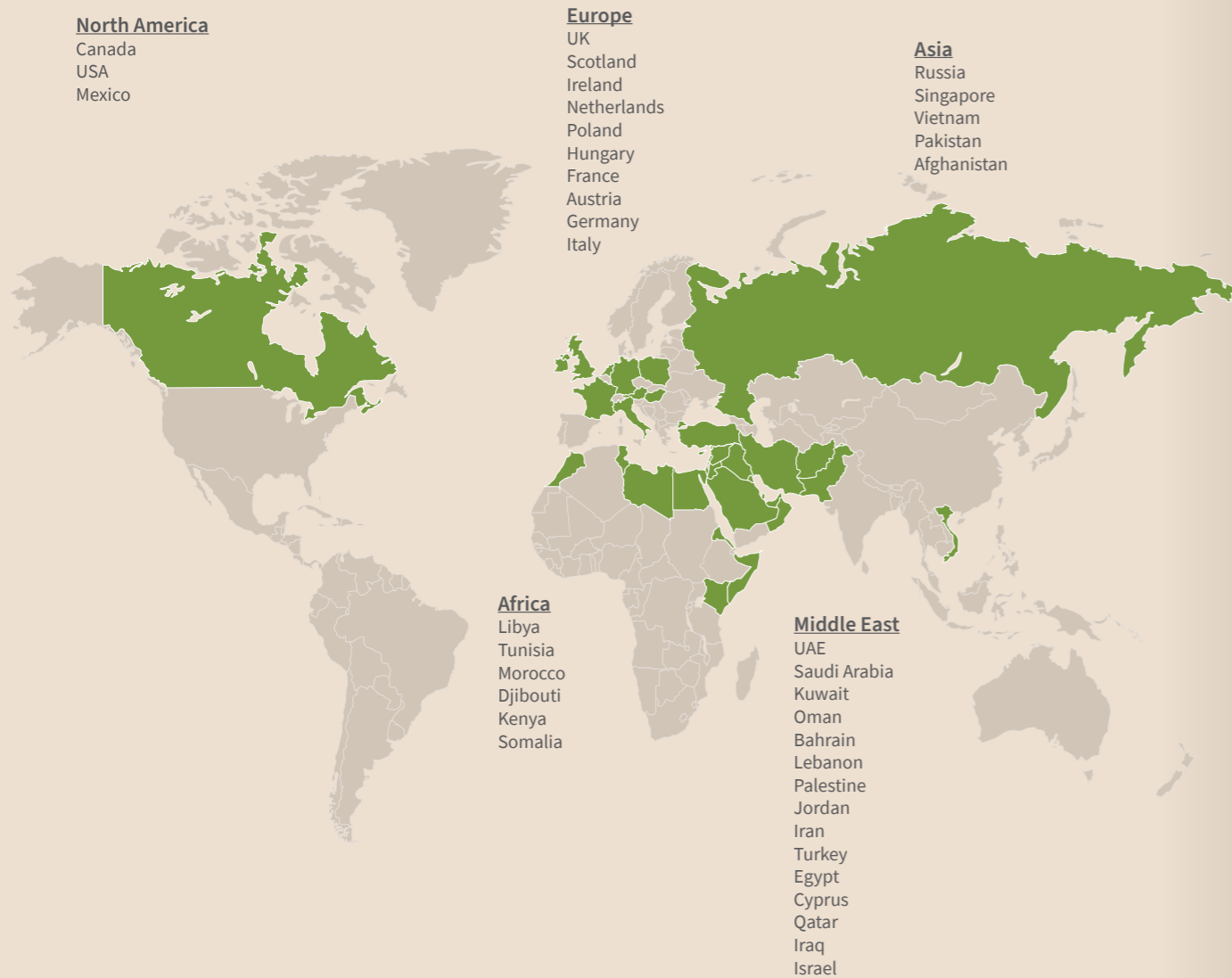
Consumer Brands

Consumer Business				
Snacking				
Protein & Frozen				
Agri Business				

Increasing our international footprint

Our strategic acquisitions through the year have taken the Agthia name into new markets and countries. More people around the world now benefit from our sustainable growth strategy which gives them access to our range of iconic brands.

Reach By Region



Production Locations



Strategy

2021 – 2025

One year into
a **four-year journey**
to become a regional F&B
leader by 2025

Three Strategic Pillars Growth, Efficiency and Capability deliver our **Vision**

- UAE centric
- Commoditized portfolio
- Stable financial performance
- Local organization mindset

- Footprint MENAP and beyond
- Value-add F&B brands
- Superior shareholder returns
- Consumer-centric and performance-driven



Acquisitions

5

Additional revenues

+49%

Geographical Expansion

Asia/ Kuwait/
Jordan/ Egypt/
KSA/ USA

Synergies

Premiumization/ Diversification/
Expanded Customer Base/ Cross
Selling Opportunities

Profitability

Expanded normalised
EBITDA by 391 bps Year-on-
year.

Consumer Business

2021 was a year of resurgence and renewal as despite all the volatility and disruption, Agthia continued to persevere. Our strategy of 'For the Better' has proven to be the right one, in good times and bad enabling us to be there for our communities when they need us most, whilst accelerating our growth and gaining share in many key categories while embarking on a journey of key acquisitions in the business.

We started the year with continued market unpredictability and challenging economic headwinds as the world recovered from COVID-19 and faced economic challenges in terms of increased material and fuel costs. Despite these challenges, we continued our disciplined and strategic execution of our growth strategy along with our dedication to build a more efficient organization that will boost value creation and enhance productivity.

To grow even stronger, we will continue our work in transforming our cost structure, capabilities, and culture, including refining our cost management plans, accelerating our digital transformation, and investing in our people and talent development.



MARKET OVERVIEW



Consumer Trends

Shoppers who had limited access to stores flooded back, having experienced the benefits of eCommerce they opted for a mixed, multichannel, approach to their shopping basket.



Retail trends

Our key categories are characterized by aggressive promotions and intense competitive pressures. Moreover, with the rapid evolution of eCommerce, a more omni-channel approach is key to deliver sustainable growth.



Food Services

The F&B sector in UAE is turning a corner and is primed for further growth in the coming years. The sector faced rapid recovery in the second half of 2021 with easing of restrictions in Hotels and Restaurants, influx of tourists and the success of Expo 2020.

ECOMMERCE DEVELOPMENT

The global pandemic accelerated the adoption of online solutions with Agthia now offering a wide range of apps to drive domestic consumption both for HOD and CSD channels. Moreover, the AgriVita app provided access to full range of products for farmers. This led to a **109%** growth in eCommerce in 2021, with approximately AED 20 million of sales being handled by our online solutions. To achieve this level of growth the teams worked proactively with specialist eCommerce fulfilment

channels (Amazon, Noon and Talabat) to increase our strategic capability to help meet the spike in eCommerce demand for our key customers. Targeted activations and events were planned and rolled out to attract new customers, build penetration while building customer loyalty. An exclusive deal was arranged with Talabat (T-Mart) for local water delivery and a Vendor Flex programme, with dedicated warehouse space, ensured faster Amazon deliveries.

Water

In the water segment, we actively defended our market leadership in the UAE against an overall market earmarked by aggressive promotions and competitive pressures. Moreover, we faced excessive challenges with PET costs increasing from US\$800 to US\$1,450 per tonne. Agthia commercial team aggressively worked on stabilizing the business on the back of "Insights driven activation plans, flawless execution with 'smart' promotion strategies.

Sector leadership was retained in the UAE with over 28% market share, with sales also increasing regionally, including expansion in Kuwait, Turkey and Oman. Moreover, our 5-gallon business in the UAE increased its revenues by 9.7 percent driven by higher demand from homes compensating the challenges in corporate channel.



Category Brands



KEY MARKETS





Protein & Frozen

Agthia is focused on creating a standalone Protein & Frozen business which is seen as a fast-growing high margin area. The two acquisitions in the protein sector, Nabil and Atyab, added AED 534 million to Agthia revenues in 2021, despite Nabil only being consolidated into the accounts for nine months and Atyab for five months. The ongoing success in the protein category will be secured through the implementation of the integration plans with their associated value creation initiatives.

Sales of frozen vegetables and tomato paste were relatively flat for the year following overstocking through the lockdown period but still helped push the total revenues from the Protein & Frozen business to AED 656 million.



534 Million
Nabil and Atyab
contribution



Snacking

Snacking represents an important growth area for Agthia and has been re-designated as a separate sector alongside Protein & Frozen. In 2021 three of the acquisitions consolidated into the business were in the snacking sector - Al Foah, Al Faysal and at the end of the year BMB. All three firms offer an exciting portfolio of well-known and respected brands which cover traditional snacking but also increase Agthia's development of healthy snacking options.

The firms also increased Agthia's international reach for snacking products. With the final acquisition of BMB work is focused on the continued integration of the firms looking at the overall sales mix, cost optimisation initiatives and logistic synergies. Snacking will be an important part of the ongoing business strategy helping to increase revenues for the consumer business.



Agri Business

The Agri business managed significant negative headwinds to produce results in-line with expectations. This was a very good result as the sector had to cope with unprecedented adverse commodity costs. Prices globally were up sharply for corn, soya and wheat which put pressure on both the flour and the animal feed business and their respective customers.



AGRI BUSINESS NET REVENUE CONTRIBUTION

MARKET OVERVIEW



Consumer trends

As COVID lockdowns eased and more people returned to the work environment sales of flour increased as traditional snacking and out of home eating recovered to normal levels.



Food services

There was a pronounced increase in the food service channel volumes as workers started to operate a full at office or hybrid working arrangements. This trend grew through the year building sales and overall volumes.



Volumes

The overall volumes lagged the previous year. This was mainly driven by unique charity one-off sales in 2020 to export markets. In 2021 volumes normalised and were on target.

2021
931.3m
AGRI BUSINESS REVENUES
(AED MILLION)



Flour



Sales were down on the previous year as a result of one-off export orders. The team has implemented a strategy of cost and efficiency savings to preserve profit margins, especially with increased wheat and energy prices.



Animal Feed



Agrivita has maintained its leading position in the category in the UAE. Sales expansion into the Northern Emirates and technical support to livestock farms helped strengthen the position amidst increased costs from commodity price and supply chain pressures.

The Agrivita mobile application has been a great success and was widely used through Covid. As soon as restrictions started to lift the sales team stepped up to provide farmers looking for face-to-face contact with the support they needed. Others continued to use the app working with the channels and routes to market which best serves their needs.

SUSTAINABILITY AT AGTHIA



Foreword by Group Director **HSE & Sustainability**

I am convinced that Agthia's purpose, vision and mission have never been more relevant for the United Arab Emirates (UAE) and the world. With the past two years unfolding before us as they did, we stand at the peak of significant changes in our industries and societies. With the right approach and vigour, I firmly believe these changes will bring forth a sustainability premium that will benefit humankind for many generations.

Our long-term Sustainability Vision—wholeheartedly driving a sustainable vision from field to fork—reflects our philosophy to conduct an inclusive and determined business that fosters innovation and authenticity to drive a positive impact throughout our value chain.

It builds on Agthia's values and commitment to sustainability over many years and focuses on four areas where we believe we can make the most difference: Maintaining Ethical, Responsible & Profitable Business; Fostering Diverse, Healthy & Safe Communities; Innovating & Rethinking Product Quality & Sustainability and Preserving & Protecting the Environment, each underpinned by concrete aims.

I would like to express my gratitude to all our partners and key stakeholders for their invaluable input so far. We have been listening intently and will continue to do so.

Sustainability at Agthia

Sustainability Management

Our Sustainability Vision

Alignment with Sustainability Guidelines & Frameworks

Listening to Our Stakeholders

Our Priority Sustainability Material Topics

Impact Boundaries

Our Sustainability Framework

Sustainability Management

At Agthia, we are wholeheartedly committed to sustainable living by achieving our ultimate goal of being the most esteemed, progressive and renowned food and beverage company in the region. We want to create value for business, environment and society at every stage of our production cycle - from field to fork through our products, solutions and technologies.

We truly believe that “good business is good for business”, connecting each one to the essence of sustainability at Agthia and taking a holistic approach to measuring success. Our sustainability goals are pursued by efforts throughout the group, in each country and location. We aim to boost our impact on the environment, economy and society around us while delivering value for our shareholders and customers. We aspire to integrate our long-standing commitment to contribute to sustainable development with our business strategy. But most significantly, we aspire to nourish the region and supply our communities with healthy, superior quality and innovative products in a sustainable manner.

Our integrated operating approach enables our businesses to provide industry-leading products and services while also drawing on the entire world of Agthia’s expertise. We are able to deliver this expertise locally, quickly and reliably through world-class capabilities and operations everywhere we do business.

Agthia’s Sustainability Steering Committee oversees relevant policies and practices on environmental, social and governance related topics. The committee, chaired by the company’s CEO, consists of different group-level functions that use diverse experiences from inside and outside the company. They lead and achieve results by meeting monthly to discuss sustainability-related topics, risks, KPIs strategies and commitments.



Sustainability Steering Committee

CHIEF EXECUTIVE OFFICER	CHAIRMAN
CHIEF HUMAN CAPITAL & CORPORATE SERVICES OFFICER	MEMBER
CHIEF FINANCIAL OFFICER	MEMBER
CHIEF OPERATING OFFICER	MEMBER
CHIEF QUALITY AND R&D OFFICER	MEMBER
EXECUTIVE VICE PRESIDENT- GROWTH & CATEGORIES MARKETING	MEMBER
GROUP DIRECTOR HSE & SUSTAINABILITY	COORDINATOR

We believe continuous engagement with our stakeholders is integral to achieving our mission and is the foundation for building trust with each of our consumers, suppliers, investors and other stakeholder groups. Today, we continue to build on this foundation while driving change across the organisation to help society meet its most pressing challenges.

This year, we have revised our material issues and built successfully upon our intricately devised sustainability framework, highlighting the different emerging industry trends to demonstrate how we are able to grow, innovate and adapt in the ever-changing business environment. A spectrum of sustainability priorities influences our sustainability approach and areas of focus. The framework allows us to manage and measure our value creation through four strategic pillars by focusing our efforts on crucial aspects of priority to Agthia, enabling us to safeguard people and the planet while assuring continuity and growth to our brand.



Sustainability Management

“Wholeheartedly committed to Sustainable Living”

is our long term sustainability vision. It reflects our aspiration to contribute to economic development while improving the quality of life of our workforce, their families and the local community at large.

Our sustainability strategy sets priorities based on the most material issues to our business. We are committed to creating impactful change that leverages our scale of operations through our work with key partners, collaborative initiatives with our customers and constantly innovating the products and services that we offer.



Alignment with Sustainability Guidelines & Frameworks

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.¹



The UN Global Compact provides a universal language for corporate responsibility and provides a framework to guide all businesses regardless of size, complexity or location. The Compact calls all companies to align their strategies and operations with universal principles on human rights, labour, environment, anti-corruption and take actions that advance societal goals.²



GRI envisions a sustainable future enabled by transparency and open dialogue about impacts. This is a future in which reporting on impacts is a common practice by all organisations worldwide. The GRI Standards are at the core of GRI's work. These have been rigorously developed for over 20 years using a multi-stakeholder approach and are now the most widely used globally.³



Alignment with the following guidelines and frameworks ensures that a spectrum of sustainability priorities influences our sustainability approach and areas of focus. Elements of each aligned framework are mapped to our material topics and focus areas, as illustrated in the GRI Standards Content Index at the end of this report.



¹ <https://www.undp.org/sustainable-development-goals>

² <https://www.unglobalcompact.org/>

³ <https://www.globalreporting.org/about-gri/mission-history/gri-s-own-reports/>

Listening to Our Stakeholders

At Agthia, we believe that balancing the expectations and needs of our stakeholders is essential to delivering on our commitments and promoting progress on our key material issues. We continue to enhance our engagement approach, ensuring transparency, inclusiveness, consistency, and accountability to create shared value with every business stakeholder.

mapping process regularly updated as the business expands and grows. This process identifies each stakeholder group's type and level of impact on the business. We engage with our stakeholders through various communication channels to ensure we continuously listen to all our stakeholders and seek their feedback on issues that matter to them. Our key stakeholder groups, engagement methods, and key impact areas are listed below.

To identify our stakeholders, we follow an internal

STAKEHOLDERS

ENGAGEMENT METHODS

KEY TOPICS RAISED



EMPLOYEES

- Internal communication platforms, emails, calls, or in-person meetings
- Employee engagement survey
- Team meetings
- Performance appraisals

- Career path development
- Training and development
- Rewards and recognition
- Work-life balance
- Succession planning
- Occupational health and safety



BOARD OF DIRECTORS & SENIOR MANAGEMENT

- Board of Directors meetings & Committees' meetings
- Internal communication platforms, emails, calls, or in-person meetings

- Overall business strategy
- Shareholder value growth
- Business development
- Governance, ethics and Compliance
- Risk management
- Business continuity



INVESTORS & SHAREHOLDERS

- Investor relations team, through regular emails, meetings & calls

- Financial performance
- ESG initiatives



CUSTOMERS

- Customer satisfaction
- Customer relations team, through emails, calls, and meetings

- Healthy products
- Food security & continuous supply
- High quality products



SUPPLIERS

- Supplier Code of Conduct
- Supplier audits
- Tenders & RFPs

- High quality products
- Fair supplier selection
- Pricing
- ESG considerations when onboarding and evaluating suppliers



LOCAL COMMUNITIES & NGOS

- Meetings with non-profit organisations and community groups
- Community-needs assessment through engaging specific stakeholders

- Food security
- Health & well-being
- Answering to community needs
- Biodiversity



GOVERNMENT ENTITIES

- Through government projects, policies, laws, and regulations

- Food security
- Product quality & specifications
- Compliance with law and regulations
- Providing updates and communications in response to regulatory requests



ENVIRONMENTAL ORGANISATIONS

- Partnerships and collaborations with local and international environmental organisations

- Resource efficiency
- Energy efficiency & emissions
- Water consumption
- Waste management
- Packaging innovation

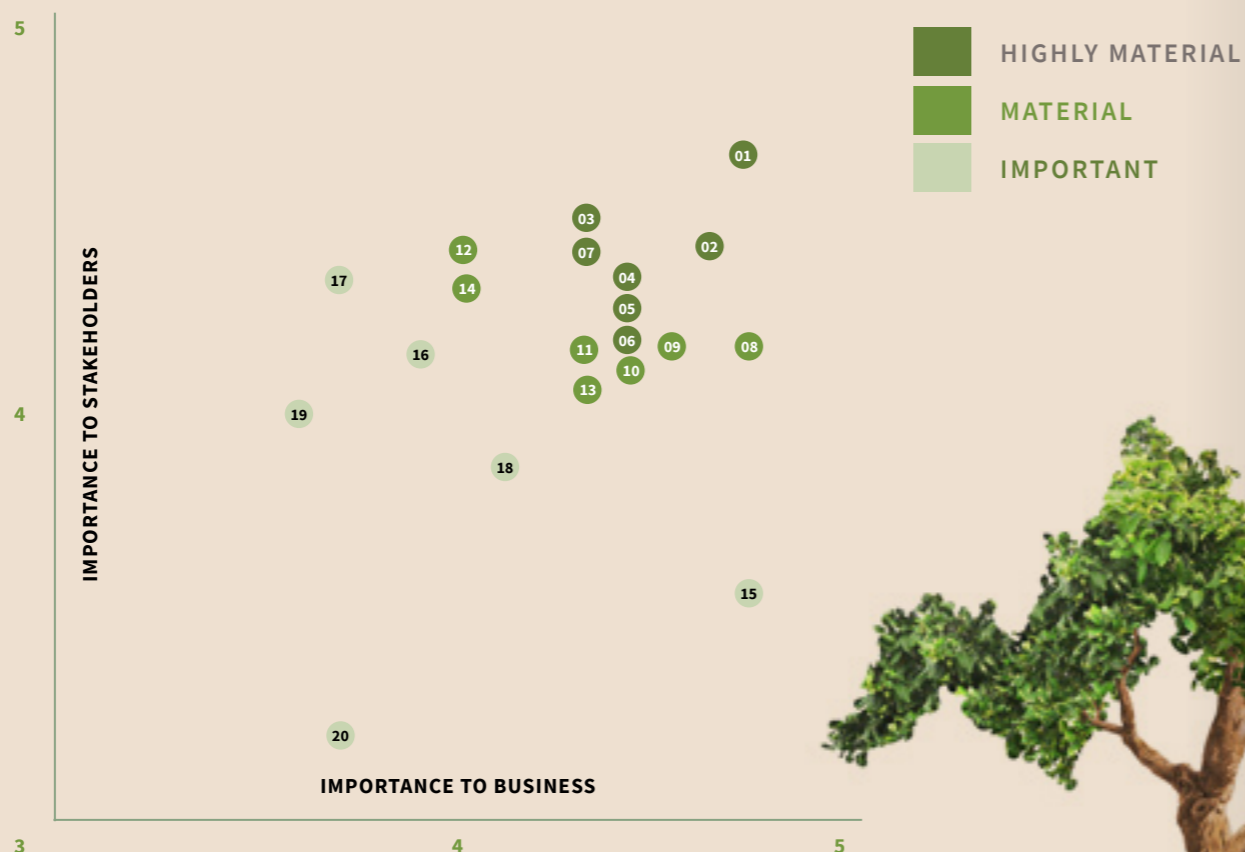
Our Priority Sustainability Material Topics

As we operate in an unpredictable business environment while being impacted by a range of market trends, changing consumer habits and spending power, conducting a material assessment allows us to identify the sustainability topics that are a priority to us and our stakeholders. The materiality process ensures the inclusion of all our stakeholder groups, shedding light on the most important environmental, health, social, economic and governance issues we should address as a business now and in the near future.

In 2021, we reviewed our list of 19 material topics from 2020, against industry peers, international industry guidelines and frameworks, along with an analysis of our operating market. Based on internal feedback and external considerations, we have revised our matrix to address an increasingly important issue of customer security and privacy.

As direct interaction with consumers grows in different ways, protecting their data becomes increasingly important in the food and beverage industry. We believe in anticipating and responding to our consumers' expectations, safeguarding them against data security threats and adapting to an evolving regulatory landscape.

MATERIALITY MATRIX



Material Grading

	Rank	Material Topics
HIGHLY MATERIAL	01	Product safety & quality
	02	Corporate governance & ethical business practices
	03	Food waste reduction
	04	Financial performance & economic contribution
	05	Workplace health & safety
	06	Employee development & retention
	07	Packaging innovation & circular economy
MATERIAL	08	Workplace diversity & equal opportunities
	09	Operational waste management
	10	Responsible marketing & customer satisfaction
	11	Responsible supply chain management
	12	Water Stewardship
	13	Human rights
	14	Food security
IMPORTANT	15	Employee engagement & well-being
	16	Healthy products
	17	Climate change mitigation & resilience
	18	Community contribution & investment
	19	Biodiversity & environmental impact
	20	Customer Privacy/Security

Impact Boundaries

Material Topics	Corresponding GRI Standards Material Topic	Impact Boundaries	Page Number
Product safety & quality	Customer Health & Safety	Customers	
Corporate governance & ethical business practices	General Disclosures	Board of Directors & Senior Management, Investors & Shareholders, Government, Employees	
Food waste reduction & circular economy	Effluents & Waste	Environmental Organisations, Government, Local Communities & NGOs, Customers	
Financial performance & economic contribution	Economic Performance	Board of Directors & Senior Management, Investors & Shareholders	
Workplace health & safety	Occupational Health & Safety	Employees, local authorities, local communities	
Employee development & retention	Employment	Employees	
Workplace diversity & equal opportunities	Employment	Employees	
Operational waste management	Effluents & Waste	Environmental organisations, government, local communities & NGOs, customers	
Packaging innovation & footprint	Material	Customers, environment, local communities & NGOs	
Responsible marketing & customer satisfaction	Organisational Profile (Products & Services)	Customers	
Responsible supply chain management	Supplier Environmental Assessment, Child Labour, Forced or Compulsory Labour, Human Rights Assessment, Supplier Social Assessment	Suppliers	
Water stewardship	Water	Environmental organisations, government, local communities & NGOs, customers	
Human rights	Human Rights Assessment	All stakeholders	
Food security	Customer Health & Safety	Customers, government	
Employee engagement & well-being	Employment	Employees	
Healthy products	Customer Health & Safety	Customers	
Climate change mitigation & resilience	Emissions	Environmental organisations, government, local communities & NGOs, Customers	
Community contribution & investment	Local Communities	Local communities & NGOs	
Biodiversity & Environmental Impact	Biodiversity	Environmental organisations, government, local communities & NGOs, customers	
Customer Privacy/Security	Customer Privacy	Customers, government	

Our Sustainability Framework

Our sustainability framework underpins our strategy, serving as our roadmap to a sustainable future and putting our purpose into action. It takes an integrated approach while focusing on the areas where we believe we can make the most difference.

The sustainability framework guides us by categorising our sustainability material topics into four key pillars, connecting business opportunities of the industry with societal needs and the environment. The framework defines

the essence of sustainability to Agthia and its stakeholders, pinpointing key areas of importance while securing an inclusive, resilient and successful business.

Our sustainability priorities ensure we stay abreast of the rapidly evolving sustainability landscape, helping us focus resources where they will have the most significant impact as we work to produce consistent, comparable and reliable sustainability disclosures.



Maintaining Ethical, Responsible & Profitable Business

Financial performance & economic contribution

Corporate governance & ethical business practices

Responsible marketing & customer satisfaction

Human rights

Customer Privacy/Security



Fostering Diverse, Healthy & Safe Communities

Workplace diversity & equal opportunities

Employee development & retention

Employee engagement & well-being

Workplace health & safety

Food security

Community contribution and investment



Innovating & Rethinking Product Quality & Sustainability

Product safety & quality

Healthy products

Responsible supply chain management

Packaging innovation and footprint



Preserving & Protecting the Environment

Climate change mitigation & resilience

Operational waste management

Water stewardship

Food waste reduction & circular economy

Biodiversity & environmental impact

MAINTAINING ETHICAL, RESPONSIBLE & PROFITABLE BUSINESS

Our Financial Performance

Corporate Governance

Risk Management & Internal Control

Business Continuity

Ethical Business Conduct

Supporting Human Rights

Our Customers

Responsible Marketing

Cost-Optimisation Initiatives

We at Agthia firmly believe that building a foundation of ethical behaviour is of utmost importance in creating long-lasting positive effects and building stronger bonds with each of our stakeholders.

All our activities are led by a sense of responsibility, underpinned by our principles of good governance. We strictly prioritise business ethics, anti-competitive conduct, systemic risk management practices and customer opinions

UN SUSTAINABLE DEVELOPMENT GOALS



UAE NATIONAL VISION 2021 PILLARS

Safe Public and Fair Judiciary

Competitive Knowledge Economy

MATERIAL TOPICS

Financial performance & economic contribution

Corporate governance & ethical business practices

Responsible marketing & customer satisfaction

Human rights

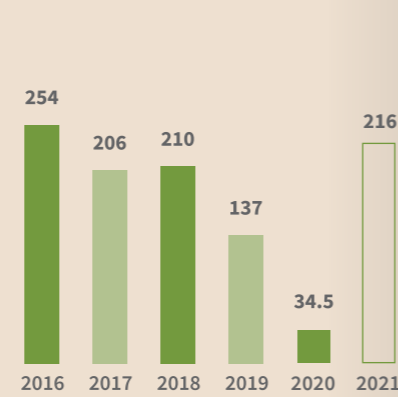
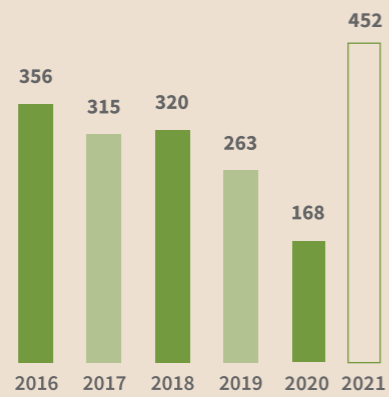
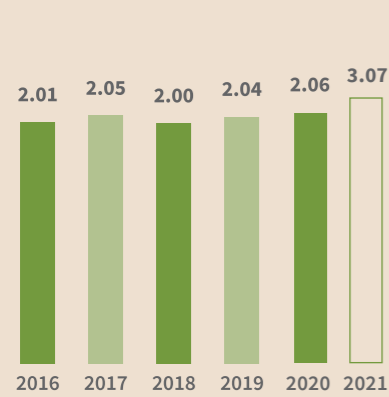
Customer Privacy/Security

Key Performance Indicators

NET REVENUE
3.07
AED billion

EBITDA
452
AED million

NET PROFIT
216.04
AED million
Net profit attributable to shareholders



 Total Assets




6.39
AED billion

 Cash & Bank Balances



1.12
AED billion

 Bank Borrowings

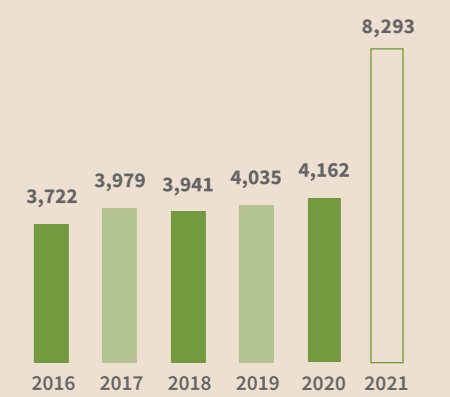
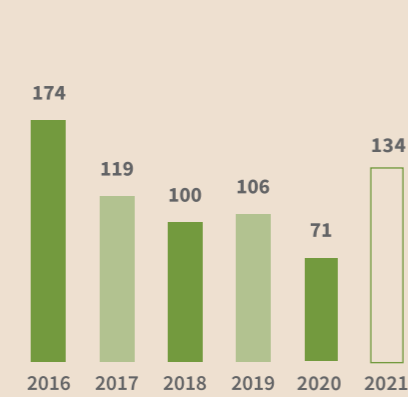
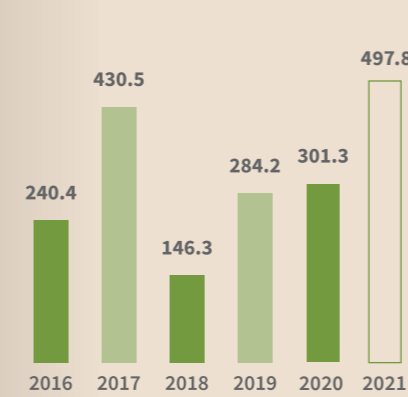



2.06
AED billion

CASH FROM OPERATIONS
497.85
AED million

CAPITAL EXPENDITURE
134.20
AED million
Includes CAPEX of acquired companies

GROUP HEADCOUNT
8,293



 Shareholder's Equity



2.76
AED billion

 R&D Expenditure



9.60
AED million

 CSR Spending



0.82
AED million

Acquisition Overview

A significant part of Agthia's vision of becoming an F&B leader in the MENAP region is dedicated to the execution of a disciplined expansion plan, which involves acquisition, integration, and scaling of new businesses to strengthen our core existing businesses as well as expand into new categories and markets. Our strong balance sheet and goodwill in the market gives us leverage to explore and execute on such inorganic opportunities.

Our growth through diversification is a direct reflection of the success of our strategy to expand into categories and markets with strong fundamentals benefitting from attractive consumer trends. Our acquisition strategy is well defined. Any new potential business needs to meet various acquisition criteria which we have set in our ongoing strategy for 2025. At the core of our strategy, any new businesses have to be accretive from earnings perspective and complement our operating model.

2021

2021 was a landmark year for Agthia with five acquisitions completed and we expect to benefit from this strong momentum in the coming years.



Partnership Approach

We evaluate the growth potential of our new businesses and invest in them to nurture them and help them achieve their potential. This collaborative approach allows strong relationships to be developed with the teams of the new businesses, which has considerable benefits during the integration process and helps maintain an entrepreneurial spirit.



AL FOAH COMPANY

OCT 2020 ACQUISITION ANNOUNCED



90% of Al Foah's total production is exported to over 45 markets worldwide

Established in 2005 by the Abu Dhabi government, Al Foah is the world's largest date receiving and processing company, exporting to over 45 international markets including India, Bangladesh, Oman, Indonesia and Malaysia. The company's product portfolio consists of a wide variety of whole and value-added dates and date-based products, sold in bulk and retail. Two date processing factories and eight receiving centres across the UAE handle over 160,000 tonnes per season.

Phase one of the integration has been successfully completed as planned. We managed to re-size and re-design the organizational setup and processes while unlocking cost synergies and operational efficiencies resulting in a notable contribution to overall cost optimization targets.

The transaction serves as a milestone in Agthia's expansion trajectory. With the integration of Al Foah as a strategic business unit, Agthia becomes the domestic market leader in four essential food and beverage categories and one of the top 10 F&B companies in the MENA region.





DEC
2020
ACQUISITION
ANNOUNCED



Al Faysal's baked goods and snacks are distributed to over

4,700
customers

Al Faysal Bakery and Sweets is one of Kuwait's largest and most reputable bakeries, a household name with a strong brand heritage dating back to its establishment in 1991. With an expansive range of fresh baked goods, including packaged croissants, pastries, mini pizzas, rusks and cakes, the company distributes to over 4,700 customers across all key retail channels, and is a market-leading supplier of bakery products to schools. Integration of Al Faysal has gone well with resources directed towards processes and governance while ensuring business continuity and on-track execution were maintained. The focus is now on leveraging Al Faysal's strong network in Kuwait to unlock go-to-market opportunities in collaboration with Al Foah and the newly acquired BMB business.

Consolidation
January 27
2021

Segment
Snacking

Footprint
Kuwait

2021 Revenues
91.5
AED million

2021 EBITDA
23.0
AED million

Rationale
Brand, Market
Scale



JAN
2021
ACQUISITION
ANNOUNCED



Founded in 1945 by Mr Nabil Rassam, Nabil Foods is a leading Jordan-based producer of frozen and chilled processed protein products sold under the "Nabil" brand. Nabil Foods has a broad product portfolio with more than 600 SKUs (100% Halal) of mostly chicken, beef and processed products. Nabil brand is a market leader in Jordan and has expanded successfully across geographies in the MENA region, particularly in KSA and UAE. The acquisition of Nabil started the creation of a fully focused Protein & Frozen business unit which is core to the Agthia diversification strategy. Potential synergies and value creation opportunities have been identified across the business and these are now being implemented.

600
SKUs

Consolidation
April 1
2021

Segment
Protein

Footprint
Jordan, GCC, Iraq

2021 Revenues
306.9
AED million

2021 EBITDA
46.2
AED million

Rationale
New Category,
Brand, Scale



ISMAILIA AGRICULTURAL AND INDUSTRIAL INVESTMENTS
“ATYAB”

APR
2021
 ACQUISITION
 ANNOUNCED

Established in 2008, Ismailia Agricultural and Industrial Investments (“Atyab”) is a producer of value-added/ processed beef and poultry products in Egypt. The company owns four brands with Atyab being the flagship premium brand and market leader in Egypt. The other three economy focused brands are Meatland, Shiketita and Furaty.

With the completion of the Atyab acquisition in Q3 a full 100-day diagnosis and analysis plan was started to extract all potential synergies and value creation opportunities with Nabil foods. Both firms are now part of the new Agthia Protein & Frozen business sector.



Consolidation
 August 1
 2021



Segment
 Protein



Footprint
 Egypt



2021 Revenues
230.0
 AED million



2021 EBITDA
55.2
 AED million



Rationale
 Brand, Scale

BMB
Share the Joy
“BMB GROUP”

AUG
2021
 ACQUISITION
 ANNOUNCED



BMB Group is the GCC’s leading innovative healthy snacks and food company. Launched in 2007, BMB manufactures and distributes a large portfolio of confectionery and healthy food brands – including Asateer, Al Qamar, Freakin’ Healthy and Benoit – with over 2,000 SKUs in more than 23 countries worldwide, including the UAE, Saudi Arabia, and USA.

The acquisition of BMB represents Agthia’s commitment to expanding its healthy food categories and enables the company to leverage the strength of BMB’s capabilities to accelerate its presence in the snacking and healthy food segment. It is also expected to drive tangible short and long-term value for all stakeholders with significant cost and revenue synergy opportunities from the integration of the combined platform, enabling footprint expansion in the confectionery market, healthy snacking market, and cross-market distribution.

The 100-day BMB integration plan is underway, which includes seeking out opportunities for new product development, go-to-market synergies, and possible consolidation of production sites.



Consolidation
 December 31
 2021



Segment
 Snacking



Footprint
 Saudi Arabia, UAE,
 USA



Rationale
 Category Upscaling,
 Brand, Footprint

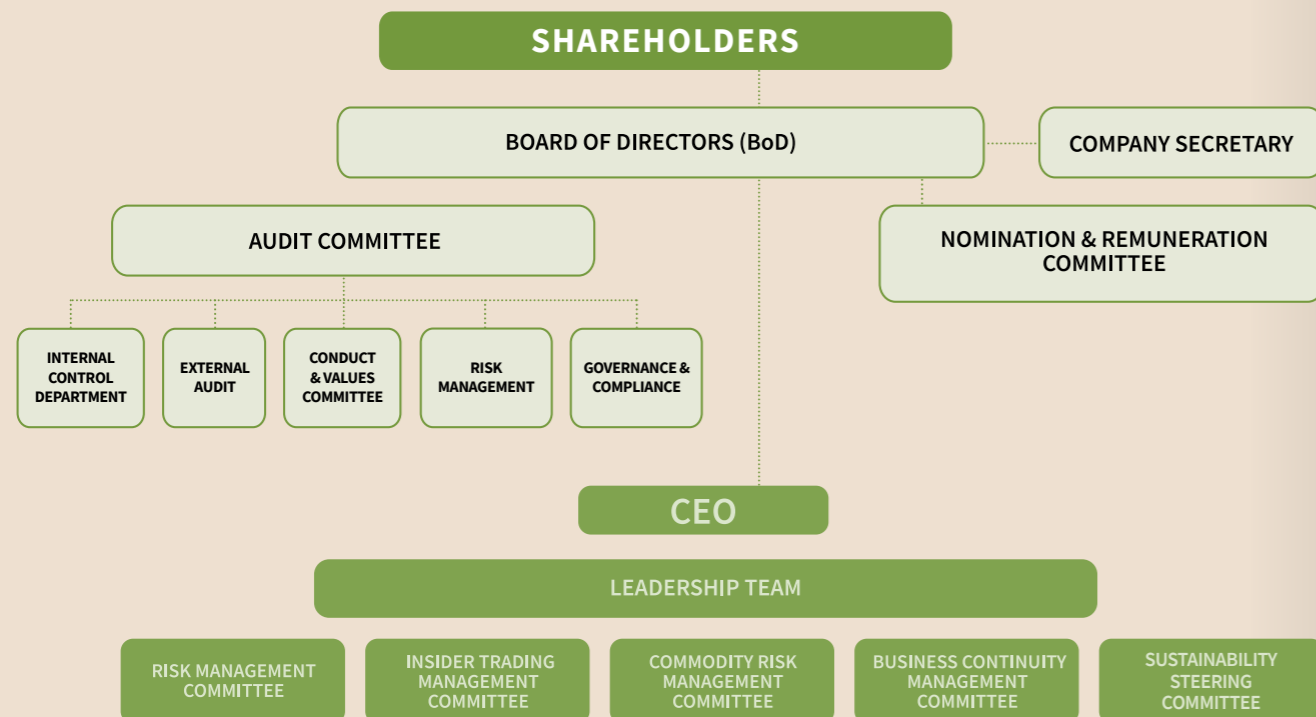
Corporate Governance

At Agthia, all our activities are led by a sense of responsibility, underpinned by our principles of good governance. Our corporate governance framework enables us to maintain the highest standards of ethics and integrity across our operations. We believe that a concrete foundation of good corporate governance and business ethics significantly contributes to the company's ability to compete effectively and realise its potential. This means leadership by a management team of uncompromising integrity under the Board of Directors' oversight, a commitment to shareholder and stakeholder engagement and the creation of sustainable value through business fundamentals, corporate social responsibility and environmental stewardship. Together, the Management and Board ensure that Agthia remains a company of uncompromised integrity and distinction

This section gives an overview of the Group's corporate governance systems and procedures as of this year. The full version of our corporate governance report has been approved by the Securities and Commodities Authority (SCA) and posted on the Abu Dhabi Exchange (ADX) website, the Group's website and our annual report.

GOVERNANCE STRUCTURE

Effectively applied corporate governance guidelines are the foundation of business integrity and supports management's commitment to delivering value to shareholders through sustainable business results. The Group maintains high levels of transparency and accountability which include adopting and monitoring appropriate corporate strategies, objectives and procedures that comply with its legal and ethical responsibilities.



OUR BOARD OF DIRECTORS

The Board of Directors' role is to represent shareholders, to whom they are held accountable, in creating sustainable value through effective governance of the business. It is the Board's responsibility to ensure that effective management is in place to implement the Group's strategy. The Board is the primary decision-making body for all matters considered to be material to the Group, their rolling agenda ensures that key areas remain in focus throughout the year.

Agthia's Board of Directors' uniqueness lies in the fact that the Board balances several deliverables, achieves sound corporate governance objectives and acts as a catalyst in creating stakeholder value while adopting best global practices for effective overall functioning.

The present Board of Directors was elected at the Annual General Meeting held on April 16, 2020, for a term of three years. The Board currently has seven members, comprising of an independent, Non-Executive Chairman and six independent, Non-Executive Directors. This year, eight Board of Directors meetings were held.

The Group supports the inclusion and participation of women in business and believes that diversity contributes to the quality and effectiveness of governance. For the last election of the Board, the Group invited nominations from both male and female candidates; however, no nominations of female representatives were received during the year 2021. Nonetheless, Agthia was successful in electing a woman Board member in early January 2022.

Chairman
KHALIFA SULTAN AL SUWAIDI

Vice Chairman
SALMEEN OBAID ALAMERI

Member
KHAMIS MOHAMED BUHAROON AL SHAMSI

Member
GIL ADOTEVI

Member
GIANLUCA FABBRI

Member
SAIFUDDIN RUPAWALA
*Mrs Sharmila Jennifer Mustaf was appointed as the new Board Member effective from 14th January 2022, upon the resignation of Mr Saifuddin

Member
HE KHALAF AL HAMMADI

THE BOARD COMMITTEES

The Board has established two Board Committees to assist it in its responsibilities. The committees operate in line with their respective charters, as approved by the Board. The charters set out their roles, responsibilities, the scope of authority, composition, and procedures for reporting to the Board.



AUDIT COMMITTEE

The Audit Committee, appointed by the Board, comprises three Independent Non-Executive Directors, with relevant financial and accounting expertise. The Committee maintains free and open communication between the external auditors, internal auditors, risk management, governance and compliance team and senior management while monitoring the integrity of financial statements and internal control of the Group along with each of its subsidiaries and ventures in compliance with all applicable laws and regulations. During 2021, five Audit Committee meetings were held.



NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee comprises three Committee members all of whom are Independent Non-Executive Directors. The Nomination and Remuneration Committee is responsible for reviewing the Group's HR framework and compensation programmes. The Committee makes recommendations to the Board on the remuneration, allowances, and terms of service of the Group's senior executives to ensure they are fairly rewarded for their individual contribution to the Group. During the year, five Nomination and Remuneration Committee meetings were held.



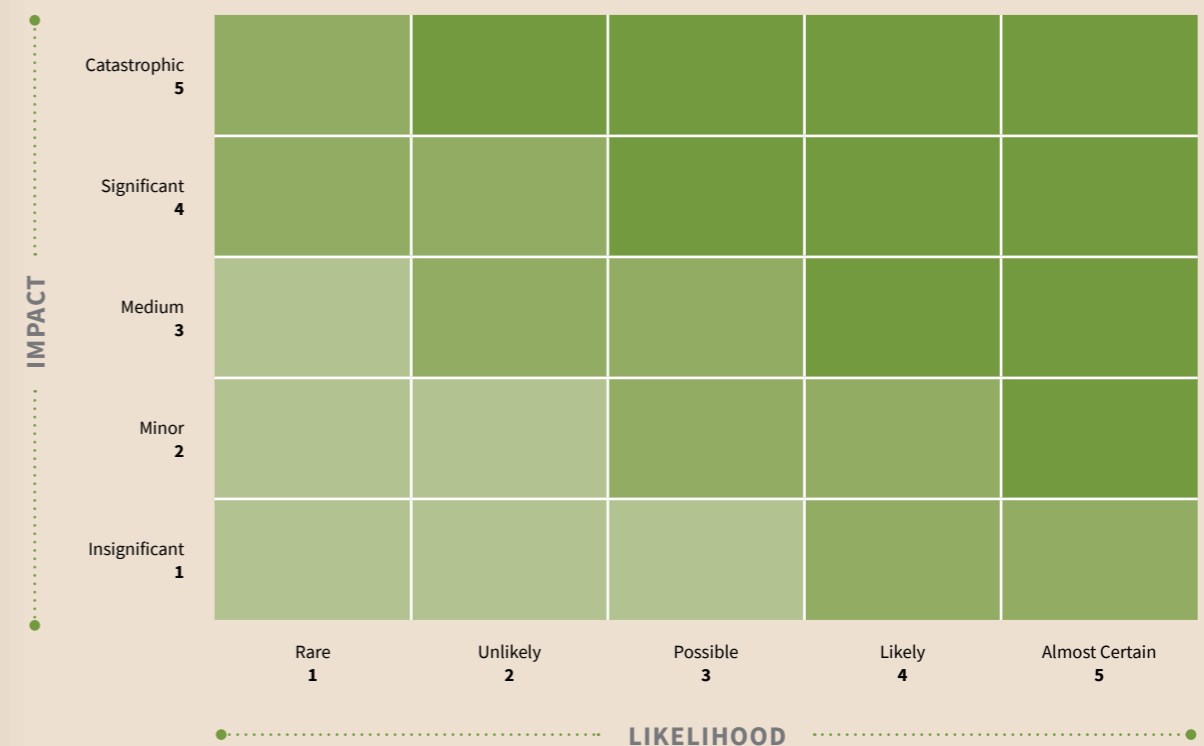
Risk Management & Internal Control

With the uncertainty in the world that we operate in, risk management lies at the core of our leadership team's agenda. The identification, review and alleviation of risks is an enduring enterprise-wide process and an irreplaceable element of our long-term, strategic thinking. Our risk management framework covers strategic, financial, operational and ESG risks, as we aim to consistently create value and build a sustainable future for all stakeholders.

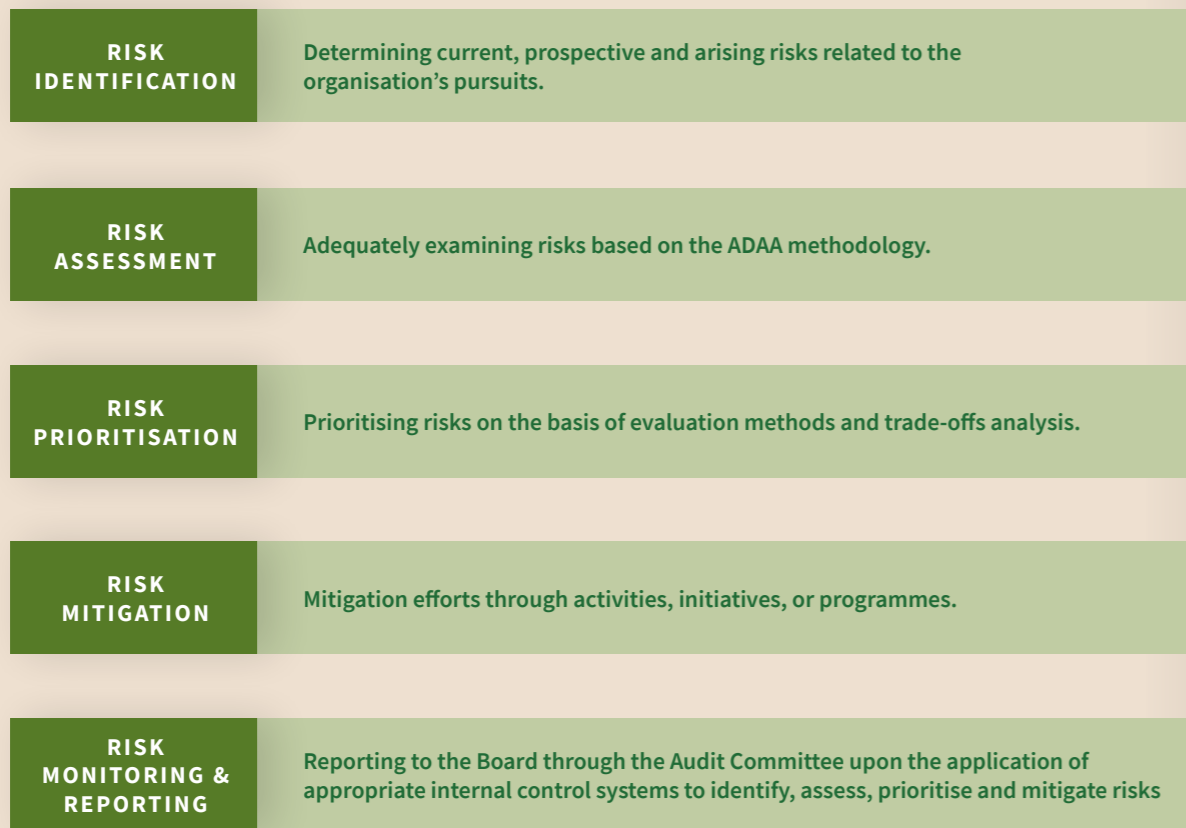
The Board governs the Group's approach to risk management. It promotes adequate and consistent risk management practices with structured processes for identifying, assessing, prioritising, managing and reporting material risks across the Group. The Board has the overall responsibility for determining the Group's risk appetite. Risk appetite guides the Group in defining the nature and extent of risk it would ordinarily endure while executing the business model for creating sustainable shareholder value.

Through the Audit Committee, the Board is provided with risk management updates pertaining to risks identified across the Group, at both the functional and process level, including principal/prioritised risks and mitigating actions to manage those risks. The Audit Committee oversees compliance with risk management processes and the adequacy of risk management activities related to the Group's operations.

Risks are evaluated to indicate the likelihood and impact of an event having the potential to influence the achievement of the Group's objectives. Inherent risk is the risk to an entity in the absence of any direct or focused actions to alter its severity. Inherent risk rating at Agthia is determined by the combined ratings for likelihood and impact for each risk as shown in the matrix below.



RISK MANAGEMENT PROCESS



The Group has an internal control system proportional to the size of our organisation and the nature of our business. We have a well-established and comprehensive internal control framework, ensuring the safeguarding and protection of our shareholders' investment and the Group's assets. The objective of the Group's internal control framework is to guarantee that policies and practices are well established, appropriately documented and incorporated by the Group within our standard management and governance processes.

The Internal Control Department (ICD) regularly reviews the internal control system appointed by the Audit Committee. The ICD provides independent assurance and consulting services using a disciplined, systematic approach to improve the effectiveness of risk management, internal control, compliance, governance process and the integrity of the Group's operations. In 2021, the ICD submitted 27 reports for action, resulting in various process level enhancements enacted across the Group.



Business Continuity

Agthia is dedicated to delivering the highest standards of business to all of our stakeholders. In order to ensure the effective and continuous availability of our key services and products, we are committed to implementing a Business Continuity Management System (BCMS) that is compliant with the International Standard of BCM ISO 22301 and Local UAE Standard NCEMA 7000. Business Continuity Management is concerned with improving the overall resilience of Agthia. This means developing a process to detect, prevent and, where necessary, deal with the impact of disruptive events.

In 2021, we proactively improved Agthia's resilience against the disruption of the pandemic to meet our key business objectives. We successfully identified urgent critical activities across the group and developed suitable business continuity arrangements for them. With continuous efforts throughout the past two years, we were able to uphold our ability to supply our key services while regularly reviewing the BCMS to ensure continuous system enhancement.

Ethical Business Conduct

Agthia is committed to achieving the highest standards of integrity, transparency and business ethics. We believe that since large corporations employ societal and environmental resources, governance processes must ensure that they are utilised in a manner that meets stakeholders' aspirations and societal expectations. We follow high ethical standards in dealing with all our stakeholders, including; employees, customers, value chain partners, regulators, investors and the community.

The Group follows a strict Code of Business Conduct that underlines our Anti-bribery and Corruption principles and a detailed inclusion in our Whistleblower and Fraud policies. The Code sets out principal guidelines to be followed by all the employees of Agthia, facilitating a conducive work environment for each one.

Our Whistleblower Policy provides employees and key stakeholders with a mechanism to confidentially report any violations of the Code of Business Conduct, internal policies and procedures, or applicable laws and regulations. Employees, customers and suppliers can report violations via our dedicated whistleblower hotline. These reports are confidential, with access restricted to the Conduct and Values Committee and the Audit Committee.

Employees are informed of these policies during the induction programme, which is followed up with an annual confirmation of their understanding and compliance with Agthia's Code of Business Conduct. This year, we had four cases where the Code of Business Conduct had been breached, which were handled appropriately. In 2021, we also witnessed two confirmed incidents of corruption; these cases were theft-related, for which the respective employees were dismissed or disciplined.

There were zero bribery cases this year.

Supporting Human Rights

Our commitment starts with our own employees, making sure they have safe, supportive and respectful workplaces, where the dignity of each one is respected.

Human rights form a cornerstone of our corporate policies, it is reflected in our Code of Conduct and Anti-Harassment policies. We strictly adhere to all labour laws, ensuring the execution of human rights, a safe and secure workplace and 100% compliance to ethical standards of work. Our policies on human rights are applicable to our employees, suppliers and service providers.

Our policies and their implementation are directed towards our commitment to the applicable laws while upholding the spirit of human rights, as enshrined in existing international standards

such as the United Nations Universal Declaration of Human Rights.

In addition to this, Agthia has established a Supplier Code of Conduct (SCC) policy highlighting our unwavering focus on fair treatment, human rights, good labour practices, health and safety and environmental conservation. We provide tools and training to all our management operations, striving to execute these principles and uphold our human rights benchmarks at all our facilities.

Our Customers



We strongly believe that data protection and data security risks are essential aspects of any company's quality management systems. We genuinely understand that proper handling and use of a consumer's data improves a company's bottom line and enhances our relationship with our consumers. We have multiple applications in place for our consumers' comfort, and we ensure that the data collected through all our applications are stored securely and only accessible to authorised individuals. We also have strict IT policies and procedures that drive information security in the group. Moving ahead, we aim to align with the UAE's Federal Data Protection Law coming into enforcement from the year 2022, for which we have already initiated discussions with the top management.

SHIVA NAIR | Group Chief Information Officer



We believe in creating long-lasting, meaningful relationships with our customers, engaging closely with them to develop our capacity and ensure alignment with our core values. We continue to introduce the most promising approaches across geographies while being more agile in our response to constantly changing consumer needs. Recent shifts in customer behaviour, especially in the digital sphere, have opened up opportunities to scale and transform how we do business, while at the same time increasing privacy and security concerns.

We acknowledge that information and the associated Information Systems of Agthia are critical components of the business and are key drivers of trust among our customers while maintaining Agthia's competitive advantage in the industry. We have in place strict measures to meet customers' requirements for data security. These include ensuring that Agthia's information assets, including but not limited to data, intellectual property, computer systems and IT equipment, are adequately and consistently protected from damage or loss and unauthorised use or access. Clear guidelines are provided for data backup, retention periods, media on which backups must be maintained and stored at remote locations.

In addition, rigorous risk assessments are carried out to identify vulnerabilities and threats to assets and determine the controls that need to be implemented. We also promote user awareness on information security as part of our daily operations and ensure that all employees understand their responsibility towards information security.

Moving ahead, with the enforcement of UAE's Federal Data Protection Law in the year 2022, we will be proactive in ensuring strict adherence to the law, while continuing to polish our ongoing practices and policies and maintaining alignment with our customers' changing needs.



2021

TOTAL NUMBER OF SUBSTANTIATED COMPLAINTS RECEIVED CONCERNING BREACHES OF CUSTOMER PRIVACY, CATEGORISED BY:

- Complaints received from outside parties and substantiated by the organisation;
- Complaints from regulatory bodies



Responsible Marketing

Marketing with a conscience

From water to snacks, groceries and beyond - our iconic brands spread delight to millions of people every day; and their trust is what drives us to ensure that our products are ethically produced and lovingly distributed from our home in the UAE into the heart of every home, everywhere.

We embrace the philosophy of “Marketing with a conscience” which forms the foundation of all our marketing activities, which fall under the following 5 categories:

**Consumer-Oriented Marketing | Innovative Marketing | Value Marketing
Sense-Of-Mission Marketing | Societal Marketing**

We ensure that all efforts are put into building consumer-centric campaigns, delivering the best quality products while innovating responsibly so that our planet thrives.

SOME OF OUR KEY PROJECTS OF 2021 WERE AS FOLLOWS:

WATER

AGTHIA CELEBRATES UAE’S GOLDEN JUBILEE

In light of the Expo 2020 Dubai and UAE’s 50th National Day this year, our design and innovation teams developed a promotional label to capture the real essence of the celebration. The BOPP labels showcased a golden, metallic finish which depicted the “Golden Jubilee” celebration of the UAE. The label’s artwork was customised for each emirate, highlighting the emirate’s skyline along with the signature logo of the Dubai Expo 2020.

Every other pack contained bottles with labels of each emirate and a special label of the Expo 2020, to represent the Unity of the United Arab Emirates. These special labels enabled promotion through easy-to-peel adhesives, which when removed revealed a promotional code where customers could win free passes to famous tourist attractions in the UAE, including to the Dubai Expo 2020.



DRIVING COMMERCIAL INNOVATIONS WITH A PURPOSE

With our marketing strategy focusing on prioritising benefits to customers, we aim to drive purposeful messages through our campaigns, which in 2021 included:



AL AIN ZERO

Driving reduced sodium consumption



BACK TO SCHOOL

Emphasising on Vitamin D as an immune system booster for little ones



RAMADAN KAREEM

Emphasising the importance of hydration at Suhoor & Iftar for both on-the-go and at home consumption

ACTIVATING AND SPONSORING ON-GROUND EVENTS

This year we actively engaged as sponsors with renowned sporting events held in the UAE, fulfilling our aim to create awareness on the importance of health and aligning with our consumer’s interests and well-being.



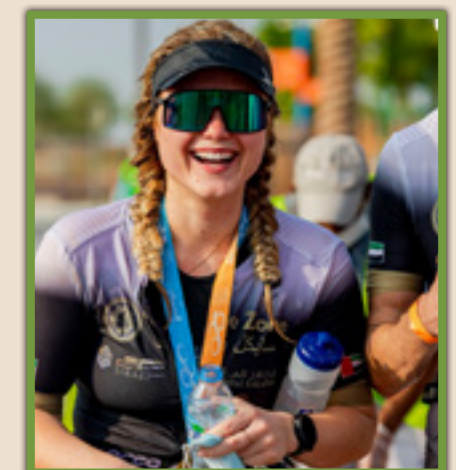
WORLD TRIATHLON CHAMPIONSHIP SERIES ABU DHABI,

November 2021



PINK RUN; BREAST CANCER AWARENESS WEEK,

October 2021



DUATHLON BY ABU DHABI SPORTS COUNCIL

October 2021

EXPANSION OF PLANT BOTTLES ACROSS PARTNERS

In 2021, we partnered with Etihad Airways to bring the Plant Bottle onto their first ever sustainability flight while continuing to expand and reach more travellers through Air Arabia. We also rolled out our Plant Bottle with like-minded partners such as Four Seasons, Pickl., & Amazon.



STRENGTHENING OUR PARTNERSHIP WITH VEOLIA

In 2021, we continued to fuel our partnership with RECAP, emerging leaders of a circular economy in the region and industry. We successfully collected 113 tons of recyclable waste through our 10,000+ environmentally conscious consumers, cementing the application's presence in Abu Dhabi and fuelling their plans to expand to Dubai.



COMMERCIAL INNOVATION WITH NOON

With the objective to enhance engagement with domestic customers, we partnered with Noon to bring together digital brands. With this initiative, upon recharging their Al Ain wallet, our customers would automatically receive rewards and discounts on Noon and Sivvi.



FOOD

Al Ain Food sources its products from Europe and Egypt, which are known for their premium quality at competitive prices. Measures are taken to ensure that freshness is preserved throughout the Value Chain, while tailor-made promotions satisfy consumer needs with our range, including regular as well as value-added items. We ensure availability and visibility across all our relevant channels while engaging with our consumers via online and offline platforms. Our efforts extended to our newly acquired businesses this year, witnessing their remarkable alignment with the vision and strategies of Agthia.

NABIL'S PARTNERSHIP WITH SHOWROOMS

Nabil's CSR initiatives not only raised awareness about cancer amongst people in Jordan, but also increased consumer trust in the brand. From the Brand Health Test conducted, we saw that 6 out of 10 consumers in Jordan believe Nabil stands out as the most salient brand among the targeted audience.

Moreover, Nabil has had the highest level of recognition amongst its consumers. Reflecting on brand performance, Nabil outperformed the competition in terms of brand closeness, indicating that the brand successfully established a closer relationship with the target audience in comparison to the other brands on the market. Lastly, an outstanding 89% of consumers have intentions to buy products from Nabil over other brands in the future. We're incredibly proud of Nabil's achievements and look forward to enabling further accomplishments.



MEET THE CHEF

In 2021, we collaborated with acclaimed Michelin Star chef Vikas Khanna as the brand ambassador of our Grand Mills Flour. We are proud of our association with chef Khanna as this strengthens our message of providing high-quality and high-standard products to our consumers.

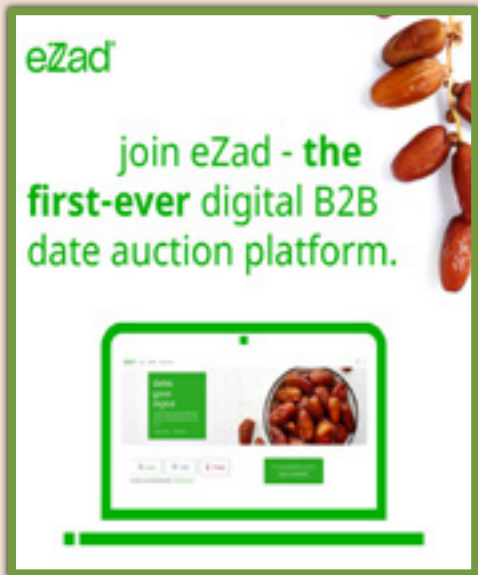


DATES

REVAMPED DATE MARKETING POLICIES AND SOCIAL MEDIA AWARENESS

With Al Foah receiving dates from over 17,000 farmers, Agthia is determined to extend our high-tech, sustainable dates sourcing approach to more farmers across the country, as we open the doors to robust markets offering concrete added value. Al Foah provides their farmers with a suite of services to ensure they are served efficiently and safely through several communication channels, including; the farmers' electronic portal, the Al Foah application, toll-free numbers, SMS messages, social media and other media. Farmers use the portal to update their data and renew date supply agreements, amongst availing many other services. Al Foah also actively promotes best farming practices through education and regular communication through social media campaigns.





EZAD: THE VIRTUAL MARKETPLACE

eZad is an easy and secure virtual marketplace that connects wholesale buyers and sellers of dates. This electronic platform enables our customers to buy and sell a wide range of dates, wherever they are. We aspire to make date trading more convenient, offering optimum prices. An exchange will only take place if it is suitable for both the seller and the buyer; hence the price is always fair and reliable.

Date farmers have direct and unlimited access to registered date buyers worldwide. All dates are certified by Al Foah's industry standards, ensuring immaculate dates for all. The seamless process means orders can be tracked as they're being stored, packed, loaded and delivered to the sellers' warehouses.



FEED

Our animal feed brand, Agrivita, aims at addressing the diverse needs of the nation's livestock with a marketing strategy aimed at **“Creating value through knowledge, power and continuous customer engagement”**. We aim to be perceived as a premium brand through our exemplary R&D efforts while we continue to provide our consumers with the highest quality products. Our teams comprise of technical experts in the field, supported by an excellent channel segmentation and a comprehensive distribution network

AGRIVITA RIAYA FARM PROGRAM

In 2021, we extended the 'Riaya Farm Program' to assist farmers in developing their livestock and achieving greater returns on investment. As part of the program, Agrivita's team of experts provide training and guidance to farmers, assisting them in raising healthy animals and managing successful businesses. The program focused on educating our farmers towards developing sustainable animal farming, while improving farm productivity and the quality of their produce. Farm owners and caretakers were thoroughly trained on different aspects of the feeding program and the best farm management practices, while elaborating on the program's effect on animal productivity and production.



One of our top priorities is engaging happy farmers and families whose food needs depend on farm production. Agrivita's social media platforms play an essential role in educating through sharing agricultural knowledge. These tools boost our farmers' confidence, while evolving them into advocates of our brand.

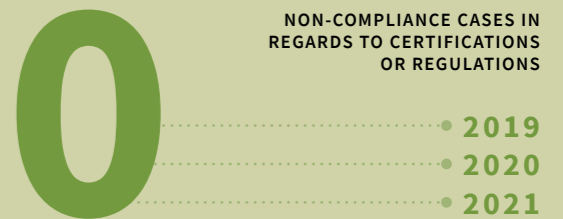
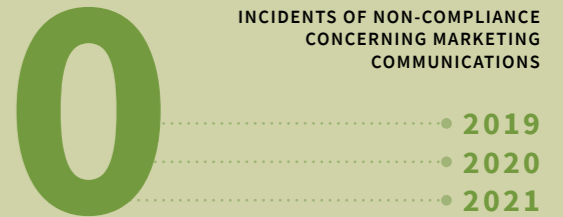
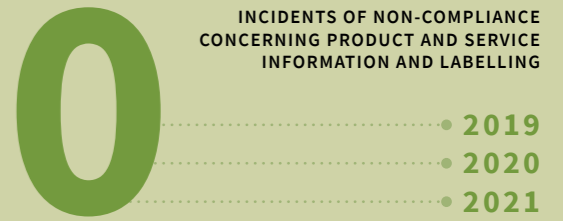
AGRIVITA'S 40TH ANNIVERSARY CELEBRATION

We had an extravagant celebration for the 40th anniversary of Agrivita with our loyal stakeholders, suppliers, customers and team this year. With the sincere determination to lead the late Sheikh Zayed bin Sultan Al Nahyan's vision on food security, Agrivita has persevered for 40 years to develop products that deliver superior quality while creating value for money. Since then, the exciting journey has continued to become farmers' favourite animal feed brand in the UAE.

Our continuous communications and activities focused on Balanced Nutrition, Superior Quality, Experience, Empowerment and Care, creating a hype around the brand that caught the attention of customers. These celebrations honoured Agrivita's legacy, while strengthening the bond between our customers and our brand. We look forward to enhancing our brand for the betterment of our animals, our farmers, our customers and the people of UAE.

AGRIVITA MOBILE APP: THE VIRTUAL STORE

It is our deep commitment to care for and support farmers in the UAE who play a significant role in our nation's food security. Following the successful launch of the Agrivita mobile app, farmers can now utilise the nutritional information of all our products available on the application, enabling them to select suitable feed requirements and purchase products for their farms. The app allows them to access new product launches as well as enter promotions. They can even collect loyalty reward points that can be redeemed for future purchases of Agrivita animal feed. Facilitating sustainable animal farming is key to our business journey, where we aspire to continue leading and transforming the industry.

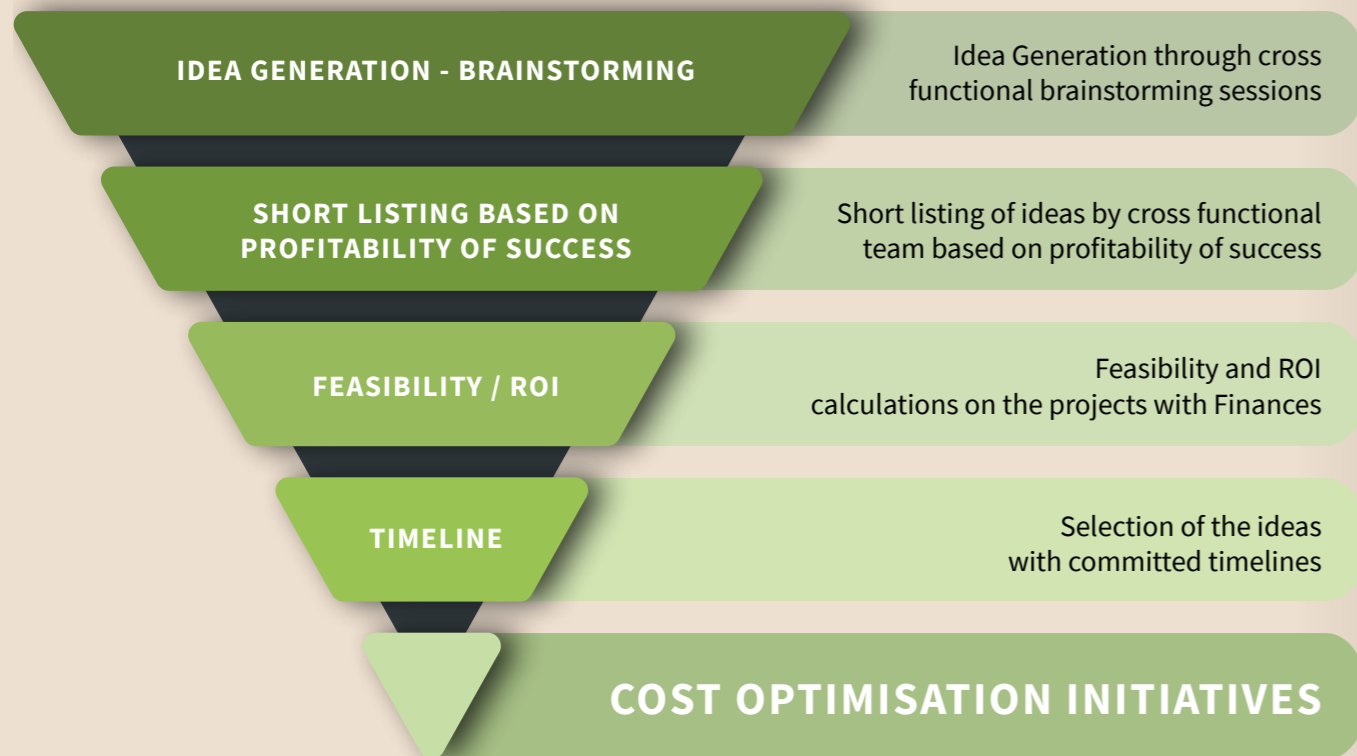


We are proud to maintain our outstanding track record of compliance in 2021, with zero major incidents of non-compliance recorded from third-party certifying bodies, regulatory authorities and customer audits. Moreover, there were zero product recalls over the same time period.

Cost-Optimisation Initiatives

At Agthia, we have continued our focus on cost optimization, fuelling our growth investments and strengthening our profitability. Having accrued above AED 9 million in sustainability cost optimisations this year, our relentless focus on sustainability was rewarded not only with advances and accolades, but also with cost reduction across businesses. This aided in partially mitigating the impact of negative operating leverage due to the pandemic. We follow the following methodology to devise our cost-optimisation initiatives:

PRODUCTIVITY WORKSHOP



The first step of brainstorming brings together people from all departments, both physically and virtually, to form cross-functional teams to ideate collaboratively. At the end of each session, ideas are shortlisted based on their probability of success, followed by feasibility and ROI calculations conducted with the help of the finance department. Each team presents their ideas to upper management, which undergo a thorough selection process, post which the most promising ones are chosen for implementation. The projects are monitored by the finance department, which documents activities through monthly reports.



SOME OF THE NOTEWORTHY COST OPTIMISATION PROJECTS WITH EMBEDDED SUSTAINABLE PRACTICES WHICH HAVE RESULTED IN MEANINGFUL OUTCOMES ARE LISTED BELOW:

- ELECTRICITY OPTIMIZATION**: To achieve our aim to reduce indirect energy consumption, we have implemented multiple energy efficiency measures in our facilities and distribution centres leading to reduced electricity consumption. Relocation of our distribution centres has further contributed to our cost-optimisation efforts.
- ROUTE TO MARKET OPTIMIZATION**: Revision of the existing fleet routes improved fleet efficiency through the alteration of these routes, which further enabled us to reduce our fleet numbers, positively impacting our footprint.
- CONSOLIDATION OF CONTRACTS**: In the past years, we have been utilising services from more than four waste solution providers at a time. This year, we consolidated these services to one trusted partner for our waste solutions and processes
- IN-HOUSE R&D**: Our state of the art R&D facilities have led to industry best innovations while effectively impacting our production costs.
- SUSTAINABLE PACKAGING**: Our award-winning sustainable packaging efforts, along with numerous initiatives at the facilities level, have led to the usage of alternative packaging materials, leading to cost reductions, while positively impacting the environment.



We are proud of our achievements this year and aim to continuously **drive ambitious cost optimisation targets each year.**

FOSTERING DIVERSE, HEALTHY AND SAFE COMMUNITIES

Fostering diverse, healthy and safe communities

Our People

Training and Development

Health and Safety

Community Engagement

Agthia's business purpose, principles and vision are exemplified by our people. The power of our people, our unique culture and our innovative approach enables us to deliver lasting results.

We believe that a good work environment encourages innovation, success, productivity and business evolution while acknowledging that attracting, retaining and developing employees is crucial to any business' success.

UN SUSTAINABLE DEVELOPMENT GOALS



UAE NATIONAL VISION 2021 PILLARS

Cohesive Society and Preserved Identity

Competitive Knowledge Economy

MATERIAL TOPICS

Workplace diversity & equal opportunities

Employee development & retention

Employee engagement & well-being

Workplace health & safety

Food security

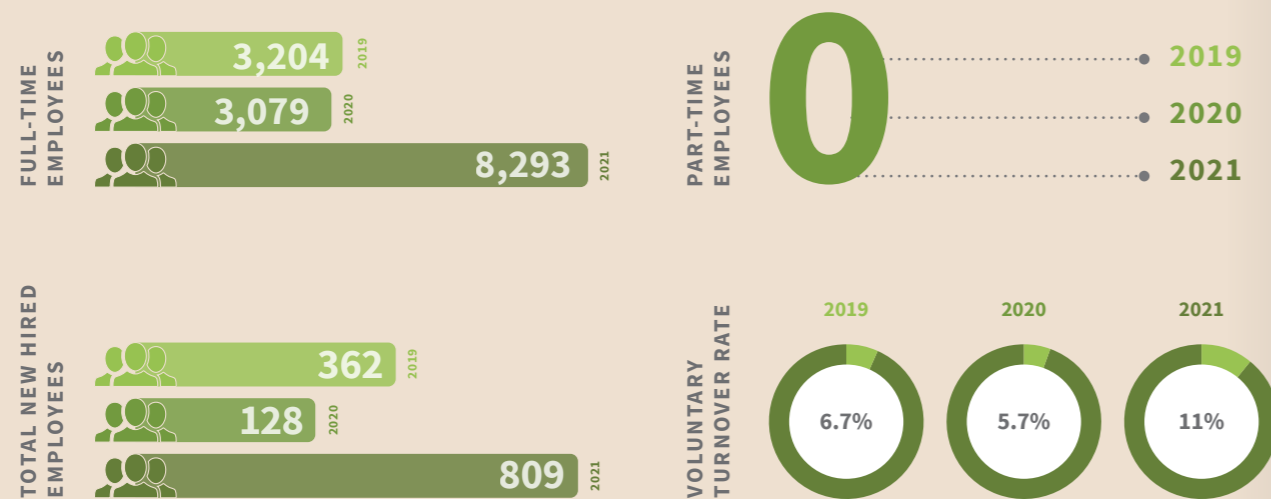
Community contribution & investment

Our People

We believe that people are our finest asset, they are essential for the triumphant delivery of the Agthia strategy and to uphold business performance in the long term. We are committed to respecting human rights and guaranteeing the safety and health of our employees, while embracing cultural and social diversity throughout our workforce, our customers and the communities we work in.

We believe in harbouring a work environment that is diverse, collaborative and welcoming, where our people feel like they can be themselves and prosper in their teams. We operate under the motto “To win in the marketplace, you must first win in the workplace.” To achieve this, we accelerate the development of our employees, grow and boost our leadership capabilities and enhance employee performance through ongoing engagement.

In 2021, our total workforce in the UAE stood at 8,293 employees. Due to the turbulent market environment caused by the spread of the COVID-19 pandemic, we have seen an increasing number of resignations causing our turnover rate to increase to 11%. However, we welcomed 809 new employees from diverse backgrounds who enhanced the organisation with their diverse abilities, incremental experience and unique perspectives.



BENEFITS & COMPENSATION

In addition, employees have the option to carry forward unclaimed leave days into the following calendar year. Our competitive compensation scheme includes housing and transportation allowances, long term incentive plans for senior management, performance-based annual bonus, sales and other incentives, overtime (as per the Labour Law), schooling assistance, family airfare, life insurance, in addition to comprehensive medical insurance for employees and their families. Our employees are also entitled to be part of the Agthia Savings Plan if they wish to do so.

At Agthia, we adopt enhanced and inclusive policies as well as infrastructural support for our employees, including but not confined to:

- Annual leave of 25 working days per year
- Emergency health leave of three days a year, not requiring a medical report
- Sick leave
- Compassionate (bereavement) leave
- Study leave
- Wedding (marriage) leave
- Medical escort leave
- Haj leave
- Maternity leave of 60 calendar days
- Three days' paternity leave.



8,293
employees
work at **AGTHIA**

All businesses (including our three new acquisitions of 2021)



809
new employees
joined us this year



11%
turnover rate

Gender Equality

We are convinced that gender equity is a strategic lever to increase wellbeing at work, fuel creativity and innovation and boost performance and growth. We believe that diversity in the workplace creates an environment facilitative to engagement, alignment, innovation and increased performance. This is achieved through guidelines for employee well-being related to participation, freedom, gender equality, a safe working environment and a harassment-free workplace.



2.6%
Increase in our
FEMALE
full-time employees

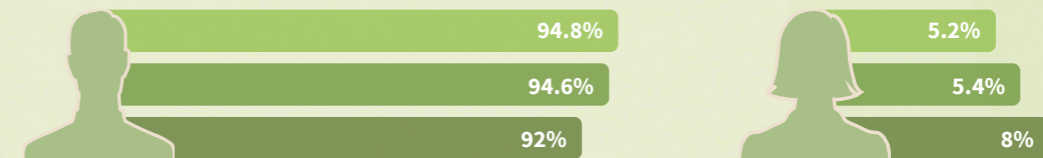
We align with the UAE's national priority of gender balance, there are some challenges due to the fact that female professionals are entering the manufacturing field at a slower pace in the region, especially blue-collar jobs. With restrictions now removed on women working night shifts, we hope to see an increase in female applicants. We strive to overcome this gender gap by enforcing an approach that would enable us to achieve a gender-balanced workspace.

We understand that this will not be an overnight transformation, but we continually strive to achieve equal representation of both genders with our commitments and strategies. This year, even with the addition of our acquisitions, we are

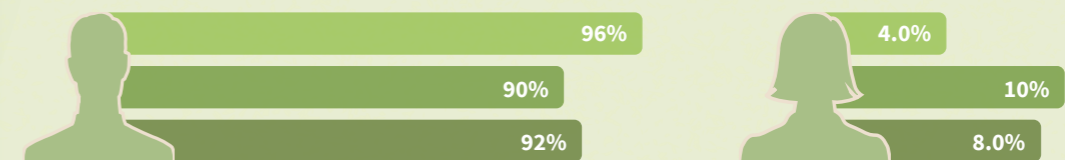
proud to witness that our female representation has increased in management positions and non-management positions, with slight increases in our full-time employed females. The remuneration rate at Agthia is 1:1 between female and male employees.

With the pandemic in full swing, our turnover rates dropped over the past year; nonetheless, we continue to listen carefully and communicate effectively, supporting each of our employees personally and professionally. Over the pandemic, we provided more opportunities for growth along with leniency in leave due. We remain committed to improving our work environment in alignment with our people-first approach.

FULL-TIME EMPLOYEES BY GENDER



NEWLY HIRED EMPLOYEES BY GENDER

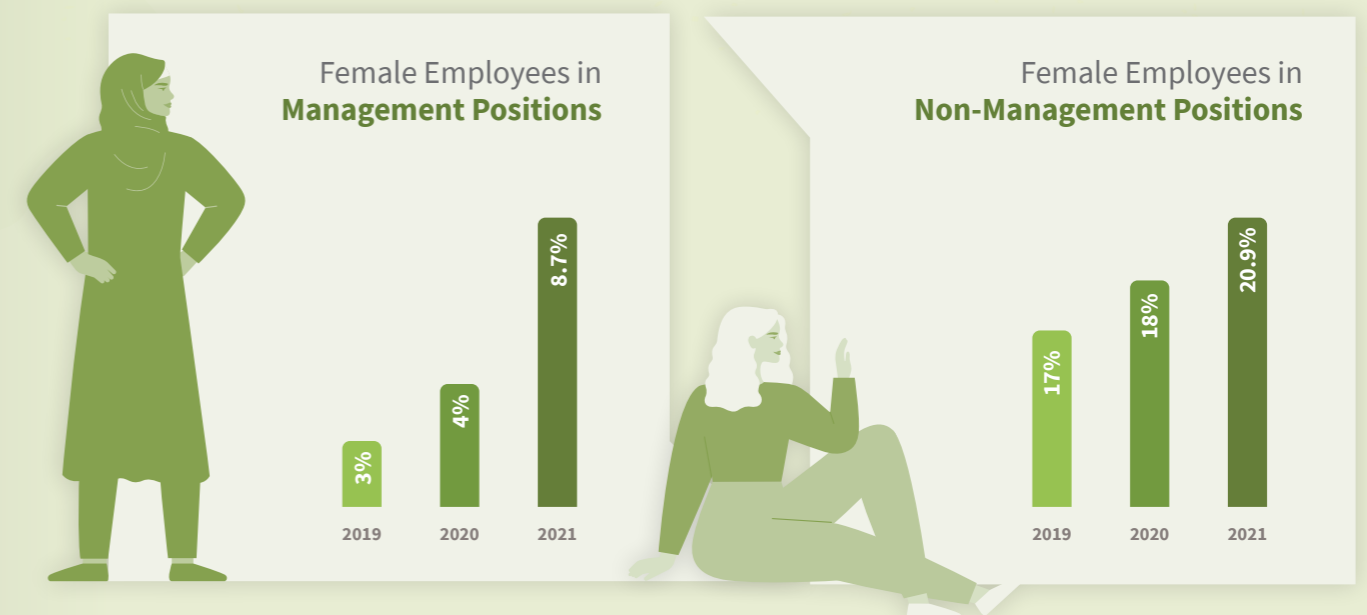


TURNOVER BY GENDER



*Upon revision, we learned that the figure disclosed for Female Turnover by Gender for the year 2020 in the previous year's report was misaligned. We have rectified the error in this year's report with the correct figure.

FEMALE PARTICIPATION | WHITE COLLAR



Age Diversity

We value the experiential, technical and analytical skills achieved with an age-diverse workforce. We support the growing coexistence of multiple generations in our workplace as we believe that diverse members typically possess different perspectives, which help them to devise a better solution to a problem than employees with more homogeneous characteristics.

Agthia is proud to align with the UAE's significant steps to equip the upcoming generation with the skills required to face future challenges and achieve the core goals of its Centennial 2071 vision. This can be witnessed in our recruitment practices, as 60% of our newly hired employees in 2021 were under the age of 30. We grew the number of young employees (under 30 years of age) this year, with this group now making up 26% of the workforce.

We greatly cherish the growth and success our workforce has contributed to over the years and are proud to note that over 58% of our employees have been with us for over five years. While we continue to welcome fresh, young and motivated youth into the company, we will remain dedicated to empowering and developing our existing workforce, as we strongly believe in each member's contribution to Agthia's performance.

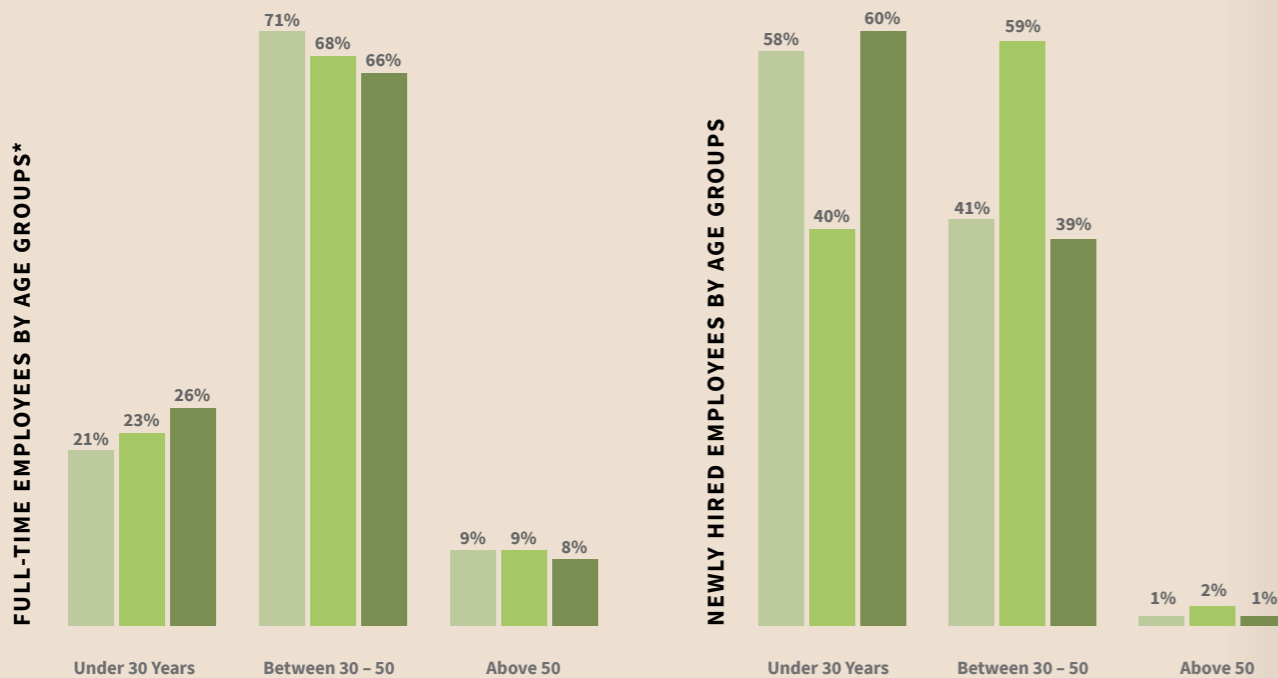


26%
of our workforce
is under
30 YEARS
of age

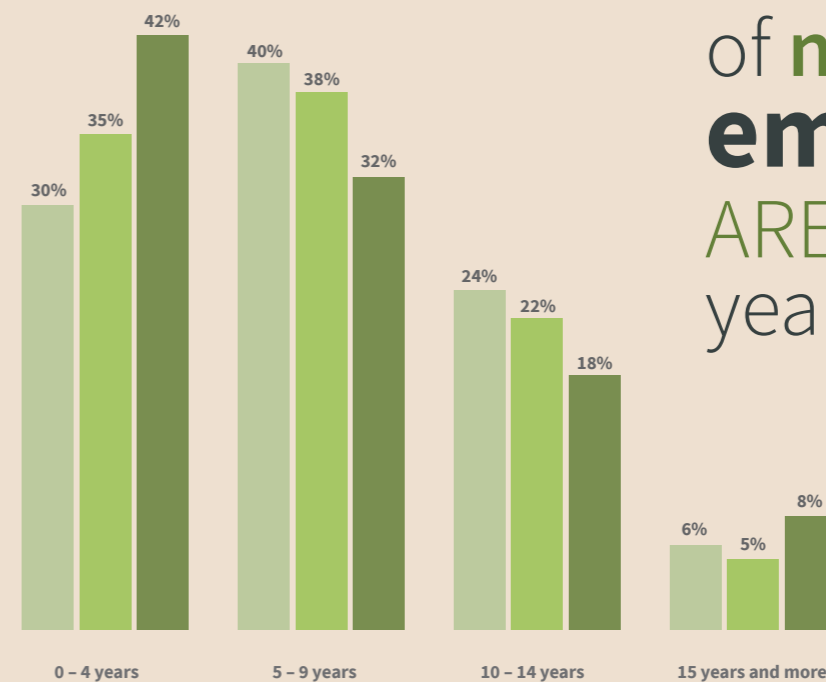


2019 2020 2021

*All Human Resources-related data presented in this report includes our three newly acquired businesses



FULL-TIME EMPLOYEES BY YEARS OF SERVICE



60%
of newly hired
employees
ARE UNDER **30**
years of age



Fostering Inclusion

At Agthia, we provide an inclusive environment, celebrating and reflecting the full diversity of the communities in which we operate. We better understand the needs of our customers, suppliers, people and partners by implanting the principles of diversity and inclusion in the way we do business. A diverse workforce, supported by an inclusive and caring environment that respects and encourages diverse people, is a way to enhance our safety and business performance.

We continuously aim to build on our actions to advance diversity in our workforce and better reflect communities where we work and draw talent, ensuring that local communities are empowered and upskilled. We align with the UAE's vision to achieve a competitive knowledge economy by unlocking the potential of citizens and enabling them to be a driving force of the UAE's economic development, which can be seen

by the increasing representation of Emiratis, which now make up 8% of our workforce compared to the consistent 6% representation over the past three years. Also, given the remarkable cultural diversity that this country offers, our workforce comes from a total of 60 different nationalities.

EMPLOYEES BY ORIGINS	2019	2020	2021
Percentage of Expat Employees	94%	94%	92%
Percentage of Local Employees	6%	6%	8%

8%
LOCAL
EMPLOYEES

92%
EXPAT
EMPLOYEES



61
different nationalities
work at **AGTHIA**

Training & Development

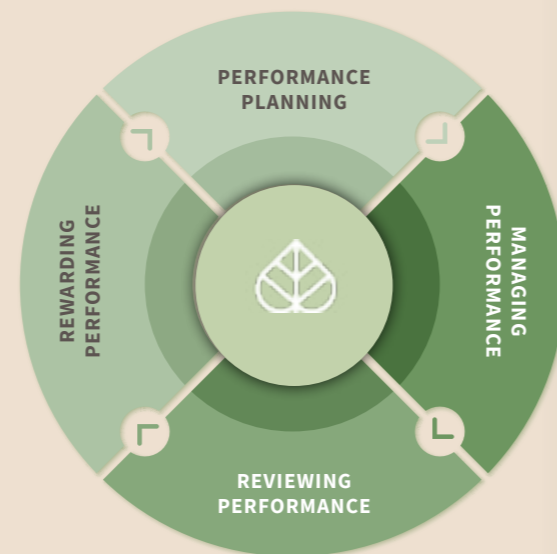
At Agthia, we offer all our employees a defined talent value proposition to challenge, enhance and accomplish their aspirations so that they can maximise their true potential to make a difference. We believe learning is key for our people to reskill, upskill, work more flexibly and otherwise adapt to the changing world of work. Our strategy to put our people first has driven us at every stage to take care of our employees' health (both physical and mental), wellness, work-from-home infrastructure and any other support they need to adapt to the new normal of work. We have also continued to provide our employees with a plethora of technical and non-technical opportunities, through courses, training and programmes throughout the year. We were able to fulfil 1428 hours of training for our female employees this year and 4187 hours for our male employees, an average of 0.7 hours of training per employee. In a year that required utmost support to our employees, we invested an amount of AED 225,000 towards their development and growth.

EMPLOYEE HOURS OF TRAINING	2020	2021*
Total number of Training for Females (hours)	44.00	1428
Total number of Training for Males (hours)	318.00	4187
Total number of Training for total workforce (hours)	362.00	5,615.00
Average hours of training per year per Female employee	0.27	2.23
Average hours of training per year per Male employee	0.11	0.57
Average hours of training per year per employee	0.12	0.70

*2021 data includes our three newly acquired businesses

PERFORMANCE MANAGEMENT

Agthia's performance management tool (PDR) ensures every good performance is rewarded, by periodically gauging each employee's performance. Each year, 100% of our workforce undergoes thorough performance and career development reviews, ensuring every employee has a platform to receive constructive feedback, enabling them to grow further.



In 2021, through the Agthia Academy, we enabled our employees to upskill not just physically but virtually in a variety of courses ranging through all the departments of Agthia. Agthia Academy is truly an investment in our people that will lead us to achieve higher heights together. It includes the following programmes and initiatives:



TRAIN THE TRAINER

This highly effective course provides simple yet key insights into being exemplary facilitators, building each attendees confidence for when they provide training themselves. The course equips attendees with the skills, knowledge and mindset a professional trainer needs to be successful, including exploration of activities to engage the crowd.



PROCUREMENT PASSPORT

A thorough induction on procurement, this course gives each new joiner a comprehensive understanding of Agthia's policies, practices, manifestos and pillars of procurement, enabling them to create strategies themselves.



THE 5-S WORKPLACE ORGANIZATION SYSTEM

This foundational course on the Lean Manufacturing Methodology's 5S, aims to empower employees to maintain an organised workplace. Employees from all departments, managers, supervisors and floor teams attended this structured step-by-step course that provides a methodology for organising, cleaning, developing and sustaining a productive work environment.



ARTWORK MANAGEMENT

This course is designed to enrich participant's understanding of the overall artwork management procedure and its associated software.



FOOD SAFETY AND QUALITY

This strategic course provides our Value Chain and Quality Managers and Supervisors with an in-depth understanding of food safety, along with the implementation, maintenance and improvement of a HACCP system.

 **AED total investment**
225,000 on **TRAINING**

Health & Safety

At Agthia, we value safety as one of our most material topics and we operate with it as a priority across all sites and locations. In alignment with our ethos and purpose, taking care of the health and safety of all our employees is non-negotiable, so we continuously seek to decrease operational threats and mitigate workplace hazards to safeguard lives, enhance efficiency and optimise production. This has led to us achieving a strong Health, Safety and Environment (HSE) performance across all our operations.

Our sustainability strategy aligns with our Employee Health and Safety policy, ensuring that each employee continues to work towards our collective goals. Agthia's CEO and Senior Management ensure effective leadership and deployment of the HSE Strategy, mitigating all hazards and risks and ensuring a working environment that is safe for all staff and contractors.

HEALTH AND SAFETY ROADMAPS

Each Business Unit, department and site possesses a Health and Safety Roadmap that details all activities necessary to deploy the HSE Strategy successfully. These roadmaps are led by the head of each Business Unit, department or site and reviewed monthly to evaluate their progress and take any proactive measures required. In a nutshell, these roadmaps detail the elements that are needed to be executed for our vision to be materialised. An essential element of these roadmaps is the follow-up and evaluation of the major KPIs. We have streamlined our KPIs to focus primarily on the leading ones as we are confident that these will guide us towards operating a free risk environment. All key personnel at Agthia have these KPIs incorporated in their yearly performance evaluation, enabling the alignment of the company's goals with individual goals. These KPIs are embodied at all levels, from top management to the shop floor.

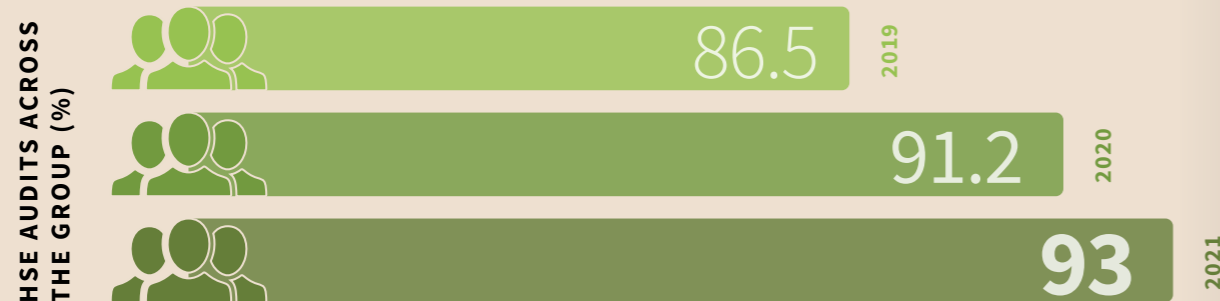
COACHING VISITS

We implemented a key initiative on 'Coaching Visits' this year to deploy our HSE Strategy across the Group. HSE coaches visited the sites and performed coaching sessions with the HSE team and crucial stakeholders. This initiative aims to strengthen the ownership and engagement of HSE matters across the team. We started this initiative in 2021, with such remarkable results, and we aim to expand coaching visits to the whole Group in the coming years.

INSPECTIONS

Agthia conducts Good Manufacturing Practices (GMP) and Good Warehouse Practices (GWP) HSE inspections to ensure that the necessary HSE standards are being met and procedures are being followed. As part of these inspections, a detailed checklist is administered to cover all the requirements related to health, safety and environmental factors. In 2021, the GMP HSE checklist was reviewed and updated to prioritise a behavioural-based safety approach. This approach focuses on workers' behaviour regarding safety in the workplace, employee engagement, involvement of managers in safety meetings and their engagement in communication with the shopfloor teams.

The revised priorities have enabled better scoring visibility, supporting action owners to achieve their targets. This has resulted in a 2% improvement in the GMP/GWP HSE Score compared to last year, reaching 93% in 2021. Monthly GMP/GWP HSE inspections have also been introduced in newly acquired sites, with the aim to have uniformity of implementation to minimise unsafe conduct and to execute best practices. This has led to a score of 89% in the first year of executing GMP/GWP practices, proving the efficiency of the processes being followed.



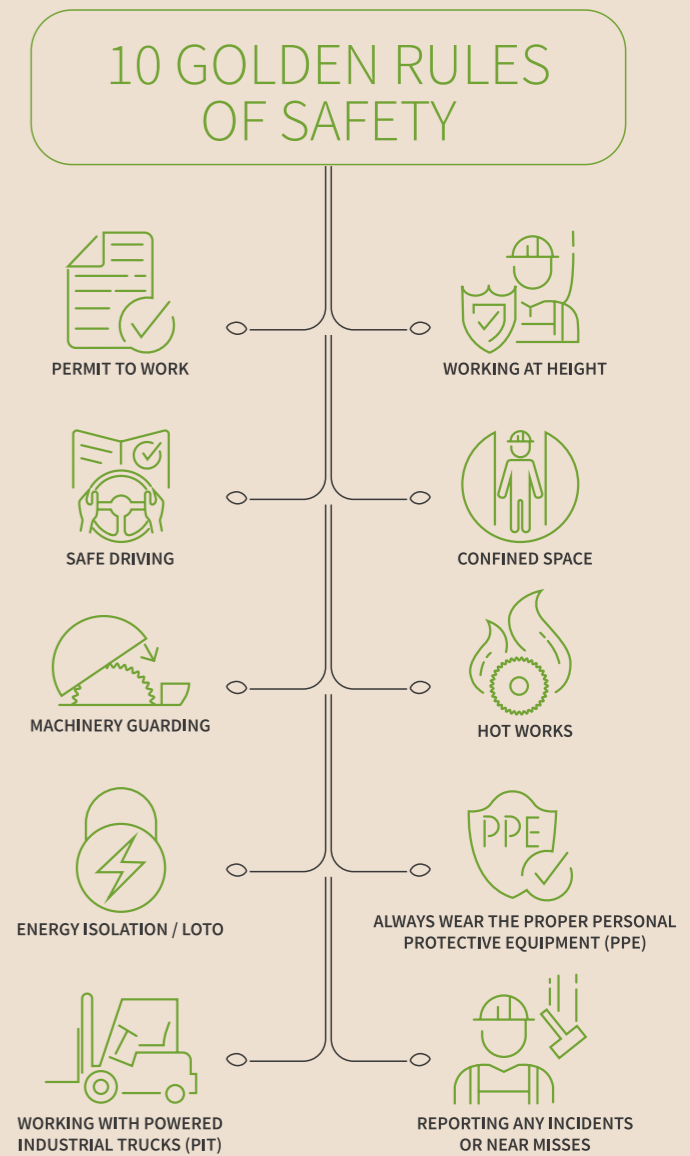
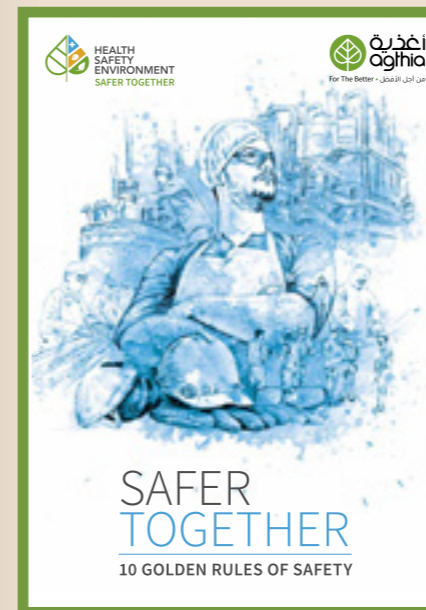
HSE STRATEGY

Our HSE Strategy encompasses multilayered focus areas that ensure effective communications, management, leadership and environmental stewardship, achieving our goal of being a leader in health, safety and well-being standards in our industry.



SAFER TOGETHER

In 2021, Agthia launched 10 Golden Rules of Safety as part of our HSE Strategy, to serve as a tool for all Agthians, contractors and most importantly for frontline workers to ensure we work "Safer Together". These 10 Golden Rules are based on world-renowned industry best practices to help us to remain among the globally recognised safest manufacturers. The slogan "Safer Together" has become the tagline in all our HSE communications.



MANAGING KEY RISKS

Managing key risks is one of the most important pillars in our HSE Strategy. Embedding the management of all risks relevant to our processes, like; dust explosion, ammonia, refrigeration safety and machinery safety along with the day-to-day operational risks is a high priority to us. For evaluating and mitigating these risks, a technical approach aligned with latest ISO and EN Standards as per each case and site is followed. Additionally, detailed risk assessments are conducted for each area and activity of work throughout the system. Appropriate measures are taken to identify potential risks and minimise, if not to eliminate them. Training is conducted and practices are put in place to prevent any harm to the workforce

REWARD AND RECOGNITION

We have a reward and recognition program deployed across all our sites to promote the significance of employees' health and safety. The employee whose HSE performance has exceeded the benchmarks of being a role model for the organisation is rewarded on a quarterly basis. This program does exceedingly well in raising people's engagement and enthusiasm towards HSE, helping us build a positive safety culture.

HSE COMMITTEES

Our HSE committees are deployed across all our operational sites, ensuring that each employee's HSE concern is heard and opinions are actively discussed. Employee participation has increased by 12% in just a year, demonstrating the effectiveness of the activities and processes in place. These committees have a structured agenda following our principal KPIs and are conducted frequently on a regular basis.

HEALTH & SAFETY DURING COVID-19

The COVID-19 pandemic completely transformed the requirements for safeguarding our employees. Since the start of the pandemic, we have had strict precautionary measures in place aligned with up-to-date, localised protocols, Crisis Committee meetings and a robust methodology to evaluate the situation across the Group. Our Crisis Committee held weekly meetings to examine the updates as per our COVID-19 contingency plan. All aspects from government instructions to cases in each facility, contributed to deciding work-from-home regulations and the way forward for our people.

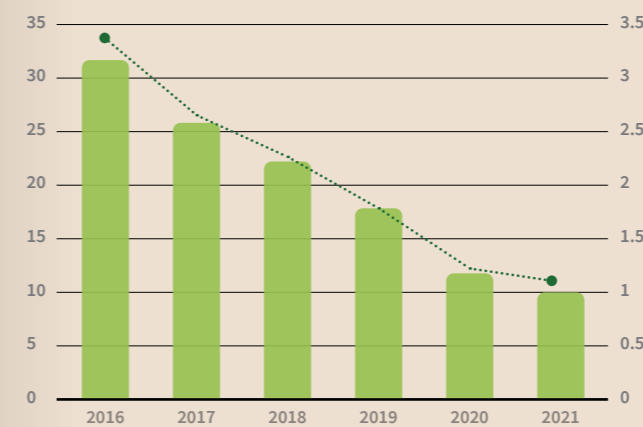
PERSONNEL HEALTH AND SAFETY

The approach undertaken by Agthia to eliminate hazards and minimise risks, includes an in-depth analysis of the relevant incidents, sharing key learnings and updating procedures where relevant, conducting training sessions and exploring alternative learning solutions.

This year, our Lost Time Injury (LTI) indicates a further reduction of 9% in 9.5 million hours worked. Our Lost Time Injury Frequency Rate (LTIFR) per million manhours is a low 1.05, a 15% reduction from last year, and a prominent 30% decrease from the year before (2019). We continued to improve our health and safety performance

this year, with 55% fewer lost work day accidents compared with 2020. Additionally, with our effective safety procedures in place, the number of near-misses has successfully increased to 2,999 from 2,651 in 2020 as a result of increased awareness and engagement from the shop floor.

While the lagging indicators and incident rates are considered low for our industry, we strive to achieve zero accidents and zero unsafe acts by enhancing our efforts in the coming years.

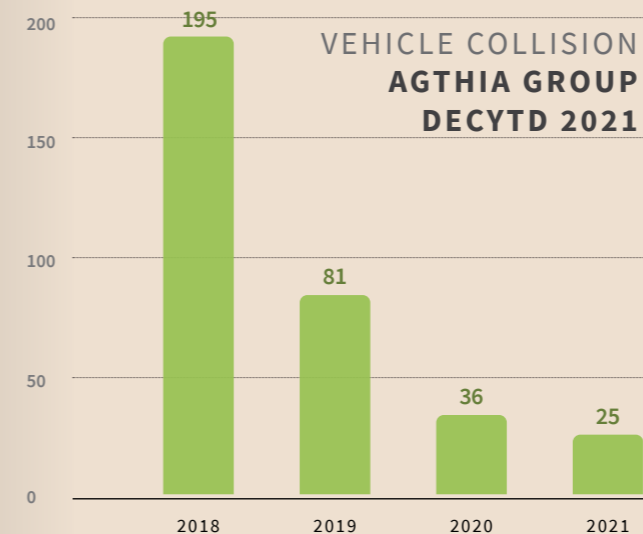


15%
decrease in
lost time injury
frequency rate (LTIFR)

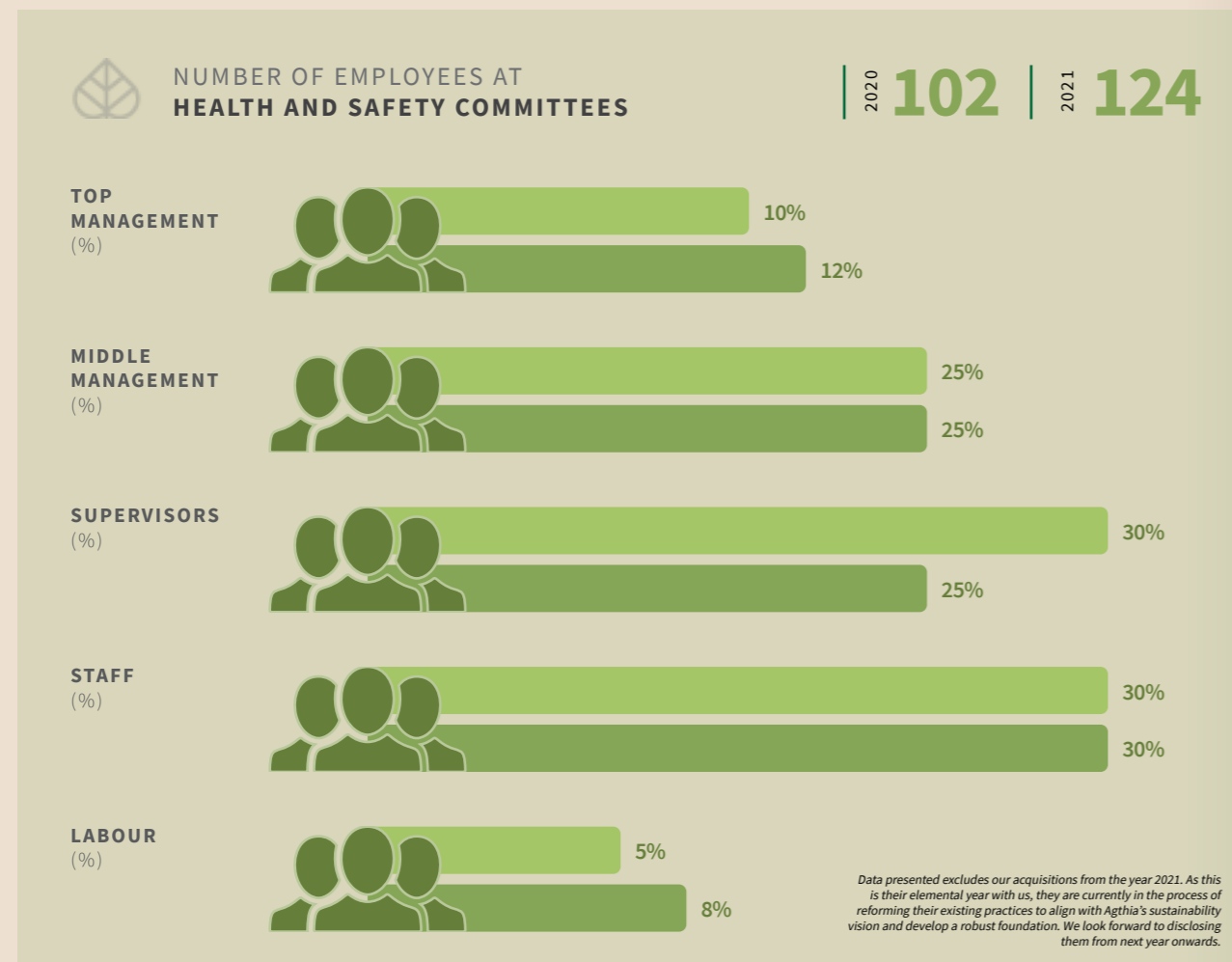
SAFETY ON THE ROADS

We recognise our responsibility to prevent harm to our people and are committed to reducing any associated risks with vehicles used for businesses by promoting safe driving. As our employees distribute our brand's products, ensuring their safety along with adherence to applicable regulations is a priority.

Agthia's UAE fleet comprises of 523 vehicles, of which 146 are owned and 377 leased. 501 (96%) of vehicles have GPS installed and active. GPS is installed in all company-owned and leased vehicles within the UAE, ensuring benefits from both operational and H&S perspectives.



29%
decrease in
vehicle violations
in the last three years



To enable coordinators and supervisors to track their fleets, they were given access to Altair Fleet Management System. This enables live tracking of vehicles to know their exact location, monitor speed and time along with the ability to view each vehicle's history and to track the routes taken by the driver. In instances of speeding or activation of the panic button, the system notifies the coordinators allowing for timely action and follow-up. The tool is extremely valuable at the time of investigating vehicle accidents and incidents, as well as complaints due to poor driving received from call center.

This year Agthia launched an anonymous survey on leadership as per the Driver Fatigue Risk Management programme, to gauge feedback from drivers on the

leadership, participation and consultation by their managers. As per the survey, 100% of drivers indicated their satisfaction with the fatigue risk management techniques and processes.

Our comprehensive safety precautions and training activities ensure that our transport collision incidents are steadily reducing. We describe transport incidents as accidents that cause personal injury, significant damage to property or having a significant environmental impact.

Our vehicle management systems have resulted in reduced collisions this year, leading to a 33% reduction in vehicle collision rates and a decrease of more than 31% in the total number of vehicle collisions.

HEALTH AND SAFETY TRAINING

Training plays an important role in building robust health, safety & environment management systems. Our detailed matrix outlines training and competency requirements related to relevant tasks for the person carrying out quality control. Training is conducted through experiential, practical and informative courses and talks, which take place both in-person and virtually. In 2021, a total of 27,524 health and safety training hours were carried out, which amounts to an average of 3.4 hours of training completed by each employee across our businesses.

PROMOTING SAFETY IN LEADERSHIP

As leadership in an organisation plays an instrumental role in building a culture of safety, we officially launched a Leadership Safety training workshop in 2021. This was a full-day workshop, with the participation of our CEO, our COO and key colleagues from each site. Throughout the day, we went through our current safety framework, behaviours and practices and we evaluated them versus the framework which creates comprehensive safety excellence: 'The Zero Index.'

THE ZERO INDEX

This Zero Index is based on years of experience in assessing organisational safety. Outlining ten critical disciplines practised by the world's safest organisations, this exercise helps us to evaluate where we stand when it comes to our leadership behaviours towards safety, as well as helping our organisation update its roadmap for safety and get to a state where safety is "who we are." We aim to deploy this training across the organisation and enhance our employee's leadership skills around safety.

HSE E-LEARNING SYSTEM

Determined not to let the ongoing pandemic affect our

employees' growth, Agthia launched a web-based HSE E-Learning Management System in 2021, where almost 80% of the identified key employees, including all new acquisitions, completed the training successfully. This Learning Management System (LMS) included detailed training on HSE's 10 Golden Rules, site visits, safety inductions, general site rules and behaviour-based safety. Each training was followed by an assessment, with a certificate awarded to participants upon successful completion.

TRAFFIC AWARENESS TRAINING

As a first, we had a traffic awareness session onsite for our drivers in coordination with the Ajman police. Looking to expand such an initiative across all our sites, the Quality department has started sharing two vehicle-related One Point Lesson document (OPL) every month across our UAE sites to enhance awareness amongst our teams. The Agthia Defensive Driving Training Module was also revised this year to incorporate Fatigue Management requirements.

TOOLBOX TALKS

Our health and safety training also includes Toolbox Talks. Focusing on safety issues that regularly occur across our sites, Toolbox Talks are rather important informal group discussions, conducted by area owners, managers, supervisors and HSE Champions. To highlight their importance, Toolbox Talks are included in the criteria for our safety award. Toolbox Talks have led to multiple positive outcomes, including; increased awareness, reduced incidents, better two-way communication and improved reporting of incidents. Working towards our aim to build a sound foundation right from the start, Toolbox Talks were hosted in our acquisitions as well, resulting in the participation of 4,050 Toolbox training attendees.

HEALTH AND SAFETY METRICS

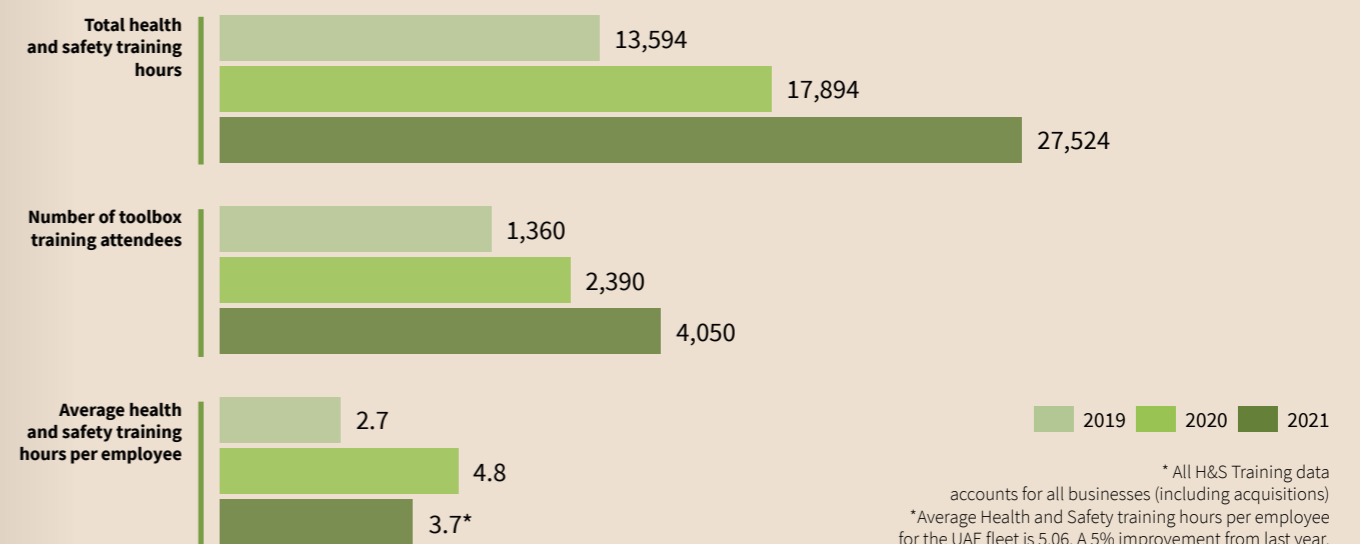
	2019	2020	2021
Number of Lost Time Injuries (LTIs)	17	11	10
Number of lost days from LTIs	170	110	50
Lost Time Injury Frequency Rate (LTIFR)	1.5	1.23	1.05
Number of fatalities	0	1	1
Number of near misses	2056	2651	2999
Vehicle collision rate (Collision/Million KM)*	2.2	0.9	0.6
Vehicle violation rate (Violation/Million KM)*	8.5	6.2	5.62
Number of Collisions*	81	36	25
Number of Violations*	310	236	219
Vehicles Audits Score*	---	80.1	80.82

*All fleet-related data account for fleets excluding those of our acquisitions from this year.

27,524

health and safety

TRAINING HOURS



Community Engagement

“



In line with our purpose of growing for a greater good, we continuously seek to create opportunities for sustainable innovations and for our business, people, and stakeholders to prosper. Ours has been a rewarding and inspiring journey that we hope we will continue to progress upon together, as a family, in pursuit of communal collaborations within a supportive ecosystem towards a brighter future, for the better.

MUBARAK ALMANSOORI
Chief Human Capital &
Corporate Services Officer

”

As a committed and responsible organisation, we understand that sustainability is a vital pillar in our community engagement approach and is embedded within all our endeavours to support our communities. We believe that long-term economic value can be rendered only through the creation of lasting social value in an interdependent and interlinked ecosystem of which we are a part of.

Our social investment plans outline programmes and projects to create a positive impact on our stakeholders. Our initiatives support a wide range of programmes with the government and local municipal bodies, civil society organisations and citizen initiatives to reach the most vulnerable communities in our ecosystem.

In 2021, with the ongoing pandemic creating unprecedented circumstances for all, we recognised the need for philanthropic and corporate support in the areas of:

PROVIDING SUPPLIES | HEALTH AND WELLNESS | EMPOWERING OUR COMMUNITIES

The pandemic affected health severely, encouraging us to create awareness about common issues and provide our communities with support through our products. We aimed to create long-term positive impact for all our stakeholders, not just in our existing businesses, but also in our newly acquired businesses by investing over AED 0.83 million through multiple initiatives.

We engaged in several community endeavours over the past year. These ranged from initiatives in communities worst hit by the pandemic, to events hosted by the UAE to highlight the importance of health. All our social activities are listed below, including events carried out by our acquisitions.

KEY COMMUNITY INITIATIVES IN 2021:

UAE

UAE FOOD BANK

We joined hands with UAE Food Bank to help the impacted communities. In the month of giving, Ramadan, we shared our gratitude by donating our products in response to requests of those in need. It has been our privilege to support such causes and we will continue to extend and enhance our efforts with each coming year.



TOTAL VALUE OF COMMUNITY INVESTMENTS
(Million AED)

PARTNERSHIP WITH ASSOCIATIONS

Agthia distributed over 500 care packages of its products to families in distress across the UAE. We partnered with the Emirates Red Crescent, Dubai Charity Association, and Sharjah Charity International. These initiatives align with Agthia's commitment to supporting humanitarian initiatives in the UAE and as a continuation of Agthia's ongoing CSR efforts.

ADNOC MARATHON

Al Ain was the official partner for water at the largest sports event in Abu Dhabi. The theme of 'Together We Transplant Hope' was highlighted at the event, encouraging donors to register for the programme. The Marathon also welcomed people of all abilities to participate and train with them. We are proud to partner with health-related initiatives of this scale, supporting such important causes.

UAE TOUR 2021 AND ITU WORLD TRIATHLON ABU DHABI

We were proud official sponsors of the most prominent global sporting events. It greatly impacted spreading the culture of sport, inspiring individuals, especially young people to practice sports to reach a healthier and happier society.

CLEAN UP UAE WITH EMIRATES ENVIRONMENTAL GROUP

Through our environmental protection efforts, we were proud to support Clean Up UAE, and we greatly applaud the work of EEG. The entire campaign was conducted in a safe manner, adhering to COVID-19 protocols, as part of which EEG distributed various clean-up gear, biodegradable trash bags and accessories to the volunteers. Temperature checks, PPE kits, sanitisers, masks, and gloves were accessible to all participants. More than 5,000 participants across Dubai and Abu Dhabi joined to collect almost 13 tonnes of waste over a total area of 23 kilometres.

KUWAIT SQUASH FEDERATION SPONSOR (KSF)

Aligning with Agthia's engagement vision of a healthy society, we provided sponsorship for the KSF Championship event held in the month of October.

MISHREF VACCINATION CENTER

We supported Mishref's health workers for their extraordinary effort to vaccinate every person in Kuwait by presenting them with Agthia's products as a gesture of gratitude.

DONATING TO CHARITIES

We worked alongside the Al Salam Community, Najath Charity, Kuwait Red Crescent Society, MOI, MOD and Alturah to provide children, families and labourers with products of Agthia to help them meet their basic needs.

Agthia's vision of doing good and serving our communities has been deeply instilled in our acquisitions, who have aligned their community engagement activities

and targets to empower the communities they function in. Together, we aim to only continue expanding our abilities to aid those in need and prosper, taking forward our communities with us.

AL FOAH

NATIONAL RECRUITS TRAINING PROGRAM

Al Foah trained 24 members from the National Service and Reserve Authority during 2021. The programme sought to enhance food security through the sustainable usage of water and food supplies, strategic inventory management, contingency plans, and work to raise community awareness in all circumstances and situations.

BLOOD DONATION CAMPAIGN

As part of our corporate social responsibility efforts, a blood donation campaign was arranged in the Emirates dates factory. Forty employees participated in the drive and donated blood towards the cause. Empowering the Abu Dhabi Businesswomen Council We persevere to empower women through our partnerships and activities and are pleased to partner with the Abu Dhabi Businesswomen Council, a part of the Abu Dhabi Chamber of Commerce and Industry. We sponsored ten tons of Emirati dates to celebrate women who were a part of this initiative while supporting businesswomen's projects, disseminating and promoting a culture of Emirati women's entrepreneurship, creativity and innovation in a competitive business environment.

NABIL, JORDAN

We at Nabil have initiated multiple activities to raise awareness of cancer and support those suffering because of it. We hope to reach out to as many lives as possible through our initiatives.

KHCC CELEBRITY VIDEO

With our aim to raise awareness for cancer patients, we partnered with Nabil's celebrity chef Nidal to produce a short clip encouraging the people of Jordan to donate to the King Hussain Cancer Center.

KHCC CHARITABLE TOURNAMENT

We participated in a charity football tournament hosted by King Hussain Cancer Center with other leading Jordanian companies.

BREAST CANCER AWARENESS DAY

We participated in the breast cancer awareness initiative executed by the Ministry of Health, fulfilling our aspiration to help those in need further.

DONATING FOR A CAUSE

We donated to a child suffering from cancer at the King Hussain Cancer Center to cover the costs of the treatment of her current stage, hoping to give her a chance to recover.

INNOVATING & RETHINKING PRODUCT QUALITY & SUSTAINABILITY

Innovating & Rethinking Product Quality & Sustainability

Product Safety and Quality

Product Innovation

Sustainable Packaging

Responsible Supply Chain Management

As a leader in the food and beverage industry, the quality and safety of our products are of paramount importance for us. We have robust systems to ensure adherence to regulatory requirements and to assess the quality of our products at each stage in the value chain. We also ensure sourcing from responsible supply chains, seeking the finest ingredients to guarantee superior quality while being respectful of people, animals and the environment.

UN SUSTAINABLE DEVELOPMENT GOALS



UAE NATIONAL VISION 2021 PILLARS

Competitive Knowledge Economy

Sustainable Environment and Infrastructure

MATERIAL TOPICS

Product safety & quality

Healthy products

Responsible supply chain management

Packaging innovation and footprint

Product Safety and Quality



At Agthia, we are always working to exceed customers and consumers expectations. Our strategy in Food Safety and Quality assurance towards “Best in Class” is based on six main pillars: Food Safety Culture, Design and Infrastructure, Systems and Compliance, Laboratory Transcendence and Vendor and Supply Chain Quality Assurance. Our QA specialists, with the collaboration of the value chain team, are measuring and introducing new processes to reduce waste across the group. At R&D, science and technology are the key drivers to meet Agthia’s strategy, where sustainability is considered a central pillar. Our R&D food scientists are developing products and introducing new concepts that contribute to a healthier diet; our packaging engineers are designing and optimising packaging materials with a lower CO2 footprint.

RABIH M. KAMLEH (PhD)
Chief Quality & R&D Officer

We ensure 100% compliance of product quality, ingredient safety, transparent disclosure on product formulations and acceleration of consumer-centric product innovation to improve the nutritional value of our products. It is imperative to listen closely to our consumers and turn all available insights into action.

We are constantly mapping the shifting trends and needs in food, nutrition and health. We work closely with the health and regulatory authorities to understand the health needs of the people in the region. All these insights are consolidated in our intricately developed R&D roadmap, enabling us to innovate and reconfigure centred on consumers’ preferences, enhancing the health and nutritional quotient of our products without compromising on quality and taste.

AGTHIA’S APPROACH TO FOOD SAFETY AND QUALITY ASSURANCE IS ESTABLISHED UNDER THREE PRIMARY FACTORS:

An operational environment where facilities follow proper sanitary design principles



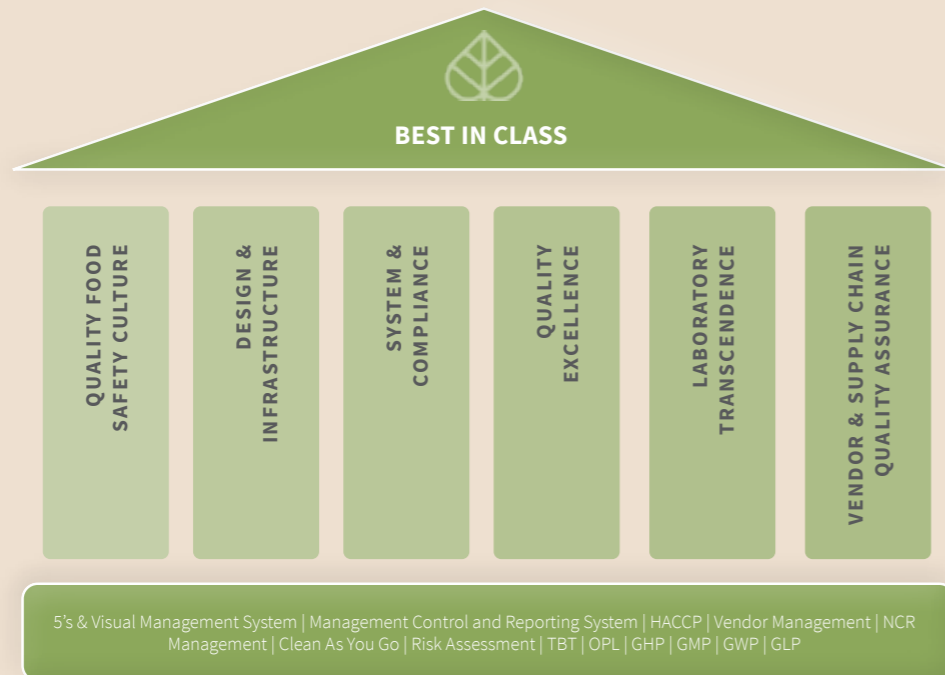
A skilled workforce (Quality Assurance, Operations and Supply Chain teams) trained on the highest food safety standards and best practices



Best food safety management systems and processes across the whole food supply chain



THE QUALITY & FOOD SAFETY STRATEGY AT AGTHIA IS BASED ON SIX PILLARS



Quality Food Safety Culture

This is to increase the awareness amongst staff members on the importance of Quality & Food Safety. Training is conducted through toolbox talks, one-point lessons and the Agthia Academy online.



Design & Infrastructure

Agthia strives to ensure that the design and infrastructure of all our manufacturing sites and warehouses is sound, and the equipment being used in the making of our products has been risk assessed, monitored and maintained.



System & Compliance

Sound systems are implemented at all sites through Quality & Food Safety Procedures. Risk Assessments are conducted on all processes after implementation of the pre-requisite programs which include; approved suppliers, premises and equipment, potable water supplies, high standards of personal hygiene, trained staff, effective cleaning and disinfection, equipment calibration, preventive maintenance, integrated pest management, waste management, stock rotation, labelling, traceability and recall procedures. All finished products are tested and analysed in line with regulatory requirements and compliance with GSO Standards.



Quality Excellence

Agthia has Food Safety Certifications for all sites from Lloyds Register Quality Assurance (UK). This is achieved on a foundation of systems, procedures and trained staff. Internal audits are conducted for 5S, Good Manufacturing Practices and Good Warehouse Practices to support continuous improvement within the business.



Laboratory Transcendence

All Agthia Laboratories function to the ISO 17025 standard, and the sites participate in the global ring test through LGC UK and BIPEA France. The ring tests give us the opportunity to monitor and assess the competencies of our Laboratory Analysts and build greater confidence in our results.



Vendor & Supply Chain Quality Assurance

A comprehensive risk assessment is carried out on all our vendors and raw materials and is approved prior to sourcing. In Supply Chain, audits are conducted on Good Manufacturing Practices and Good Warehousing Practices. This ensures that all Agthia products are delivered to customers and consumers in prime condition.

We assure quality and food safety from field to fork, in line with the recognised international food safety systems (e.g., HACCP, ISO 22000 and FSSC 22000) and in accordance with relevant legislative requirements. Our Sustainable Sourcing and Vendor Assurance Program aims to enable value-chain partners and ensure that supplied products are safe, legally compliant and conform to agreed quality specifications. Through the strict monitoring of each system's efficiency, we ensure the provision of industry-leading products, exceeding the expectations of our customers and consumers.



MAJOR FOOD SAFETY FINDINGS BY CERTIFYING & REGULATORY BODIES



- 2019
- 2020
- 2021

RAISING THE BAR ON FOOD SAFETY SYSTEMS

As one of the first food companies to be certified to Food Safety System Certification (FSSC) 22000 under the umbrella of Global Food Safety Initiative (GFSI) in 2015, we constantly engage with the GFSI through collaborations with leading food safety experts from the food industry, governments and academia to benchmark and harmonise food safety practices globally. 11 out of 14 sites are currently certified FSSC 22000 v5 by Lloyds Register Quality Assurance (LRQA) in the United Kingdom and 12 out of 14 sites are

certified by the Global Food Safety Initiative's (GFSI) recognised schemes.

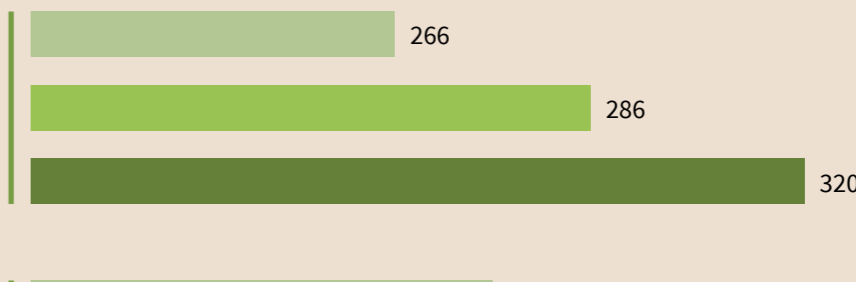
Agthia's Quality Assurance department aims for excellence by ensuring continual improvement, monitoring and measuring our system's effectiveness and efficiency. The department capacitates Agthia's employees through training on food safety and quality measures, while issuing publications for educational purposes.

LIST OF 14 TRAINING MODULES DELIVERED THROUGH THE AGTHIA ACADEMY ONLINE ARE AS FOLLOWS:

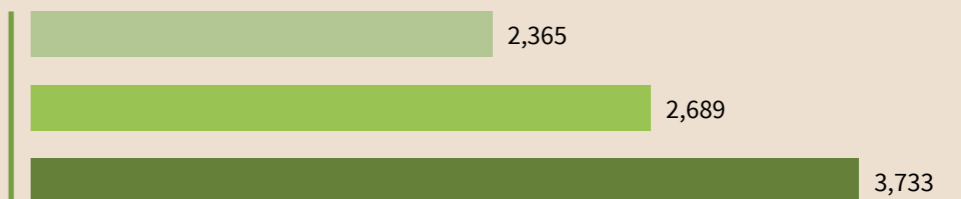
- HACCP & Food Safety
- Food Defence & Food Fraud Awareness
- Internal Audit
- Feedstuffs & Feed Manufacturing
- Wheat to Bread Process Control
- GMP GWP Training
- GMP GWP Auditor Calibration
- Warehouse and Distribution Food Safety
- Cold Chain Management
- Allergen Management
- Halal Awareness
- Customer Complaint Handling
- Merchandiser Training
- HOD - Cleaning of Dispenser



Trainings Delivered



Number of Attendees



2021
2020
2019

AGTHIA GROUP FOOD SAFETY POLICY

Agthia is committed to ensuring the food safety of our products and materials from source to consumers across the group. Agthia believes that the successful implementation of all Food Safety programmes requires a systematic framework for setting and

reviewing objectives, communication with all Interested parties both internally and externally, and the continual improvement of the Agthia Group PJSC Food Safety and Quality system.

AGTHIA CORPORATE QUALITY AND FOOD SAFETY PROCEDURES

Agthia has 13 Quality and Food Safety Procedures at the Corporate level, which form umbrella documents and consistency across the whole group – ONE AGTHIA. These are:

- Group Recall & Withdrawal
- Group Pest Management
- Group HACCP
- Group Food Fraud
- Group Food Defence
- Group Document Control
- Group Customer Complaint
- Group Calibration
- Group Allergen Management
- Group Management Review
- Group Integrated Management System
- Group Integrated Management of Change
- Group Vendor Assurance and Management

We maintain multiple manufacturing & warehousing facilities to manufacture and store our products safely. We have developed a detailed programme based on international best practices, including the British Retail Consortium and Food Safety System Certification 22000 to ensure compliance with Regulatory and Food Safety standards. Routine internal audits are carried out at the manufacturing sites for GMP and at all warehouses for GWP through

trained, competent staff. Challenging targets were set over the past three years in a quest to improve cleaning and hygiene, food safety, behaviour, building structures and condition of the work environment. Raising the bar with every passing year has brought good results and improved standards at the manufacturing sites and warehouses within the business.

INDICATOR	2019	2020	2021*
GMP	89.3	91.6	90.7

**2021 figure includes our three newly acquired businesses*

Agthia has a network of laboratories that carry out analysis and testing on our raw materials, processes and finished products, ensuring that good products are manufactured to specifications. Using sophisticated state of the art equipment has helped

give more credibility to our results and accuracy, at the same time building a competent team of analysts. We participate in global proficiency tests with entities such as BIPEA (France) & LGC (UK) to verify our analytical results

INDICATOR	2019	2020	2021
Lab proficiency	92%	95%	96%

In 2021, our Agri-Business achieved the GAFTA (Grain and Feed Trade Association) Certification, which qualifies the Agri Laboratory to carry out analysis and testing for external entities. We have also developed a robust Environmental Monitoring Programme based on scientific risk assessment across all sites to ensure that the environment in which we prepare our food and beverages is free from environmental bacterial contamination.

We ensure superior quality by meticulously tracking our performance and improving it continually. The effectiveness of our quality assurance system is

measured against KPIs, such as the ratio of customer/consumer complaints per one million units sold (for Consumer Business) and one million KG sold (for Agri Business), and total products that meet specific health and wellness requirements.

The international benchmark for complaints per million products sold is <6 cpm. Having achieved this target years ago, we challenged ourselves by aiming at a 25% improvement each year. In 2021, we remarkably improved complaints per million products sold, by 44% in our Consumer Business and by 33% in our Agri-Business

COMPLAINTS PER MILLION SOLD	2019	2020	2021
Consumer Business (Units)	0.67	1.4	0.79
Agri Business (KG)	0.02	0.15	0.1

KPIs FOR QUALITY AND FOOD SAFETY	2019	2020	2021
Product Recall	0	0	0
Market Withdrawals	5	3	1
Major Non-Conformances	0	0	0



RISK ASSESSMENT

Risk assessments are carried out at all stages of the process flow chart for food and beverage manufacturing at each site. Agthia uses a 5x5 matrix to carry out its risk assessments. All raw materials are risk assessed and categorised as high risk, medium risk or low risk. Each step in the process receives a score based on the level of risk. This exercise also supports the identification of the Critical Control

Points that exist within each process flow. Review of the food safety system is conducted by the on-site HACCP (Hazard Analysis Critical Control Point) Team which is a competent set of individuals from various functions. It is led by the Quality Manager on each site and based on local, regional and international standards, best international practices and scientific, peer-reviewed articles.

RISK ASSESSMENT SCORING MATRIX

Significant hazard ■
 Less significant hazard ■
 Not a significant hazard ■

SEVERITY	ALMOST CERTAINLY WILL OCCUR	GOOD CHANGE IT COULD OCCUR	LIKELY TO OCCUR	UNLIKELY TO OCCUR	EXTREMELY LIKELY TO OCCUR
		Consequence to occur on a weekly basis or more frequently	Consequence expected to occur more than once in 3 months, but less than once a week	Consequence expected to occur more than once a year, but less than once in 3 months	Consequences expected to occur more than once in 3 years, but less than once a year
DISASTROUS	25	24	22	19	15
CRITICAL	23	21	18	14	10
SERIOUS	20	17	13	9	6
SIGNIFICANT	16	12	8	5	3
MINOR	11	7	4	2	1

	FOOD SAFETY	QUALITY	REGULATORY	SAFETY	ENVIRONMENT
DISASTROUS	<ul style="list-style-type: none"> Fatality(ies) from illness or injury > AED 1,00,000 liability Immediate plant closure Prosecution imminent Extensive public alarm and media coverage 	<ul style="list-style-type: none"> Loss of sales over 1,00,000 AED Permanent loss of significant customer 	<ul style="list-style-type: none"> Any major regulatory non-conformity product Contaminated product in the Market cause death Banded ingredients use 	<ul style="list-style-type: none"> Fatality 	<ul style="list-style-type: none"> Prosecution & Directors / Senior Managers jailed on criminal charges by Regulatory body Widespread spread and extensive impacts affecting multiple environments Extensive public alarm, media coverage Extensive disruption to public
CRITICAL	<ul style="list-style-type: none"> Multiple serious illness (es) or injury (ies) < AED 1,00,000 liability Possible plant closure Prosecution likely Product recall required Major public alarm attracting media attention 	<ul style="list-style-type: none"> Loss of sales over 100,000 AED Permanent loss of minor customer 	<ul style="list-style-type: none"> Product out of legal specification Contaminated product in the Market cause illness Non registered product launched 	<ul style="list-style-type: none"> Disabling injury ie amputation and/or permanent loss of bodily function 	<ul style="list-style-type: none"> Prosecution & maximum penalty. fine imposed by Regulatory body Environmental impact extends well beyond site boundary Major public alarm, attracting media attention Major disruption to public activities
SERIOUS	<ul style="list-style-type: none"> Multiple illness or injury < AED 100,000 liability Significant impact on sales Product recall required Significant public alarm 	<ul style="list-style-type: none"> Multiple customers complaints which may jeopardize contract with key customers Damage customer or Agthia brand 	<ul style="list-style-type: none"> Physical contamination in FP Wrong Receipte used Wrong packaging Product out of internal controlled spec Allergen ingredients used without declaration on the label Rejected material by legal authority 	<ul style="list-style-type: none"> An injury resulting in more than 1 week off normal duties 	<ul style="list-style-type: none"> Prosecution & penalty/ fine imposed by Regulatory authority Environmental impact extends beyond immediate site boundary Serious public alarm Serious disruption to public authorities
SIGNIFICANT	<ul style="list-style-type: none"> Single illness or injury within days < AED 50,000 liability Product recall required Negligible public alarm Loss of production 	<ul style="list-style-type: none"> Multiple consumer complaints 	<ul style="list-style-type: none"> Improper date coding on the FP Unapproved packaging in use 	<ul style="list-style-type: none"> An injury resulting in less than 1 week off normal duties 	<ul style="list-style-type: none"> Warning notice issued by Regulatory body Environmental impact contained within site boundary Negligible public alarm Negligible disruption to public activities
MINOR	<ul style="list-style-type: none"> No illness or injury < AED 20,000 liability Cosmetic/quality issue Brand quality/ reliability 	<ul style="list-style-type: none"> Occasional customer/consumer complaints 	<ul style="list-style-type: none"> Wrong labele in printing Not clear date coding Improper external packaging 	<ul style="list-style-type: none"> Minor first aid injury 	<ul style="list-style-type: none"> No action from Regulatory body Environment impact localised to area of occurrence No public alarm No disruption to public activities

Product Innovation

We are continuously upgrading our innovation process to enable agile innovation in a fast-changing and uncertain environment. We believe that innovations and collaborations aligned with business strategies are key drivers of impactful growth in the food and beverage industry.

We continually innovate and create unique, differentiated product offerings that address stated and unstated needs. Through our best-in-class research and development (R&D) facility, we ensure that every product we develop meets the highest quality standards and adds substantial value to the lives of our consumers. We support our R&D efforts by engaging both local and international stakeholders in innovation, having in place collaborations with universities including the UAE University (UAE-U) and the American University of Beirut (AUB), along with international institutions such as the Dutch organisation Nutreco, a global leader in animal nutrition and aquafeed and one house of patents in Europe. They aim to address issues including the reduction of CO2 emissions, sustainability packaging, antimicrobial resistance (AMR), waste reduction and the decoupling of deforestation from the supply chain.

Our acquisitions have been an opportunity for the R&D team to expand in numbers across the region while introducing new product category knowledge and technologies leading to their growth and development. As a team, we are constantly improving our product & packaging development cycles further, creating standardised procedures and templates while sharing our best practices regularly. We have also started rolling out Agthia's IT solutions, like that of artwork management, to support the team's timely product delivery and packaging innovations.

With innovation at the heart of Agthia, we have developed state-of-the-art R&D facilities and dedicated committees leading to pioneering results in our products and packaging. We aim to continue our journey towards developing competitive products that are better for people and better for the planet.

Our NPD governance committee, headed by the Business Unit SVP, comprises of department heads and overviews the health and progress of the project with decisions on both strategic and tactical innovations. While our Critical Path Schedule (CPS) committee, headed by the category marketing directors, tracks the project progress against the set targets (cost/timelines/consumer acceptability) and manages any upcoming risks.

Each year we introduce new products to diversify our portfolio and satisfy consumer needs. This year, we launched new products under Agrivita to serve the growing demand for solutions in the poultry industry. For more information on products, please see the Product Innovation Chapter.

AGTHIA'S CULTURE OF INNOVATION HAS ENABLED THE LAUNCH OF PIONEERING PRODUCTS, INCLUDING BUT NOT LIMITED TO:

2016	<p>HIGH-PRESSURE PROCESS (HPP) TECHNOLOGY</p> <p>Agthia was the first in the region to implement High-Pressure Process (HPP) technology for first-of-its-kind freshly squeezed juices that are passed through a unique HPP, a processing step that kills 99.999% of microorganisms while retaining fresh juice nutrients and flavours, extending shelf life to 21 days.</p>		<p>AL AIN ZERO</p> <p>Agthia launched Al Ain Zero to promote healthy lifestyles, the first Zero Sodium bottled drinking water in the GCC for consumers seeking a low sodium diet.</p>		
2018	<p>AL AIN PLUS WITH VITAMIN D</p> <p>Agthia launched Al Ain Plus with Vitamin D, the world's first Vitamin D-enriched water, responding to the region's significant Vitamin D supplementation need.</p>		<p>BAMBINI WATER</p> <p>We launched Al Ain Bambini Water for babies, which is rightly balanced in essential minerals and meets the highest food safety standards to make it ideal for infants. Agthia upgraded the filtration and disinfection system, which has no nitrate, no fluoride, no sodium and no bromate.</p>		
2019	<p>ALPIN ALKALINE</p> <p>Agthia positioned Alpin, the natural mineral water as Alkaline, from natural springs with rich alkalisating compounds. pH8.5</p>		<p>AL AIN ZERO BROMATE</p> <p>We launched Al Ain Zero Bromate for kidney patients and pregnant mothers, sold exclusively in pharmacies. Al Ain Zero Bromate is easy on the kidneys and well suited to consume during pregnancy with all the naturally occurring bromate completely removed.</p>	<p>AL AIN WATER BOX</p> <p>Agthia launched Al Ain Water Box, an ultra-convenient, environmentally-friendly water product that is 100% recyclable. It uses a more sustainable packaging solution made from a corrugated board on the outside and a PE bag with water inside. As it is light, it cuts on energy during transport while reducing waste and carbon emissions.</p>	
2020	<p>YOPLAIT PLAIN YOGURT</p> <p>We launched Yoplait Plain Yogurt, the first yogurt made freshly in the UAE from grass fed cow's milk, with no added hormones.</p>		<p>AL AIN PLANT BOTTLE</p> <p>Agthia Launched Middle East's first plant-based water bottle, Al Ain Plant Bottle. It is environmentally friendly and made of 100% plant-based sources, including the cap.</p>		
2021	<p>AGRIVITA BROILER PRE-STARTER</p> <p>We launched the Broiler Pre starter to stabilise the growth of day-old chicks. The feed secures the chicks' early growth parameters, providing advantages to bird health, resulting in higher live weight in the shorter cycle and efficient conversion of feed to meat. Overall, the product leads to increased productivity, reduction in energy and other farm management costs and a reduced environmental impact.</p>		<p>AGRIVITA LAYER PARENT NUTRITION</p> <p>Layer breeding is a crucial segment of the poultry industry in the country. This year, we introduced the complete life stage feeding program for the layer breeders that are critical for the success of breeding farms, enabling complete control on factors impacting the commercial flock's health, productivity and profitability. Supporting sustainable egg production in the country ensures the availability of top-quality protein for all ages of consumer, enhancing the country's food security.</p>		

Sustainable Packaging



At Agthia, we are committed to our sustainability agenda. We focus on 3 main areas:

1. Optimisation and innovation of the packaging material to reduce CO2 footprint through reduction of material consumption, while maintaining the food safety and product quality expected by our consumers, or through developing new environmentally friendly packaging materials.
2. Optimisation of pallet patterns/ loading to reduce the environmental impact from logistics.
3. Development of local packaging suppliers which allows for material to be sourced locally. Our achievements so far are the results of a great collaboration between our R&D Packaging, Quality, Procurement, Production & Supply Chain Teams

SANDRA GRENET
Research & Development
Director



Increasing public awareness about environmental concerns has resulted in higher demand for sustainable packaging and processing operations. In line with our ambition to provide sustainable packaging solutions to consumers, Agthia is continually working towards reducing plastic waste by creating thinner, lighter or plant-based packaging.

As an F&B business, packaging plays a significant role in maintaining product integrity. We use pleasant design and packaging to differentiate our products, and aim to do this in an eco-friendly way. Several of our products are known for their unique packaging, balancing utility and recyclability. Through our state-of-the-art research and development (R&D) facilities, we aim to optimise packaging in a way that reduces the environmental impact arising from post-consumer packaging waste.

Our strategy for sustainable packaging commences at the design stage. Through our designs, we explore renewed ways to conserve resources and reduce impact. We integrate our Cradle-to-Cradle® (C2C) design perspective in our packaging portfolio, assessing potential packaging weight reduction (reduce), reusability, recyclability, production efficiency and CO2 footprint. We ensure that each of our New Product Developments and next-gen products and packaging are developed with an improved C2C index vs current C2C index with better sustainability credentials.

Our Packaging Testing laboratories enable us to validate next-generation packaging material & its suitability in the value chain. These facilities help us explore renewable materials by testing their performance properties which are required in product packaging. Our in-house 2D and 3D facilities equip us with the capabilities to develop NPD's not only faster, but also in a cost-effective manner. These capabilities also enable the commercial team to produce mock-ups and samples that can be presented to our customers.

Optimising packaging materials is our primary focus in packaging development. Through optimisation in 2021, we achieved a 35% reduction in the weight of our paper-based packaging and a 12% reduction in the weight of our plastic packaging, compared to our 2015 baseline. We remain on track to achieve our targets, without influencing the integrity of the product.

2021 was a very challenging year in terms of packaging material availability, due to which we were unable to improve recycling content in our packaging materials. However, we focused on our weight reduction methods, which helped us mitigate costs and achieve significant sustainability benefits in terms of saving material.



2020 | 2021*
AMOUNT OF VIRGIN MATERIALS USED IN OUR PACKAGING

65%



2020 | 2021*
AMOUNT OF RECYCLED MATERIALS USED IN OUR PACKAGING

35%

**2021 data does not include our three newly acquired businesses.*

With our commitment to sustainability and being the market leader in most of our categories, we are at the forefront of looking into opportunities that will reduce our overall carbon footprint, while improving our sustainability credentials for a better future.

Following the triumph of our flagship innovation, the “Al Ain Plant Bottle” which is made up of 100% plant-based packaging with zero traces of fossil-based material, we are committed to further innovating by cutting down fossil-based packaging materials and replacing them with packaging made up of renewable resources.

Post-consumer, recycled PET (rPET) is one of the materials used for our bottled water category due to its enormous environmental benefits. We take into account the following essential qualities of rPET while converting from virgin PET: producing one pound of rPET takes 79% less energy than producing one pound of virgin PET. Using rPET also reduces GreenHouse Gas emissions by 71% compared to virgin PET. The carbon footprint of rPET plastic is 0.45kg of CO2 per kg of

plastic, while the carbon footprint of virgin PET plastic is 2.15kg of CO2 per kg of plastic.

Our R&D team has worked tirelessly on this project over the year to validate the packaging and product performance in manufacturing, supply chain and at the consumer end. We are pleased to declare that we have completed the development and are ready to produce bottled drinking water from 100% post-consumer, recycled material upon receiving regulatory approval. Migration, quality and sensorial parameters were validated at the Third-party ISO 17025 accredited laboratory (SGS Germany); with all results meeting regional and international standards.

This year we extended our efforts to all our acquisitions, encouraging innovation in sustainable packaging through initiatives, education and guidance, which resulted in commendable achievements by them. We aim to continue our efforts across all our businesses, aligning them further with Agthia's vision of sustainability and innovation.

MOST OPTIMISED PACKAGING SPECIFICATIONS IN THE REGION

We are pleased to report that we have the most optimised packaging specification in the region. Our constant optimisation efforts have led to significant cost

reductions and innovations in alternate material use. The table below reflects our optimisation initiatives and results achieved this year.

OPTIMISATION INITIATIVES	OUTCOME
Bottle weight	We continue to proudly boast the most optimised weight among competitors in the region.
Flour & feed packaging	Most optimum weight of PP (Polypropylene) bags among competitors in the region, with 5% reduction from last year and 15% lighter than our competitors.
Shrink / stretch film	Further 10% reduction in plastic consumption, equivalent to 150 MT in 2021 from 300 MT in 2019.
Cartons	Further 10% reduction in carton weight, saving material by 400 MT from last year.
Wooden Pallet	Reutilisation of downstream waste in production processes, saving 250 tons of wood and plastic waste.

SUSTAINABLE PACKAGING ACHIEVEMENTS

WATER BOTTLE LABELS

The combination of PET bottles and BOPP labels cause recycling challenges, due to the presence of two different plastic families. Along with the significant increase in the price of BOPP labels, Agthia developed one of the most sustainable labels for PET bottles with the help of our state-of-the-art packaging testing laboratories. The weight per label is one third of the current label material used by most bottled water manufacturers, reducing our logistics, storage and changeover by two thirds.

One of the thinnest available globally, our label has excellent sustainability credentials in terms of reduced plastic consumption and increased production efficiency, as it runs at a high speed enabling us to save approximately 150 tons of plastic per year.

COLLATION SHRINKS

We are immensely proud to claim the most optimal and sustainable collation shrink being used in the entire region. Besides the thickness, the amount of ink has been optimised to improve material yield, reduce cost and to enhance the premium quality. The R&D team factored in each intricate detail to develop the most optimum thickness that would carry the weight of the pack efficiently without any damage due to the lower packaging weight, championing a reduction of 35% to 50% vs the market standard. This initiative helped Agthia save approximately 300 tons of plastic this year.

ZADINA ECO-FRIENDLY COLLECTION

The packaging of this hand-crafted, eco-friendly range of Al Foah, is produced locally and comprises of environmentally friendly materials. The packaging materials of this innovation are paper-based without any ink and are entirely recyclable and reusable. The Zadina collection was made available in multiple sizes, combining premium organic dates with healthy gourmet ingredients that offer a unique flavour.



SUSTAINABLE ACHIEVEMENTS AND RECOGNITIONS

We're proud to have won prestigious awards recognising our sustainability efforts this year. We are also humbled by the multiple invitations to speak at panels and discussions, highlighting Agthia's industry-leading sustainability practices, which are of interest across the industry.

SIAL INNOVATION AWARD 2021

Out of the 70 submissions and 21 finalists, Agthia Group won the Gold Award for "Al Ain Plant Bottle" at the SIAL Innovation Awards. Sustainable Innovation is in Agthia's DNA and this award was a testament to that.

GULFOOD INNOVATION AWARD 2021

Agthia won the "Most Impactful Sustainable Product" award at Gulfood Innovation Awards 2021. This award was a testament to the hard work and commitment of our team, who is constantly innovating to provide solutions that allow our consumers to make smarter and more sustainable choices. This is one of our many initiatives that follow our commitment to sustainability and reduction of CO2 footprint.

PRIME AWARDS 2021

We were proud winners of a total of four awards at the PRIME Awards 2021 – Packaging Resource & Innovations Middle East Awards. Through our industry-leading efforts, we have improved our packaging material specifications and optimised its utilisation significantly, reiterating our commitment to reducing our environmental impact.

FUTURE FOOD PANEL AT THE EXPO 2020

As a leading food and beverage company, we were invited to partake in the Future Food Panel discussion at the Expo 2020. Our R&D Director, Sandra Grenet, with 25 years of experience in the industry, represented Agthia and shared key insights on product and packaging innovations while highlighting Agthia's R&D roadmap and state-of-the-art facilities.

UAE NATIONAL FOOD SYSTEMS DIALOGUE

Our Chief Quality and R&D Officer, Dr Rabih Kamleh was invited to moderate the UAE National Food Systems Dialogue, organised by the United Nations and the Ministry of Food Security of the UAE. Dr Rabih shed light on the role of the Food Innovation Centre in driving economic growth and building capabilities in the UAE, while improving global connections and expansion to become the global reference of food innovation.



Responsible Supply Chain Management

Global supply chains continue to evolve across industries, with rising digitalisation, the emphasis on sustainability and responsible sourcing strengthens. At Agthia, our value-chain partners form the backbone of our business. With our diverse and expanding portfolio of businesses, we prioritise embedding sustainability and building resilience in the supply chain as part of our sustainability framework. We aim to integrate environmental conservation principles, ethical standards and socially responsible practices throughout the value chain, creating a supply chain system that is agile, cost-competitive and sustainable.

We work closely with our suppliers to ensure their alignment with our core values. We want our supply chain to behave transparently by committing to our Sustainable Sourcing Programme, inclusive of our Supplier Self-Assessment. This assessment goes beyond industry norms and local regulations and is designed to encourage a dynamic understanding of our sourcing and supply chain activities

The Sustainable Sourcing Programme describes the requirements and ways of working that we apply together with our suppliers to ensure sustainable, long-term supply and to fulfil our purpose, by continually reducing our impact on the planet's resources. Our Sustainable Sourcing Programme consists of four main pillars: **Assessment, education, development and wellbeing.**

At Agthia, we are committed to ensuring the food safety of products and materials from source to customer. We have a well-established, global supplier network in place that consistently provides us with our required ingredients and packaging materials. In order to meet and maintain the high standards we strive for in our own operations, we will continue to look closely at our global supplier base; consolidating and managing Supplier Code of Conduct compliance, local and international regulations and leveraging the Global Food Safety Initiative (GFSI) standards as our benchmark.

Our intricately formulated Vendor Assurance Program ensures that our existing and potential suppliers are assessed and approved in a systematic way, with an Initial document request, self-assessment questionnaire and risk assessment. Based on the risk assessment output and supporting document review, further requirements up to site audit may be required before the final approval is complete.

In addition, material may be sought to complete Plant / Customer acceptance trials to ensure suitability as part of the supplier approval process. Once the material has passed R&D acceptability trials, the supplier will be invited to participate in upcoming tenders issued by our Procurement team to provide a fair and transparent procurement process.



We are committed to driving responsible Supply Chain Excellence as a way to protect and enhance Food Safety Assurance of our brands. We aim to continually improve the way we source and procure our raw materials, collaborating with like-minded suppliers to uphold our values and ethical business practices.

DON DOHERTY,
Director Vendor Assurance

Suppliers Code of Conduct (SCC):

While we are constantly working with all our partners across the value chain to drive distinction together. Each registered vendor is mandated to sign Agthia's SCC, as it is crucial for them to realise our objective of responsible growth, ethos and integrity of business conduct, as well as boosting the local economy.



Supplier Self-Assessment

Each supplier of Agthia is required to undergo the supplier self-assessment to ensure that their supplied products are safe, legally compliant and conform to agree on quality specifications. Trust, inclusive growth, quality excellence and social responsibility are the main anchors in our relationship with our partners.

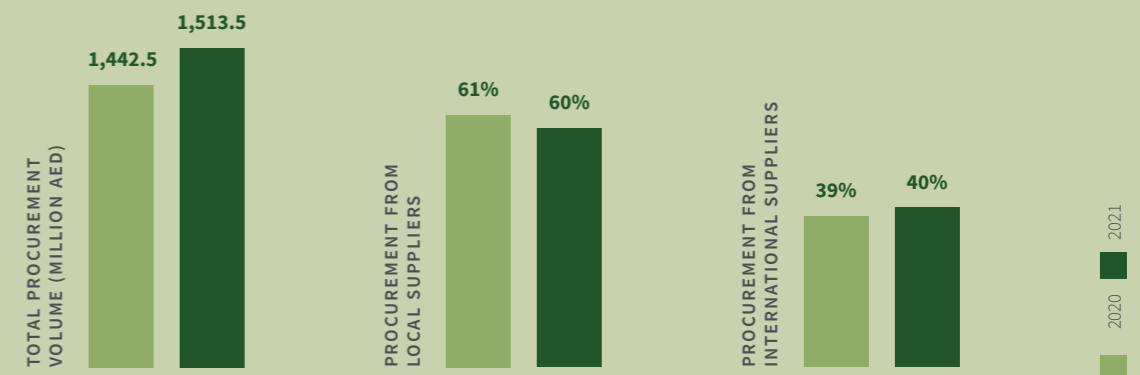


Material Traceability to Origin

We perform exhaustive suppliers' quality audits and maintain strict controls with respect to reliability and traceability. It enables us to ensure the quality of raw materials and packaging essentials while meeting the growing demand for certified products.

Prioritising Local Suppliers

We encourage and take efforts to source locally produced and indigenous materials, as we strongly believe that the focus on local procurement will help reduce the carbon footprint of our products and boost socio-economic development. Through our site audits, which are conducted against international standards (e.g.: ISO 22000, ISO 14001), we also aim to achieve continuous improvement in their operations to reach high standards in terms of quality, health and safety, food safety and environmental stewardship.



Agthia will continue to work towards improving the traceability and sustainability of our raw materials and co-manufactured goods. While certification standards play an important part in demonstrating good practice, we also engage closely with our suppliers based on risk assessment and onsite audits. This year, we assessed and screened 135 suppliers, out of which 19 follow-up site audits were conducted by our experienced Supplier Auditors. Any areas presenting a risk to food safety, legality, quality or continuity of supply are brought to the attention of the vendor and potential corrective actions are discussed. In cases of major non-compliances that pose a significant quality, food safety or legality breach, the supplier will not be approved. This year, we rejected a total of nine suppliers that did not comply with our quality, social or environmental standards.

In 2021, we procured goods and services from 805 suppliers across different countries, amounting to AED 1.51 billion. 60% of our procurement was from locally registered suppliers in the UAE, amounting to over AED 907 million in local procurement

60% 
of total procurement is
from local suppliers

SUPPLIER INSIGHTS

	2019	2020	2021
Number of approved suppliers (direct materials/co-manufacturers)	523	586	805
Number of total suppliers screened (self-assessment questionnaires - new & Reassessed)	103	114	135
The number of suppliers that have undergone a site audit (year total)	21	23	19
Percentage of total suppliers screened	100%	100%	100%
Number of suppliers declined/not approved	3	5	9
Percentage of major non-compliant gaps with corrective actions implemented	100%	100%	100%

AED 1.51 BN  in procured goods and services



“

At Al Foah, a proud subsidiary of Agthia, we are committed to supporting more than 17,000 farmers that form the backbone of the UAE dates sector. Since our foundation, we have worked with the UAE government and farmers to improve the quality of the harvest and reduce waste. Our sustainability efforts extend to our own production facilities, where we have significantly reduced wastage and the use of plastic and paper in our packaging through value engineering and innovation. Al Foah is uniquely positioned and committed to promoting and implementing sustainable practices, from farming to logistics, that are critical to ensure the livelihood of local farmers and the competitiveness of our products globally.

RAFAEL GONCALVES
Senior Vice President, Al Foah

PRIORITISING LOCAL SUPPLIERS CASE STUDY

Our 17,000+ farmers producing dates for Al Foah are provided with state-of-the-art equipment and mechanisms to procure, sort and grade dates while constantly upskilling through the promotion of best practices, education and regular communication.

Agthia is determined to extend our high-tech, sustainable date sourcing approach to more farmers across the country, ensuring the availability of high-quality date varieties worldwide, while securing sustainability in revenue to all our farmers. Our industry-best Farmer Management System ensures customer-centric quality criteria to be met mandatorily, elevating the Emirati dates to global favourites.



100%
of suppliers are screened on
quality, social and environmental criteria

PRESERVING & PROTECTING THE ENVIRONMENT

Monitoring and minimising environmental footprint while delivering socially inclusive and responsible growth is key to our business. As regional leaders in the food and beverage industry and with climate change necessitating an urgent focus on carbon footprint, water security, waste management and circular economy, we at Agthia have deployed numerous efforts to act upon the same in each of our businesses.

UN SUSTAINABLE DEVELOPMENT GOALS

- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 15 LIFE ON LAND

UAE NATIONAL VISION 2021 PILLARS

Sustainable Environment and Infrastructure

Competitive Knowledge Economy

MATERIAL TOPICS

Climate change mitigation and resilience

Operational waste management

Water stewardship

Food waste reduction & circular economy

Biodiversity & environmental impact

Preserving & Protecting the Environment

Energy Consumption

Climate Change

Water Consumption

Waste Management

Transitioning into a Circular Business

Environmental Management



As a Group, we have always actively advocated environmental responsibility. We believe that the global call for concerted efforts need to match all our on-ground realities, following which we have set in place rigorous environmental policies and practices in each of our latest acquisitions along with our existing businesses. Our environmental goals, targets and endeavours not only attempt to safeguard the natural assets that facilitate our business sustenance but also futureproof the value that we deliver by minimising the impacts caused by our operations. This year proved to be quite a challenging one with regards to our environmental metrics. Nonetheless, we strive to improve our existing processes and minimise our environmental footprint while delivering responsible growth and leading our stakeholders to a sustainable future.

RAMY MERDAN
Chief Operating Officer



Minimising environmental footprint while delivering socially responsible growth is core to Agthia's business. Being an F&B company, our business continuity is inherently connected with the availability of natural resources, making it our duty to protect our planet and play our role in balancing the ecosystem.

Our environmental ambition of zero environmental impact is powered by our industry-leading initiatives in circular waste management, responsible sourcing of ingredients, optimisation of water consumption, conservation of energy and management of the carbon footprint of products. Our ambition, guided by our purpose and integrity, replenishes the environment while creating a sustainable business of the future.

OUR ENVIRONMENTAL PERFORMANCE METRICS AND AREAS OF SCRUTINY INCLUDE:



Enhancing energy efficiency in all our operations



Monitoring, evaluating and reducing our GHG emissions



Managing and rationalising water consumption



Managing our waste and utilising environmentally friendly disposal methods and handling

At Agthia, we are determined to monitor our manufacturing operations, ensuring that each of our ingredients and raw materials are sourced in the most ethical manner, in addition to ensuring zero impact on biodiversity in the distribution of our products. Our site locations are selected with thorough inspection, ensuring that none of them are constructed on areas deemed unsuitable or hazardous to biodiversity. Ultimately, we confirm that we do not have any non-compliance incidents related to environmental laws or regulations.

The scope of our environmental metrics covers all our facilities located in the GCC, Egypt and Turkey, excluding our new acquisitions. It also includes all our owned or leased vehicles used to transport products across the UAE.



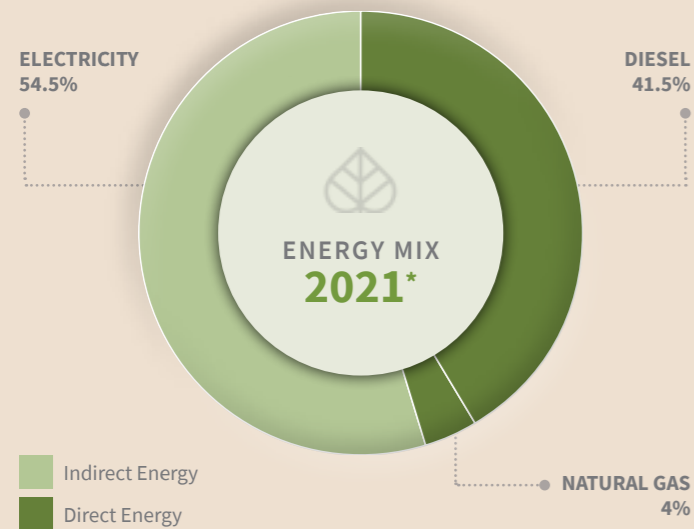
Energy Consumption

Energy awareness is central to Agthia's sustainability strategy. Our company-wide energy monitoring and reporting systems are aligned with international principles, standards and methodologies. This helps us to enhance how we utilise energy across our sites, regions and business units.

Our energy conservation endeavours focus on optimising energy consumption and installing energy-efficient systems and technologies. These initiatives not only reduce our negative impact on the environment, but support our long-term business success while

fulfilling our commitments to our stakeholders.

Derived from direct and indirect energy sources, our energy consumption is largely emanated from diesel consumption used in our production facilities and transportation through our fleet. However, natural gas construes 4% of the direct energy consumed in primarily operating boilers, as a substitute for diesel in our production. Indirect energy consumption accounts for more than half of our total energy consumption and is entirely derived from electricity provided by local utility providers.



As part of our endeavours to optimise energy usage, we relocated our distribution centres this year. However, this impacted our electricity usage reversely as even though operations on these sites were reduced dramatically, the energy consumed remained the same due to the 24/7 usage of refrigerators for frozen and chilled products. This was necessary for us to ensure optimum conditions for the food quality and safety of our products. Nonetheless, we believe that the long-term effects of our optimisation efforts will come to fruition the coming year.

Our overall diesel usage has seen a remarkable decrease due to reduced consumption in our Grand Mills boilers, which were mostly operating on natural gas (an almost 65% reduction in diesel, which was used in production by Grand Mills previously). We also witnessed decreased production at Abu Samra and Al Wathba, which added to the reduction of diesel consumed this year. This has enabled us to reduce our diesel consumption by a noteworthy 18%, reducing our direct energy intensity to 0.17 GJ/tonne of production.

*Data presented excludes our acquisitions from the year 2021. As this is their elemental year with us, they are currently in the process to reform their existing practices to align with Agthia's sustainability vision and develop a robust foundation. We look forward to disclosing upon them next year onwards.



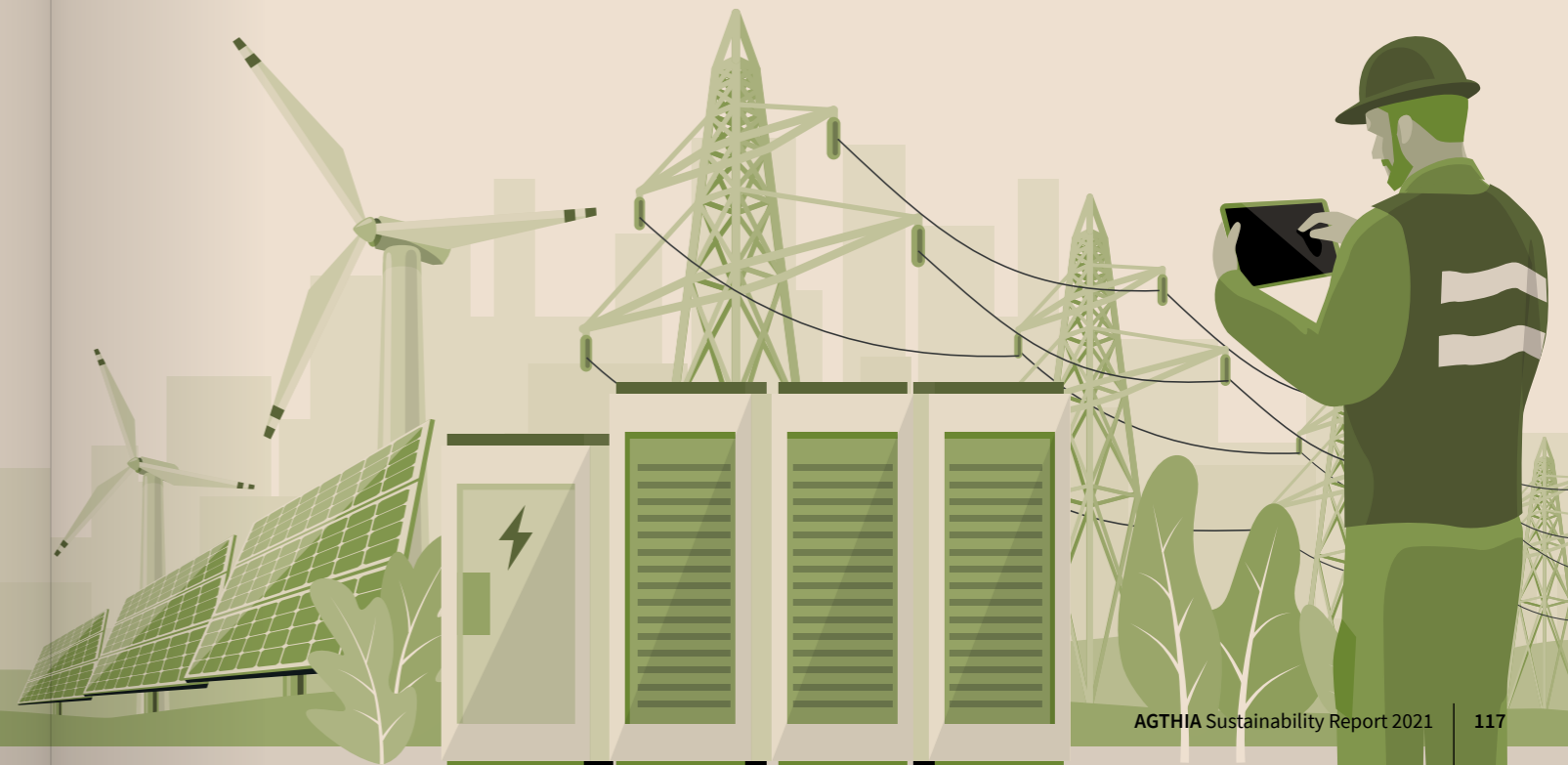
2021 Direct Energy Intensity
0.17
GJ/tonne of production

ENERGY CONSUMPTION	2019	2020	2021
Diesel Consumption (TJ)	302.5	389.86	318.542
Natural Gas Consumption (TJ)	37.65	31	30.99
Electricity (TJ)	465.54	417.63	418.15
Total Direct Energy Consumption (TJ)	340.15	420.86	349.532
Total Indirect Energy Consumption (TJ)	465.54	417.63	418.15
Total Energy Consumption (TJ)	805.69	838.49	767.682

Note: Based on the energy consumption numbers reported above, we have calculated our GHG Emissions.

- GHG emissions for Scope 1 were calculated using the carbon conversion factors published in the 2006 Intergovernmental Panel on Climate Change Guidelines for National Greenhouse Gas Inventories.
- GHG emissions for Scope 2 are reported following the location-based method, which uses grid average emission factors. Conversion factors relevant to UAE come from the electricity generation emission factors published by the Dubai Electricity and Water Authority for 2020.

ENERGY INTENSITY	2019	2020	2021
Direct Energy Intensity (GJ/Tonne of Production)	0.15	0.19	0.17
Indirect Energy Intensity (GJ/Tonne of Production)	0.21	0.19	0.20
Total Energy Intensity (GJ/Tonne of Production)	0.37	0.38	0.37



Climate Change

Climate change has unequivocally emerged as one of the most pressing risks, as outlined in the World Economic Forum (WEF) Report on Global Risks. As a responsible business that aspires to be part of the climate action agenda, we have undertaken bold measures and commitments to go beyond compliance boundaries and proactively reduce our overall emissions across operations.

We have aligned our sustainability efforts to the global agenda of climate change and incorporated its management into our approach and strategies. Through our dedication to being at the forefront of innovation and bringing pioneering products to our consumers, we enhance our climate impact while creating shared value for all.

Through our well-defined tracking systems, we have closely monitored our Greenhouse Gas (GHG) emissions for the last five years, creating targets and KPIs ensuring year-on-year improvement.

Our Direct Scope 1 Emissions and Indirect Scope 2 Emissions for the past three years are shown below. These values were derived from the total direct and indirect energy consumption at all locations.

As noted in the previous section, the scope of our indirect energy consumption increased last year due to the electricity consumed by our distribution centres for refrigerating our chilled products. The results of this can be seen in our increased Indirect Scope 2 emissions. However, Direct Scope 1 emissions have incurred a notable decrease this year, with a reduction in Direct Scope 1 emission intensity amounting to 17%.

This year proved to be a challenging one in reaching the targets we set out for ourselves, due to the excessive energy consumed at distribution centres. Nonetheless, we have in place plans and practices to improve our efficiency to help us reach our targets and reduce our overall impact on the environment.

GHG EMISSIONS	2019	2020	2021
Direct Scope 1 Emissions (MT of CO ₂)	22,368	28,010	23,267
Indirect Scope 2 Emissions (MT of CO ₂)	121,339	106,333	51,544*
Total Emissions (MT of CO ₂)	143,707	134,344	74,811

*In 2021, we took into account the updated emissions factor by DEWA (0.425 CO₂ (kg) per kWh) which led to the drastic reduction in our Scope 2 Emissions figure.

GHG EMISSIONS INTENSITY	2019	2020	2021
Direct Scope 1 Emissions Intensity (KG of CO ₂ / Tonne of Production)	10.16	12.81	11.12
Indirect Scope 2 Emissions Intensity (KG of CO ₂ / Tonne of Production)*	55.11	48.61	24.64*
Total Emissions Intensity (KG of CO ₂ / Tonne of Production)	65.27	61.42	35.76

*In 2021, we took into account the updated emissions factor by DEWA (0.425 CO₂ (kg) per kWh), which led to the drastic reduction in our Scope 2 Emissions Intensity figure.

Water Consumption

Water is a fundamental human need and essential for maintaining ecological balance. As a business that predominantly operates in water-scarce regions, Agthia is keenly aware of the significance of responsible water usage. We are positively dedicated to embedding water management practices and sustainable water consumption across our operations.

We aim to balance responsible water stewardship with protecting the quality and safety of our products, therefore promoting effective conservation, optimised resource usage and continual capacity creation towards a water-secure future.

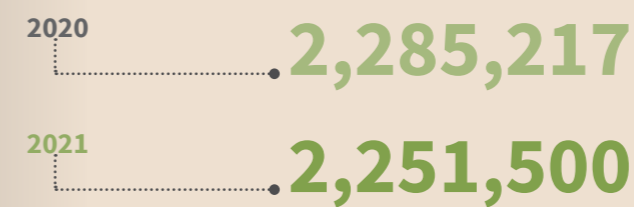
Furthermore, we have aligned our water consumption approach with the strategic plans of Abu Dhabi and the UAE Vision 2021, which aims to ensure sustainable access to water during both normal and emergency conditions in line with local regulations, standards of the World Health Organisation, and the UAE's vision. These regional strategies provide a holistic view of the Emirate's three water sources, including desalinated, recycled and groundwater, guiding our allocation policy and enhancing our capacity to develop integrated water resource management plans.

We focus on water in the complete life cycle of our products, as the water we use and the water our consumers use are vital factors of our overall sustainability. This means monitoring impact at critical stages such as design and manufacturing, ingredients and materials and throughout the supply chain.

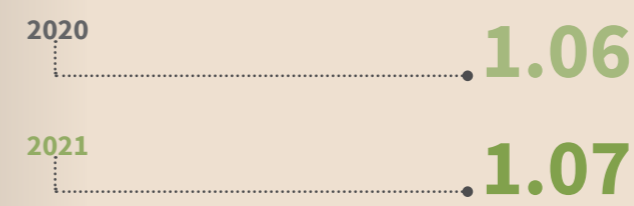
Our objective is to become a water steward by strictly following Agthia's formal Waste and Energy Management Procedure (EHS.P.51), ensuring that water consumed for drinking, industrial processes and irrigation will be monitored through reports from the metering around our sites. We have also involved experts and conducted benchmarking to improve our water usage and KPIs.

This year, our water intensity ratio was affected by low-quality water received by the distribution company in one of our main water consuming site, making this water unsuitable for our processes. This resulted in increased amounts of rejected water from our filtration systems as we ensure that only the highest quality of water is used. Nonetheless, over the last year, we have managed to decrease our total water consumption by 1.4%.

TOTAL WATER CONSUMPTION (m³)



WATER INTENSITY RATIO (m³/Tonne of Production)



Waste Management

Waste is one of the biggest challenges faced by our planet. Food and beverage businesses like Agthia have a responsibility to limit the impact and ensure that our operations and supply chains generate as little waste as possible, whether it's from production or packaging. A less wasteful business is a more efficient and cost-effective one.

We believe there is an unquestionable need to reduce waste and ensure our products are designed for a sustainable future. In alignment with this belief, our sustainable packaging strategy goes hand-in-hand with our waste management strategy. In order to reduce the consumption of packaging materials, through our efforts we leveraged the power of design innovation based on various concepts of dematerialisation. We have optimised packaging to reduce the environmental impact arising out of post-consumer packaging waste, without affecting the integrity of the product.

Along with our industry-leading innovations, we also conduct regular evaluations to identify opportunities for improvement, to better understand our waste footprint and to set targets that will lead us to a zero-waste future. Agthia's initiatives encompass not only advancements in packaging, but also instilling behavioural change and door-to-door awareness for residents. Our partnership with Veolia is an important step to adopt the circular economy approach towards

proper resource management.

Being an F&B company, we have a well-defined policy and system to take back products that have expired and recycle them to the best possible extent. We have reduced our expired material waste by 20% this year. When we began, 60% of our waste ended up in landfill; we reduced that to 12% in 2020 and further down to 8.3% in 2021, increasing our recycled waste to 91.68% and aiming to achieve zero waste to landfill in the forthcoming years.

In 2021, food waste reduction was achieved through numerous efforts, including the efficient maintenance of leaks in processes which were immediately fixed, both temporarily and permanently during preventive maintenance. The raw material that could not be used in our processes due to quality requirements was handed over to external parties to be recycled. In Grand Mills, we recycled our flour into feed, which reduced the amount of waste going to landfill.

This year, we also consolidated our waste collection services to a single partner, increasing the efficiency of our waste collection along with cost reduction benefits. We aim to continue working on our aspiration of zero waste to landfill, while implementing strategies to increase recycling and waste diversion even further.

WASTE MANAGEMENT		2019	2020	2021
Total Non-Hazardous Waste (MT)	Expired Material	3,657	5,967	4,825
	Non-Expired Material	14,880	12,489	12,597
	Total	18,537	18,456	17,422
Percentage of landfilled waste		18.2%	12.1%	8.32%
Percentage of recycled waste		81.8%	87.9%	91.68%
KG of Waste Per Tonne of Production		6.22	5.71	5.73

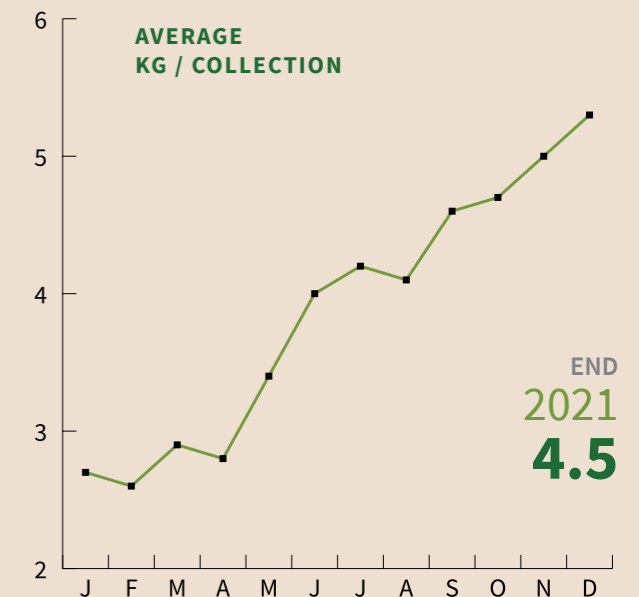
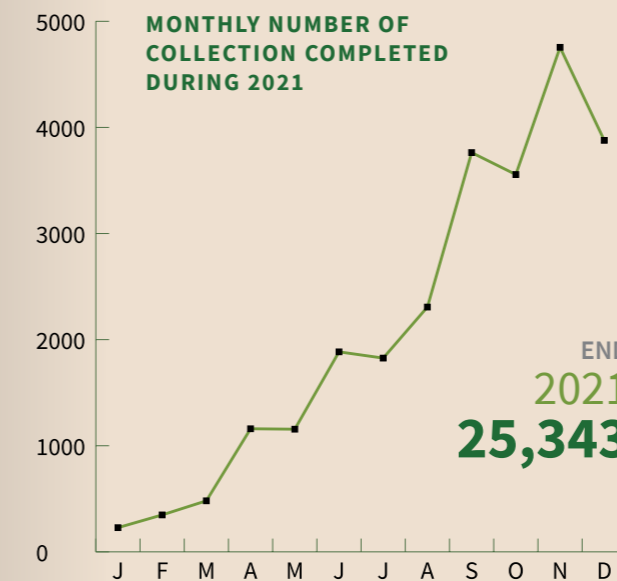
TRANSITIONING INTO A CIRCULAR BUSINESS

We believe that recycling is key for the transition from a linear to a circular economy. We recognise the importance of providing innovative and digital collection solutions to address the challenges of post-consumer plastic bottles and to promote recycling.

Last year we partnered with Veolia to commit ourselves to developing a recycling ecosystem and closing the loop of resources by supporting the packaging industry. Pioneering the adoption of RECAPP, an innovative digital service developed by Veolia to provide a free, door-to-door collection service for recyclables in Abu Dhabi, Agthia emerged as leaders in building a circular economy.

Segregating recyclable waste at the source is key to achieve a circular economy and create an eco-conscious mindset. We were proud to see our efforts supported by our 10,000+ environmentally conscious consumers, who collected approximately 113 tonnes of recyclable waste.

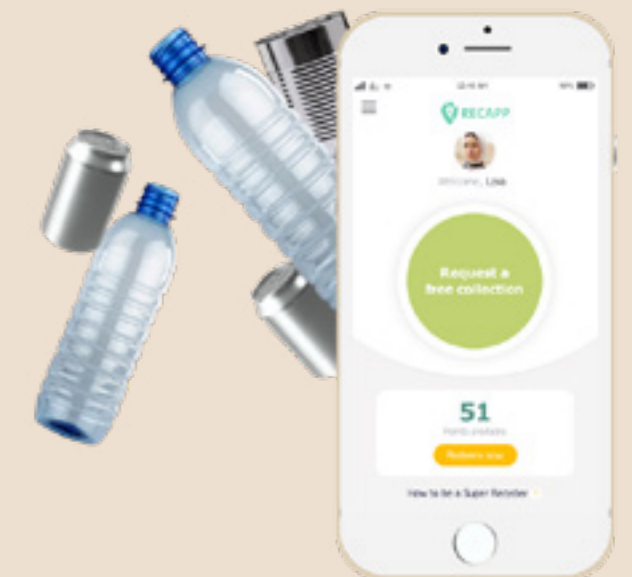
With RECAPP, we are able to source post-consumed PET packages transformed to food grade recycled rPET through Veolia, enabling us to decarbonate our products and reduce our environmental footprint. In 2021, we achieved 25,000+ completed collections, with an average of 4.5 kgs of waste collected each month.



RECAPP | RECYCLING JOURNEY

“The more you recycle, the more points you win” is the core principle of RECAPP. It empowers each individual in their recycling process by offering an easy way to schedule pick-ups for recyclable materials and provides a reward program to incentivise recycling amongst its members. Consumers can redeem rewards from the online rewards marketplace or redeem their points into Al Ain Water vouchers. Each time a user recycles, points are accumulated based on the weight of their collected recyclables.

As we move forward, we strive to further close the loop of plastic recycling by utilising the rPET resin sourced from the collected PET bottles to integrate them into our sustainable packaging innovations.



RECAPP

RECYCLING JOURNEY



STEP 1 Recapp service is designed to be easy to use. Once we receive a request from a user, a dedicated collection resource is mobilized



STEP 2 This resource is directed to the user's doorstep to collect the recyclables



STEP 3 Recapp is a contactless service



STEP 5 Bags are gathered and collected



STEP 4 The recyclable bag is weighted and the kg are entered in the system to be converted into points



STEP 6 Bags are loaded into the van and transported into the sorting plant



STEP 7 Recyclables are sorted and ready for a new life



STEP 8 Recyclables are sorted to increase the value captured



GRI CONTEXT INDEX

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