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		With Less
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Key 2023 Highlights



Growing More With Less

345K

Emissions in tCO2e

0.33

Emissions per ton of yield in tCO2e

597M

Water Consumption in m3

75K
Hectares Irrigated



of waste generated was recycled

Treating People Fairly

+3.5K

employees across the world

+57

nationalities in our team

+20

countries of operation

+55K

hours of employee training





Sustainable Value Chain



Reduction in the number of trucks on the road in Egypt



Transitioned 70% of our IT operations to the cloud across group

ABOUT THIS REPORT

Welcome to Al Dahra's fourth Sustainability Report, a comprehensive reflection of our commitment to sustainability and responsible business practices. This report serves as a transparent communication tool, exhibiting our efforts to create positive impacts on the environment, society, and economy. Through our collective efforts and dedication to sustainability, we aim to create lasting value for our stakeholders, our communities, the planet, and our organization. Together, we can build a more sustainable and resilient future.

Purpose

This report encapsulates our sustainability journey, detailing our initiatives, achievements, challenges, and aspirations. It provides stakeholders with a deeper understanding of how sustainability is integrated into our core business operations and decision-making processes. By sharing our progress and challenges in public, we seek to cultivate trust, accountability, and collaboration with our stakeholders.

Scope

For the reporting cycle spanning from January 1st, 2023, to December 31st, 2023, we have expanded our scope to encompass all our business entities and subsidiaries located across the world. For the scope of this report, we refer to data from our operations in UAE, Romania, Egypt, Morocco, Serbia, USA, Spain, Namibia, and Australia, unless otherwise stated in the report.

Alignment with Global Standards

Al Dahra is committed to upholding the highest standards of corporate responsibility. This report is prepared in alignment with internationally recognized frameworks and guidelines, and according to best practices drawn from the Global Reporting Initiative (GRI), United Nations' Sustainable Development Goals (SDGs), and United Nations Global Impact (UNGC). This year, we have taken steps to align with the recently developed European Sustainability Reporting Standards (ESRS) for the Corporate Sustainability Reporting Directive (CSRD). We are actively evaluating the possibility of transitioning to ESRS reporting in the future. Additionally, we have recently joined the World Business Council for Sustainable Development (WBCSD) as a project member of the Food & Agriculture Pathway.

WE ARE ALIGNED WITH

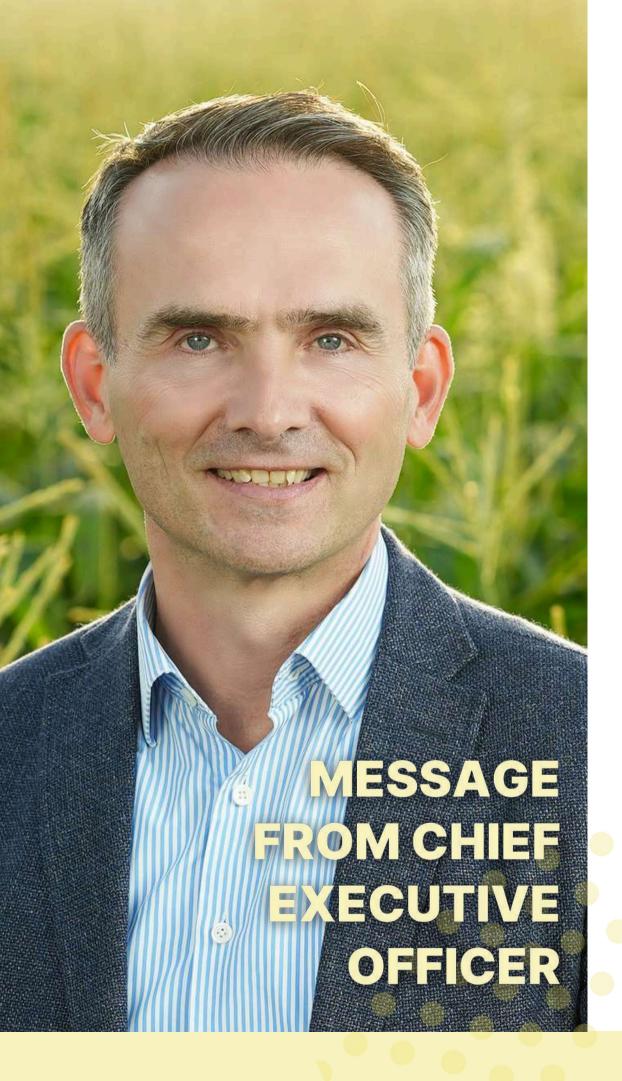


WE SUPPORT



WE ARE PROJECT MEMBERS OF





I am pleased to introduce our annual sustainability report for 2023, which showcases the significant developments that have defined our journey over the past year and set the stage for our ongoing efforts toward our organizational purpose:

Sustainably Feeding a Growing World.

At Al Dahra, sustainability has always been foundational to our business strategy, influencing every decision made by our Executive Leadership Team. In alignment with the UAE's declaration of 2023 and 2024 as the 'Year of Sustainability', we at Al Dahra have continued to integrate our operations and initiatives with the evolving needs of the agricultural industry. 2023 has been a significant milestone in the upscaling of our efforts to a global level. Our newly formulated strategy delineates clear focus areas and material topics and establishes ambitious targets for 2030 and beyond. Our vision is to leverage our agribusiness expertise to address pressing sustainability challenges.

One of our key initiatives in driving the implementation of our new strategy is the appointment of local sustainability champions in each country. These champions play a pivotal role in embedding sustainability into our business operations, ensuring that it permeates every aspect of our organization, from farming and operations to procurement and Human Resources.

In recent developments, we have expanded into the Baltic region, forging collaborations with global partners to ensure a long-term and sustainable supply of forages from this region. Furthermore, our memorandum of understanding (MoU) with Etihad Rail in UAE has been a milestone in our sustainable logistics operations, leveraging rail transportation to reduce our carbon footprint and access markets more efficiently. We aim to become a partner of choice by capitalizing on low-carbon solutions in the agro-commodity trade sector.

Through ongoing efforts and monitoring, we aim to mitigate our environmental impact and contribute to a more sustainable future for all. Our comprehensive approach to employee development includes tailored training programs and resources accessible to all workforce, promoting skill development and career advancement. We have prioritized efforts to enhance women's representation within senior leadership and throughout our organization. Safety remains our top priority. All employees are trained to uphold the highest standards of workplace safety, ensuring a secure working environment for everyone.

We are deeply involved in community initiatives aimed at empowering youth and promoting gender equality. We actively engage in efforts to uplift and support marginalized groups, embodying our commitment to inclusivity and diversity. Recognizing the importance of youth development, we offer jobs and internships to nurture the next generation of leaders within our organization.

As we look to the future, I am confident in Al Dahra's continued leadership in sustainability. Together with our dedicated team and valued stakeholders, we will continue to innovate for a sustainable future, making meaningful contributions to the well-being of our planet and communities. I look forward to working with our people and partners to further advance our sustainability goals in the coming year, and well into the future.

I extend my sincere gratitude to the entire Al Dahra team for their tireless efforts and dedication to driving our sustainability agenda forward. To our readers, I thank you for your ongoing support as we strive towards a better tomorrow.

Arnoud van den Berg Chief Executive Officer

Sustainability is an essential component of Al Dahra's identity and agricultural method. Throughout its existence, Al Dahra has prioritized sustainable farming and regenerative agriculture, while also working with partners to improve logistical sustainability.

In 2023, we redefined our integrated sustainability strategy with clear 2030 targets embedded in our organization. Our newly appointed local sustainability champions in each country are tasked with spearheading sustainability initiatives at the grassroots level and driving the implementation of our recently developed strategy.

We have become a member of the United Nations Global Compact (UNGC) and a project member of the World Business Council for Sustainable Development (WBCSD) Agriculture & Food Pathway. These memberships reaffirm our commitment to global sustainability initiatives and allow us to learn and contribute to shaping a joint understanding and metrics for responsible business practices, and especially regenerative agriculture expertise.

Our sustainability strategy revolves around three key focus areas: growing more with less, treating people fairly, and building a sustainable value chain. These areas are underpinned by material topics critical to our business and stakeholders.

We are consistently implementing a range of initiatives with the objective of mitigating our ecological impact and advancing societal and economic welfare. Through regenerative agriculture practices, we prioritize soil health, biodiversity, and carbon sequestration, ensuring the long-term resilience of our ecosystems. Recently, our pilot application of subsoil drip irrigation technology has yielded very promising results, significantly reducing water consumption while enhancing crop yields. We are now planning to replicate this successful approach across multiple regions. To maximize resource use and reduce environmental impact, we continually develop and invest in energy-efficient machinery and digital solutions such as migrating to cloud-based and centralized data management.

We are improving our worldwide operations via centralized management, which increases efficiency and transparency. This year, we effectively integrated all entities in our organizational landscape into our sustainability reporting. With improved openness, we can actively monitor our success across sustainability KPIs, assessing our efforts while remaining committed to our goals. In addition, we are constantly enhancing our monitoring and datagathering systems, transitioning to quarterly data monitoring in 2024.

We will continue to emphasize innovation in our operations using advanced technology to improve our sustainability performance. We are also seeking collaboration and partnership options to solve rising sustainability issues and have a global impact.

Farming plays a pivotal role in addressing the intertwined challenges of climate change and food security. At Al Dahra we acknowledge this critical juncture as an opportunity to drive forward sustainable practices. We prioritize the integration of sustainability initiatives alongside progress-oriented strategies. This strengthens our belief that sustainability and progress are fundamental guiding principles, inherently linked in our approach. We are driven by a shared vision of a resilient, fair, and sustainable future. We are convinced we can drive positive change and generate long-lasting value with continuous support and engagement.

Thank you for your continued commitment to sustainability and for joining us on this important journey.

Gijsbert Appels Corporate Sustainability Director



Growing More With Less

Treating People Fairly

Sustainable Value Chain

ABOUT ALDAHRA

Since our inception in 1995, headquartered in the UAE, Al Dahra has charted an impressive trajectory of growth and development. Our core focus revolves around the cultivation, production, and trade of grains, forage, and other row crops, alongside the production and trading of essential food commodities such as rice, flour, fruits, and vegetables, vital for sustaining our growing population. With a workforce of more than 3,500 employees operating in over 20 countries and serving more than 45 markets, Al Dahra has established itself in a key position in the market of the Middle East, Asia, and Europe.

Al Dahra engages in extensive agribusiness activities, supported by strategic investments, acquisitions, and partnerships on a global scale. Our operations encompass the management of a vast farmland portfolio, sophisticated farming assets, and cutting-edge forage processing facilities. This infrastructure enables us to produce and supply millions of metric tonnes of fodder, effectively catering to the needs of the dairy and cattle industries.

In addition to its forage operations, Al Dahra has distinguished itself in grain farming, operating rice mills, flour mills, and a centralized grains hub. Complimented by significant investments in logistics and supply chain management, we ensure seamless operations, facilitating the movement of large quantities of goods annually.



OUR PURPOSE

Sustainably feeding a growing world

VALUES

Sustainable

We are responsible stewards, committed to delivering positive impact through our decisionmaking and our actions.



Engaged

We work openly and together, actively nurturing creativity and agility to resolve challenges and achieve common goals.



Empowered

We behave with integrity and boldness, taking ownership of our actions and responsibility for our impact.



Determined

We are passionate about what we do, and challenge ourselves continuously to improve



Growing More With Less

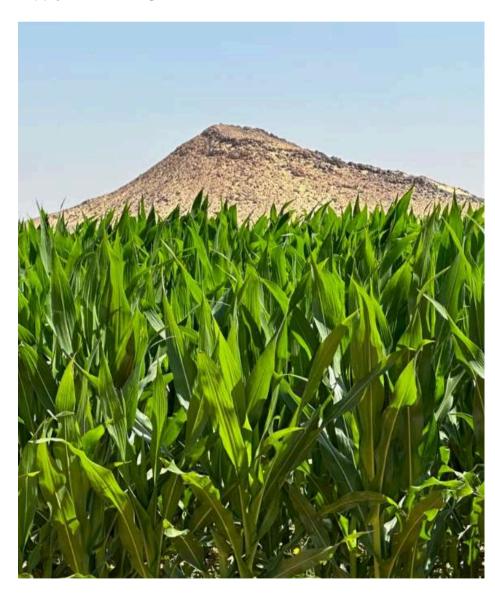
Treating People Fairly

Sustainable Value Chain

Appendix

Our Product Portfolio

Our product portfolio reflects our expertise, innovation, and commitment to meeting the diverse needs of our customers and stakeholders. We are a prominent multinational leader in agribusiness, specializing in the establishment, production and trading of animal feed, essential food commodities and end-to-end supply chain management.



Animal Feed

We offer a comprehensive range of feed products, including supplements, additives, and specialized blends, tailored to the nutritional requirements of different animal species and production systems. Our products are known for their quality, reliability, and performance, making us a trusted partner for livestock producers worldwide. With a capacity of about three million metric tons per annum across more than 40 forage varieties and grades.

 Forage Products Roughage Products Feed Commodities Additives & Supplements Compound Feed



Food

Our food product portfolio includes a wide variety of grains, fruits, vegetables, and dairy products, sourced from our farms and trusted suppliers. We prioritize quality, freshness, and sustainability in our food products, ensuring that they meet the highest standards of safety, nutrition, and taste.





Growing More With Less

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Appendix

Our Business Overview

At Al Dahra, our business strategy revolves around a strategic blend of asset ownership, sourcing practices, and fostering longterm relationships with farmers. We ensure a diversified supply chain by leveraging both internal farming capabilities and external partnerships.

Approximately one-third of our product base originates from our owned assets, providing a reliable foundation for our operations. Another one-third is sourced through meticulous trading practices, ensuring quality and consistency across our offerings. The remaining one-third is cultivated through long-lasting partnerships with farmers. By guaranteeing to purchase their produce, we provide farmers with stable income streams, cultivating trust and sustainability in agricultural communities. Accordingly, we source from over 160 hectares of farmland of which over 110 is our own.

Our revenue primarily stems from forage, followed by grains, with a smaller portion generated from our fresh food business. Central to our model is our identity as a farming company, offering customers the assurance of product traceability and quality directly from the source.

Our grain offerings cater to global traders, government entities, and food processors seeking value-added products. Forage distribution encompasses business-to-business transactions with distributors, direct business-to-consumer sales, and business-to-government engagements, particularly focused on the UAE market.

As industry leaders, we shoulder the responsibility of setting exemplary standards in environmental stewardship, resource conservation, farmer support, and community engagement, all while ensuring the delivery of safe and nutritious produce to global consumers. Our newly developed sustainability strategy aligns seamlessly with our core business strategy, reflecting our dedication to embodying sustainability principles throughout our value chain and operations.

Farming

400K

acres of land bank

60+

farms across 5 continents

Forage & Feed

3M MT

forage

forage processing lines

Grains & Specialty crops

> **3M MT** grains and fertilizers

300K MT

storage facility in Fujairah

Unique Business Model

Asset-centric approach Strategic sourcing and trading Long-lasting relationships with farmers

Technological Advancements

State-of-the-art irrigation and farming systems. Advanced processing and production technologies.

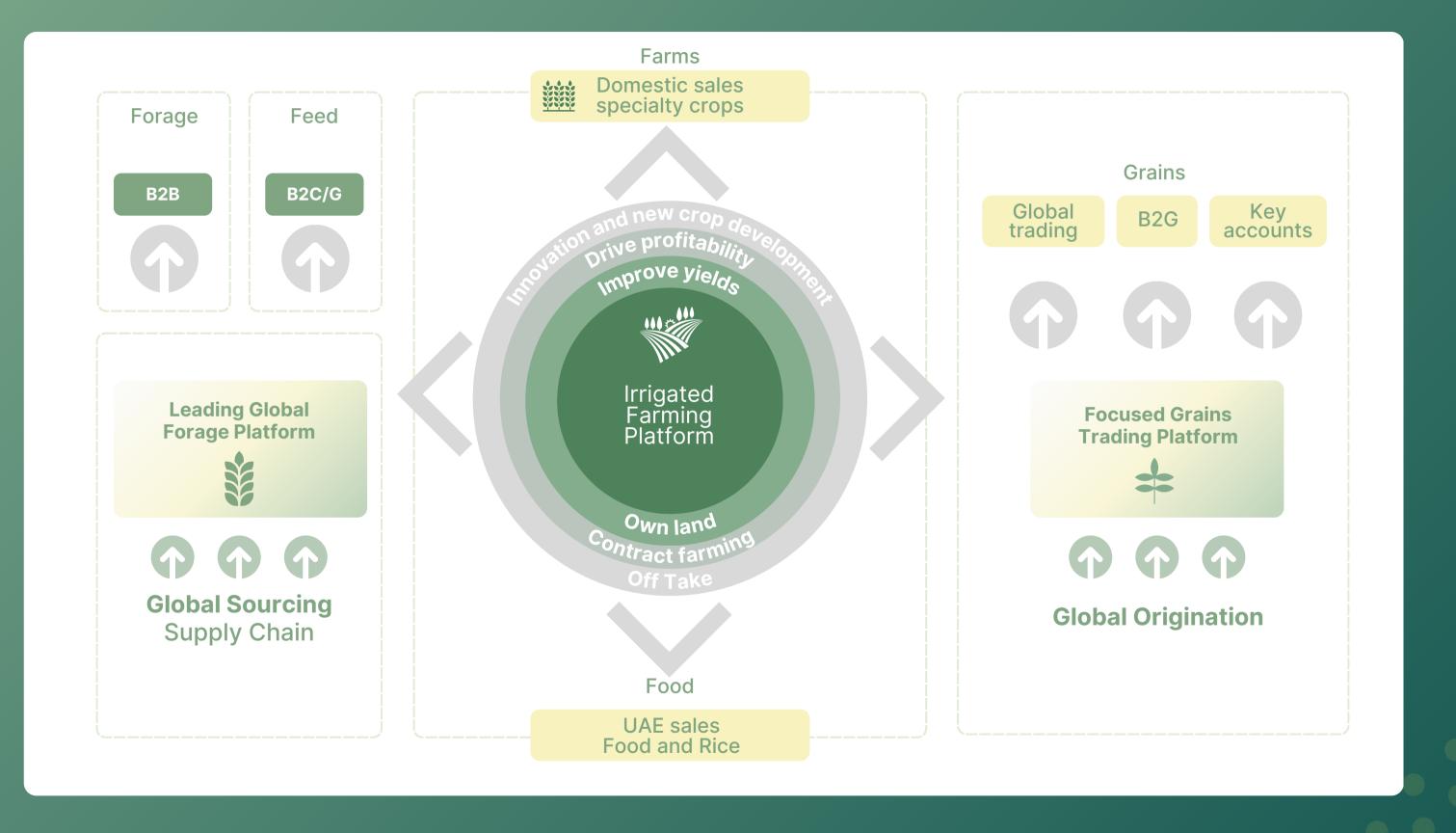
End-to-End Supply Chain

Integrated investment approach Procurement and Sourcing Farming and Cultivation Milling and Processing Storage and Warehousing Shipping and Distribution



Sustainability Report 2023

Our Business Model



Governance **Executive** Leadership **Team**



TMO Saad Fareez



Arnoud van den Berg Group Chief Executive Officer

Internal Audit Jan Brix



Susan Corkeron Chief People Officer



Dawn Sanderson Group General Counsel



Wissam Abbas Global Supply Chain Officer



Nael Khalil EVP Feed



Agostino Migiani EVP Forage



Stuart Donald EVP Farming



Nils Krage **EVP Grains**



Osman Serageldin EVP Food



Ahmed Al Suwaidi Chief Corporate Affairs Officer



Michael Baum Chief Financial Officer

- Organizational
- Agility
 Talent Strategy
 People Operations
 Internal
 Communications
 People & Culture

- OperationsSourcingLogisticsPlanningProcurementProduct Quality

- B2C Sales UAEB2G Sales UAEB2C Sales GCCB2G Sales GCC
- B2B EuropeB2B GCCB2B AsiaProduct innovation

- Romania Serbia USA Egypt Namibia Technology and Best Practices
- Trading Romania Trading UAE Fujairah Silos Commodity Price Risk Management
- Al Ain FarmsRice BusinessKezad FactoryMorocco
- QHSESustainabilityCommunication and MarketingGovernment Relations

- Country FDsTreasuryAccountingTaxFP&AIT

Growing More With Less Treating People Fairly Sustainable Value Chain Introduction **Appendix**

Compliance at Al Dahra

We place a high value on governance and compliance, recognizing their critical role in upholding ethical standards, ensuring transparency, and mitigating risks across our operations.

Governance plays a crucial role in ensuring the integrity, transparency, and efficiency of our operations. In line with our commitment to best practices, several steps were taken in 2023 to strengthen our governance framework. These include:

- Reducing risk exposure through comprehensive risk assessments and mitigation strategies
- Establishing a robust global group structure to streamline operations and enhance accountability
- Rolling out policies and procedures to standardize practices across business units
- Implementing transactional controls to monitor and manage financial transactions effectively
- Evaluating program maturity to continuously improve governance processes

Al Dahra has an autonomous and independent Ethics and Compliance Department that is responsible for coordinating and ensuring the continuous improvement of the Company's SEED values. This department, with the support of senior management, aims to promote a culture of ethics and transparency throughout the Company, from senior management to employees at operational units.

In 2023, we made significant enhancements to our Compliance framework, focusing on the detection, prevention, and mitigation of potential infractions of international or local laws, as well as its internal policies and procedures.

The senior management, as represented by the Audit, Risk and Compliance Committee, has the responsibility of supervising Al Dahra's Compliance Framework. They are tasked with monitoring the progress of investigations and recommending enhancements to the processes. The Committee is additionally accountable for proposing actions for the dissemination and fulfillment of the Code of Conduct and its Compliance standards, while also assuring the efficiency of the system and compliance by all Al Dahra employees.

We publicly and consistently disseminate information about our compliance hotline, not just to our employees, but to all our stakeholders. The Audit, Risk and Compliance Committee is informed of any potential enhancements resulting from the message received through this platform on a quarterly basis.

All of our operations are guided by the Al Dahra Code of Conduct, which has recently undergone revision. We regularly update and communicate a set of policies that cover themes relating to Ethics and Compliance. These policies apply to all Al Dahra employees and partners.

Our Policy Framework



Code of Conduct

Our Code of Conduct serves as a guiding document for ethical behavior and outlines the standards of integrity expected from all Al Dahra employees and business partners.

Conflicts of Interest Policy

Our policy on conflicts of interest ensures that potential conflicts are identified and managed effectively to safeguard the integrity of our decision-making processes.





Anti-Bribery and Corruption Policy

Al Dahra maintains a zero-tolerance policy towards bribery and corruption, emphasizing the importance of ethical conduct and lawful business practices in all our dealings.

Trade Sanction Policy

Al Dahra complies with domestic and international sanctions programs, mitigating the risk of engaging in prohibited transactions and ensuring adherence to regulatory requirements.





Speaking up Policy

We encourage employees to speak up and report concerns related to misconduct or violations of Company policies



We have implemented stringent due diligence measures to mitigate corruption risks associated with third-party relationships.





Growing More With Less

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SPEAK UP

Training & Communication

During the year, we implemented a comprehensive compliance training and communication strategy to educate our employees on relevant regulations, policies, and ethical practices, thereby mitigating legal and ethical risks. This included in-person training sessions, an e-learning platform with interactive modules on Business Ethics and Code of Conduct, and regular communications through bulletins. For more detailed information, please refer to the learning and development section on page 36.



Group Speaking-Up Platform

In our commitment to sustainability and corporate responsibility, Al Dahra established an independent speaking-up platform. This initiative empowers employees to report unethical behavior or concerns effectively, promoting a culture of accountability and transparency. Here are the key components:

Speaking Up Platform

We launched a confidential reporting platform hosted by a third party. Employees can submit concerns anonymously, ensuring privacy and trust.

Measuring Success

The hotline's effectiveness is evident in the number of reports received since its launch. This active utilization contributes to our compliance function's role in promoting sustainability and social responsibility.

Speak Up Campaign

Through communications and posters, we raised awareness about integrity and responsibility. This campaign aligns with our sustainability objectives and encourages employees to actively participate.

Enhancing Compliance Framework

Building upon the foundation established in 2023, we remain committed to enhancing our compliance framework. Our key initiatives for 2024 include:

Expanded Policy Portfolio

We issued 9 policies in 2023 and have already laid the groundwork to introduce 5 more policies in 2024. These additional policies will enhance our ability to address emerging needs and navigate complex compliance challenges effectively.

Donations and Sponsorships Policy

Among the additions, we will implement a Donations and Sponsorships Policy. This policy aims for a focused global approach and ensures transparency and ethical practices in our interactions with donors and sponsors.

Monitoring Effectiveness

We are developing a comprehensive set of Key Performance Indicators (KPIs) to assess the impact of our compliance initiatives. These KPIs will provide valuable insights into our progress and areas for improvement.

Risk Assessment and Due Diligence

In line with our commitment to compliance, we conduct regular risk assessments, with a particular focus on human rights issues ranging from labor practices to deforestation. Furthermore, we are proactively preparing for the implementation of the EU due diligence law in 2025 for regulatory compliance and responsible business practices.



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Financial Governance

At Al Dahra, we focus on operational excellence and work cohesively as 'One Al Dahra'. Our strategy is underpinned by the value of transparency and is focused on accelerating digital financial transformations across the organization.

At Al Dahra, we have prioritized project initiatives that will lead to the implementation of 'One Integrated Financial System(s)' globally. The aim is to shift to a digitized way of working to provide on-demand financial insights to support emerging business opportunities and mitigate risks, aligning with the Company's broader corporate strategy.

We adopt a collaborative and multifaceted approach across our business segments globally to consolidate data and workflows, ensuring the successful implementation of unified finance policies and platforms. This approach will enable us to operate as 'One Finance Team', utilizing automated tools for rapid benefits realization. It will facilitate a unified view of organizational finances, accelerate strategic decision-making, enhance financial credibility, and support Al Dahra's business growth plans.

Tax Compliance

- We respect all relevant laws in all relevant jurisdictions and the take into consideration the underlying intention of tax policy, as well as the letter of the law.
- We prepare and file all tax returns in the specified form and at the specified time.
- We do not tolerate violations of the tax law or tax fraud.
- We seek to work cooperatively with tax authorities in relevant jurisdictions.
- Our tax positions are consistent with our business profile, processes, and value creation.

Sustained Financial **Growth KPIs**

At Al Dahra we have developed finance KPIs that are designed to prioritize transformation initiatives that support our strategy and ensure sustained global impact. Our KPIs are focused on the following objectives:

Global Risk Management Standardization

Establishing globally standardized controls to effectively manage risks.

Financial Planning & Analysis Optimization

Streamlining and standardizing processes to enhance the efficiency and accuracy of our financial planning and analysis.

Operational Efficiency Enhancement

Creating operational efficiencies and achieving cost savings through the consolidation of financial processes.

Tax Governance

Developing and reviewing robust tax governance frameworks and practices to ensure compliance and efficiency.

Strategic Business Partnership

Work as a business enabler with all departments within Al Dahra, supporting senior management in its decisionmaking and acting as a strategic business partner.

These KPIs drive our efforts to ultimately contribute to the organization's financial health, performance, and long-term sustainability.

Moving Towards Sustainable Finance

Al Dahra Finance Group is dedicated to supporting the organization's mission through a unified, transparent, and sustainable financial strategy. In 2023, we have started exploring a strategic approach to sustainable finance. While at the early stages, our aim is to build on our current sustainable finance engagements and commit to Environmental, Social, and Governance (ESG) integration into our finance practices.

Sustainability Linked Finance

Collaborating with banking partners to align Al Dahra's Sustainability initiatives with our capital structure, integrating sustainability into our financial strategy.

COP28 Participation

Senior Finance Group members participated in panels at COP28, discussing "Youth in Sustainable Agriculture" and "Sustainable Finance Strategies".



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Sustainablity at Al Dahra

At Al Dahra, sustainability is ingrained in our values, stemming from our longstanding commitment to responsible agriculture. Over the years, we have pioneered sustainable practices, but now, as we look ahead to the future, we are poised to embark on an ambitious journey towards even greater sustainability. With the launch of our 2030 goals based on the UN SDGs, we are redefining our vision to become a leader in sustainable agriculture.

Our Sustainability Goals

Our 2030 goals are ambitious, realistic, and carefully crafted, reflecting our commitment to drive meaningful change in the agribusiness sector and value chain. Central to our strategy is the adoption of regenerative agricultural practices, aimed at enhancing our soil health and the ecosystems in which we operate while boosting agricultural productivity.

Developing a Structured Approach

In 2023, Al Dahra embarked on a transformative journey to elevate its sustainability strategy. The Company saw the appointment of its inaugural Corporate Sustainability Director and marked the commencement of a rigorous benchmarking and gap analysis. In response to the need for a strengthened framework, the Company took on the challenge of developing a distinct sustainability model that is specifically designed to meet our organizational requirements.

Engaging Stakeholders

While we have made significant steps internally and regionally, we acknowledge the importance of stakeholder engagement in driving sustainable change. We are committed to promoting meaningful dialogue and collaboration with our stakeholders, including customers, suppliers, shareholders, and communities. It's worth noting that we conducted a comprehensive stakeholder engagement in 2022, which is available in detail in our 2022 Sustainability report.

Having established a solid foundation in 2023, we at Al Dahra are now making steady progress into 2024 and beyond, to strengthen our strategy even further. We are creating detailed plans for each business division, clearly defining specific goals and strategies to attain our objectives for 2030 and beyond. As we move forward, our emphasis will continue to be on sustainability monitoring, enhancing performance, and fostering a culture of continuous improvement, alongside implementing new practices and promoting business innovation.



Transitioning to a Global Sustainability Network

As we transition to a more centralized approach, we are establishing a global sustainability network to streamline our sustainability efforts across all regions. This centralized approach will enable us to leverage best practices, share knowledge and resources more effectively, and drive greater synergies in our sustainability initiatives. In each business unit, a sustainability ambassador has been appointed, this person will drive local initiatives and be part of the global sustainability network.

At Al Dahra, sustainability is a journey; a journey towards creating a more sustainable future for generations to come. Through our firm commitment to innovation, collaboration, and responsible business practices, we are confident that we can achieve our 2030 goals and make a meaningful difference in the world.



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Our Approach to Sustainability

Our purpose to sustainably feed a growing world aligns with our commitment to cultivating a brighter future for generations to come. This commitment is reflected in our multifaceted approach, which centers on three core areas of focus. In each focus area, we have set ambitious targets and implemented a range of initiatives to drive meaningful change. From reducing carbon emissions to promoting water conservation and fostering community engagement, our approach to sustainability is comprehensive and far-reaching. By prioritizing these focus areas and embracing sustainability as a core value, Al Dahra is paving the way for a more sustainable future—one where environmental stewardship, social responsibility, and economic prosperity go hand in hand.



Growing More with Less

We strive to maximize efficiency and minimize environmental impact across our operations. By reducing resource usage, investing in biodiversity and regenerative agriculture, monetizing carbon credits, and optimizing yield, we are driving financial returns as well as creating a healthier planet.

Treating People Fairly

We prioritize diversity, inclusion, and safety within our workforce by empowering our employees, promoting gender parity, and ensuring a safe working environment.

Sustainable Value Chain

Our commitment to sustainability extends beyond our operations to our entire value chain. Through responsible sourcing practices, sustainable logistics, and ongoing investments in green initiatives, we are working to create a more sustainable supply chain from start to finish.

Growing More With Less

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Sustainable Value Chain

Annexure

Material Topics and Key **Performance Indicators**

Our ten material topics guide our three focus areas and help prioritize our efforts. Key Performance Indicators (KPIs) serve as crucial metrics to gauge our progress and drive continual improvement with clear targets and initiatives outlined across each pillar of our sustainability strategy.

Encompassing environmental, social, and responsible business topics, our KPIs reflect our commitment to achieving tangible results in every aspect of sustainability.

Material Topic Focus Area WATER STEWARDSHIP Growing **NATURE &** More **BIODIVERSITY** With Less Efforts to preserve and enhance biodiversity, including habitat restoration, conservation projects, and biodiversity assessments both subsoil and above soil. REGENERATIVE AGRICULTURE

Target KPI

CLIMATE ACTION

Initiatives to mitigate greenhouse gas emissions, adapt to climate change, and promote renewable energy usage.



Strategies to optimize

water usage, minimize

address water scarcity

water footprint, and

challenges.

Reduce emissions bv 30%

Reduce water

(2030)

Reduce

(2030)

pesticides by 20%

intensity by 15%

(2030)

7,893 m3 of water

used per hectare

irrigated

Current Status

345 kilotons of

CO2e

575 m3 of water used per ton of yield

909,711 Kg of active ingredient

101 kilotons of

fertilizer

Consolidated data will be available in 2024

Next Steps

Enhance energy efficiency, boost on-site solar and biomass energy, improve manure management, and optimize soil carbon sequestration.

Assess the water footprint and identify sensitive areas, while simultaneously expanding the utilization of innovative irrigation methodologies, along with implementing strategies to enhance water retention in

Investigate the biodiversity and nature surrounding our farms, focusing on protection, and define a strategy with metrics for preserving biodiversity. Identify local opportunities, such as tree planting initiatives, while further exploring and optimizing methods to mitigate nutrient leaching from agricultural activities. Additionally, promote further adoption of alternative pest control methods to reduce pesticide use.

Implement alternative solutions and precision agriculture techniques to optimize resource utilization, while simultaneously increasing the valorization of waste and crop residue through improved processes and practices.

Expand the area of no-till farming hectares and enhance soil health management practices, while continuously refining regenerative agriculture methodologies to ensure alignment with key performance metrics. Additionally, develop strategies to monetize carbon sequestration efforts.

CIRCULARITY

Initiatives reducing input and waste, promoting recycling, and implementing circular business models to maximize resource efficiency.



Implementation of regenerative farming

practices to improve soil health, enhance ecosystem

resilience, and promote long-lasting sustainable

agriculture.

Reduce fertilizer use by 30% (2030)

Practice regenerative agriculture across

our farmland

(2030)

more than 80% of

Introduction Growing More With Less Treating People Fairly Sustainable Value Chain Annexure

Material Topic Target KPI Next Steps Current Status Focus Area DIVERSITY & Women represent Women Develop and implement a leadership development program INCLUSION 13% of leadership representing 18% of specifically for high-potential women employees to support Strategies to promote diversity, equity, and inclusion within the workforce, including gender parity, equal opportunities, and initiatives to create an inclusive workplace culture. leadership their growth and prepare them for senior management roles. (5% increase from Engage employees through initiatives that reinforce our core 2023 baseline of values. 13%) Train 100% of Consolidated Ensure 100% workforce training and awareness on our 12 **HEALTHY AND SAFE WORKPLACE** workforce on data will be Golden Safety Rules and enhance incident and near-miss **Treating** Measures to ensure the health, safety, and health and safety available in reporting and review. well-being of employees, including People workplace safety protocols, training 2024 programs, and initiatives to prevent Fairly Improve safety incident reporting and analysis to achieve a occupational hazards and accidents. year-on-year reduction in HSE incidents. **OUR COMMUNITIES** Operations/BU active Establish a centralized Donations and Sponsorship Policy to Support local Activities aimed at engaging with local communities, supporting community development initiatives, and fostering positive relationships with stakeholders to promote social welfare and economic development. in taking community communities in all support local communities in all countries of operation. initiatives- UAE, Implement regular reviews to ensure alignment with countries of Serbia, Romania, community needs and policy guidelines, and actively involve operation Morocco, Egypt employees in local volunteer initiatives to strengthen community relationships. **SUSTAINABLE LOGISTICS** 33% in Egypt Reduce transport Strengthen partnerships with suppliers, governments, and (Consolidated related CO2 shipping lines. Implement CO2 mapping to track progress and Initiatives to minimize the environmental impact of logistics, including optimizing transportation, reducing emissions, implementing sustainable packaging, and promoting green procurement. data will be identify areas for improvement, while also initiating an ecoemissions by available in 2024) 20% through product collaboration with shipping lines on specific routes partnerships starting in 2024. Additionally, plan the phased introduction of electric or low-emission trucks, combined with rail transport (2030)Sustainable where feasible, starting from Spain by 2025. Value Chain Enhance and communicate our Supplier Code of Conduct in **RESPONSIBLE SOURCING** Increase supplier Supplier Code of alignment with our ESG priorities, and improve supplier ESG ESG compliance Conduct in place Practices ensuring ethical and sustainable sourcing, including transparent procurement, supplier engagement, and traceability across ingredients and trading products. assessments and compliance to 80% by 2030. to 80% (2030)

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Appendix

Growing More With Less

At Al Dahra, as we work towards sustainably feeding a growing world, we are acutely aware of the pressure brought by a growing global population and the climate crisis impacting vital resources such as land, soil, water, and biodiversity. As an agribusiness, our strategy centers on regenerative farming as a way to strike a balance between viable agricultural output, environmental sustainability, and long-term business value. With this approach, we leverage the philosophy of 'Growing More with Less' for generations to come, while also playing a proactive role in addressing the climate crisis.

Throughout 2023, we increased our efforts to execute these objectives with renewed focus and urgency, seeking to establish strong protection measures for our land and ecosystems. We respond to the climate crisis through initiatives such as carbon sequestration, soil enhancement, and land restoration. By integrating advanced smart solutions and leveraging our expertise in precision farming, we ensure water and resource efficiency to protect our ecosystems. Concurrently, by practicing regenerative agriculture, we foster healthier soil and ecosystems, expand the limits of planet-positive business, and cultivate resilience within our agricultural systems. Finally, by taking all possible measures to reduce our agriculture inputs and waste footprint, we contribute to closing the loop and promoting the development of the circular economy.

Accordingly, we have identified five key focus areas that are interwoven into every aspect of our farming and processing practices, ensuring that we address all angles of sustainability while keeping a measure of our impact.

Key Focus Areas

Climate **Action**



Initiatives to mitigate greenhouse gas emissions, adapt to climate change, and promote renewable energy usage.

Reduce GHG emissions by 30% by 2030

Targets

Water **Stewardship**



Strategies to optimize water usage, minimize water footprint, and address water scarcity challenges.

Reduce water intensity by 15% by 2030

SDGs

Nature & **Biodiversity**



Efforts to reduce chemicals use and nutrient loss and impact assessments to preserve and enhance biodiversity, habitat restoration and conservation.

Reduce pesticides by 20% by 2030

Circularity



Initiatives aimed at reducing agricultural resource input, reducing waste, reusing and recycling, and implementing circular business models to maximize resource efficiency.

Reduce fertilizer use by 30% by 2030

Regenerative **Agriculture**



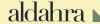
Implementation of regenerative farming practices to improve soil health, reduce water and nutrient leaching, reduce chemicals, enhance ecosystem resilience, and promote longlasting sustainable agriculture.

Practice regenerative farming across >80% of our farmland by 2030

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Scope 1 51%

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Scope 2 14%

Scope 3 35%

Our Environmental Impact at a Glance

Awards and Certificates Al Dahra Morocco & Egypt GlobalG.A.P. Certification -General regulation integrated farm assurance V5.4-1GFS. **Al Dahra Egypt** EN ISO 14001:2015

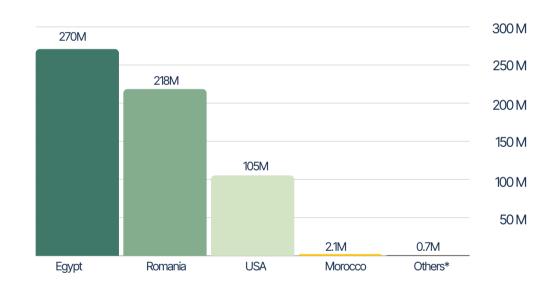
Tons of CO2e

Emissions by

Scope

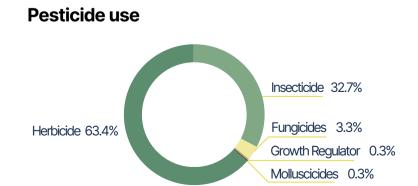
m3 of water withdrawal **Hectares Cultivated** Hectares Irrigated

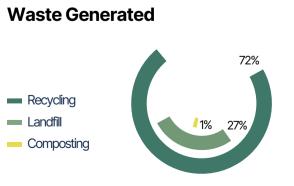
Water Withdrawal per Country in m3

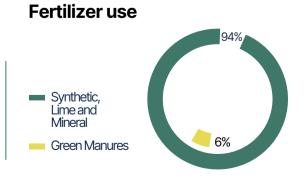


M - Million cubic meters Others*: Serbia, UAE, Namibia, Spain

Excluded: Australia. Al Dahra's farms in Australia solely on the collection of rainwater







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Leveraging partnerships for sustainability: **Key Highlights from COP28**

At COP28, Al Dahra focused on forming impactful partnerships and advancing new sustainable agricultural applications across the globe. We established multiple flagship partnerships through MoUs and agreements with partners in the fields of sustainable logistics, Al-powered farming systems, resource efficiency, and carbon finance.

Through our MoU with **Etihad Rail**, we will transition into moving more of our UAE and GCC logistical lines to trains, resulting in fewer carbon emissions.

With **John Deere**, our partnership marks a shared commitment to innovatively and responsibly feeding a growing world by exploring cutting-edge technology to farm more with less input.

With Pure Harvest Smart Farms and **PlanTfarm**, we are joining forces to test an Al-powered low-cost vertical farming system for producing animal feed, resulting in a decrease in import reliance.

Moreover, our team participated in over 15 panel discussions and presentations in the Blue and Green Zones. They shared their expertise in a wide range of sustainability topics, including regenerative and no-till farming, novel irrigation systems, advanced QHSSE practices, youth participation, and diversity.



Carbon Farming: Agreena Partnership

At COP28, we proudly announced a carbon farming project with Agreena, slated for implementation on the European Union's largest consolidated arable farm managed by Al Dahra Agricost, sprawling over 55,000 hectares on Great Braila Island, Romania. By leveraging Agreena's expertise, we aim to optimize our environmental impact while exploring new avenues for financial growth and operational resilience.

This initiative represents a departure from conventional farming methodologies towards holistic, ecologically sound approaches, emphasizing the judicious use of cover crops and reduced soil disturbance. Through Agreena's acclaimed soil carbon programme, we seek to quantify our greenhouse gas reductions and CO2 removals, thereby enhancing the financial viability of our transition. Together with Agreena, we envision this project as a catalyst for sustainable change in agriculture, aligning with our shared vision for a greener, more resilient future where environmental stewardship and economic prosperity are harmoniously intertwined.

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CLIMATE ACTION



Al Dahra recognizes the critical importance of addressing climate change and minimizing carbon impact across its operations. As a global leader in agribusiness, the Company understands the critical role it plays in mitigating the impact of climate change on agricultural productivity, water resources, and food security worldwide. In line with this commitment, Al Dahra actively assesses its energy consumption and emissions to drive continuous improvement in sustainability performance. Moreover, we diligently engage in carbon sequestration through our regenerative farming practices to mitigate our net carbon emissions. These endeavors yield carbon credits, which we utilize to fund ongoing innovation initiatives aimed at further reducing carbon footprints within farming operations.

√30% in GHG emissions by **2030** ↓5% annual

GHG Emissions

We obtained a comprehensive assessment of our scope 1, 2, and 3 carbon footprints using the Farm Carbon Calculator tool, which evaluates various farm factors such as fuel usage, water consumption, and inputs, as well as crops, yield, and soil type.

Scope 1 emissions, accounting for 51% of the total emissions, amounted to 177,371 tons of CO2 equivalent. These emissions encompass the use of fuels such as diesel and gas, nitrogen-oxide emissions from fertilizer application and crop residue, and the emissions associated with livestock. The most significant subcategory within Scope 1 is emissions from fertilizers, which contribute 59,168 tons of CO2 equivalent, representing 33% of Scope 1 emissions.

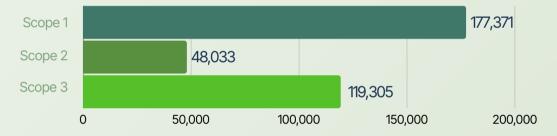
Scope 2 emissions, associated with purchased electricity and the use of inputs like fertilizers and pesticides, accounted for 14% of the total emissions, totaling 48,033 tons of CO2 equivalent.

Additionally, Scope 3 emissions, representing 35% of the total emissions, amounted to 119,305 tons of CO2 equivalent. This category includes embedded carbon in purchased goods, such as fertilizers and pesticides, as well as emissions from waste disposal and packaging used in the processing facilities. Embedded carbon in fertilizers and pesticides constitutes the largest portion of Scope 3 emissions, making up 61% or 72,410 tons of CO2 equivalent.

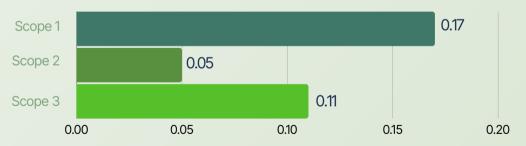
While we monitor most Scope 3 categories, we are in the process of improving our data quality. This will enable us to share reliable insights on additional elements such as business travel, product distribution, and other factors in our future assessments.

When aggregating all categories to obtain Company-wide emissions, the total reaches 344,710 tons of CO2e. These combined emissions equate to 0.33 tons of CO2e per ton of yield. We have effectively sequestered a total of 217,220 tons of CO2e, yielding a carbon balance of 113,469 tons of CO2e (excluding scope 3 categories). Our commitment persists in the ongoing efforts to diminish carbon emissions and increase carbon sequestration within the soil.

Total Emissions in tCO2e



Emissions per ton of yield in tCO2e



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Beyond farming: efficiency in our facilities

Efficient and environmentally friendly production management is at the core of our operations, transcending mere agricultural practices. We have meticulously designed our value chain to minimize our environmental footprint while maximizing productivity. Our network comprises various facilities strategically placed to complement our sourcing, trading, and agricultural activities.

From state-of-the-art drying facilities to professionally managed silos and packaging units, every aspect is optimized for efficiency and sustainability. Furthermore, our distribution activities in select business units are carefully orchestrated to minimize carbon emissions and resource consumption.

Al Dahra's total electricity consumption in 2023 amounted to 283,880,947 Kwh, of which 79,994,624 Kwh were categorized as Green Electricity and 203,886,323 Kwh as Grey Electricity, representing a distribution of 28% from renewables and 72% from non-renewables.

At Al Dahra, our focus is on improving fuel efficiency in diesel consumption and promoting regenerative agriculture, which reduces the frequency of equipment use. In 2023, fuel consumption trends showed a mixed reliance on renewable and non-renewable sources across various sectors. Woodchips emerged as the most consumed renewable fuel, totaling 4,443 tons, demonstrating our commitment to sustainable energy alternatives. However, non-renewable fuels dominated, with red diesel, primarily used for farm equipment, accounting for 10,591,207 liters. Natural gas, mainly used in our drying facilities alongside woodchips, totaled 6,992,749 liters, and road diesel accounted for 5,117,941 liters.

Natural Light Funnels and Solar Panels

The installation of natural light funnels in our KEZAD rice factory has reduced our reliance on electrically operated lights by 70%. The funnels allow natural light to enter without the accompanying heat, lowering the building's temperature by 3-5°C. As a result, the chillers used to cool the rice in the silos operate less frequently, leading to reduced energy consumption and lower cooling costs. Furthermore, we are in the process of implementing a solar panel installation on the factory's rooftop to diminish our reliance on grid electricity in the upcoming months. We plan to begin using the generated power to cover 40% of our energy needs, especially meeting our electricity consumption during daylight hours. This aligns with our operational schedule, which presently consists of daytime operations with a single shift. Through this initiative, we anticipate an annual reduction in CO2 emissions by approximately 1,200 tons.

Nitrogen Fumigation

Implementing nitrogen fumigation in our silos at the KEZAD facility in the UAE represents a major improvement in our rice storage pest control methods. Traditionally, we relied on phosphine, a highly toxic gas, for this purpose. However, in five of our silos that have been made airtight, we have transitioned to using nitrogen instead. Nitrogen is an inert gas, posing no toxicity risks to humans or the environment. While this switch offers clear benefits in terms of safety, it also comes with the advantage of being more cost-effective compared to phosphine-based pest control methods.

LED Streetlights

In an effort to enhance sustainability and reduce energy consumption, we have implemented solar street lighting throughout our KEZAD Rice factory premises. These streetlights utilize batteryoperated LED floodlights, which are charged by solar panels installed on each lighting pole. Equipped with light intensity sensors, these lights automatically switch on at dusk, utilizing the power accumulated during daytime charging. This innovative system provides efficient and reliable lighting while helping us minimize our reliance on traditional electricity sources.

Renewable Energy

In Serbia, we prioritize reducing energy consumption through initiatives such as installing solar panels and exploring carbon capture technologies. Given that 95% of our consumption is related to crop production, we focus on implementing energy-efficient practices throughout our agricultural operations, including purchasing equipment that uses less energy and optimizing energy usage through advanced technologies. Additionally, organizational efforts in logistics planning have resulted in significant fuel savings. further contributing to our sustainability efforts in Serbia.





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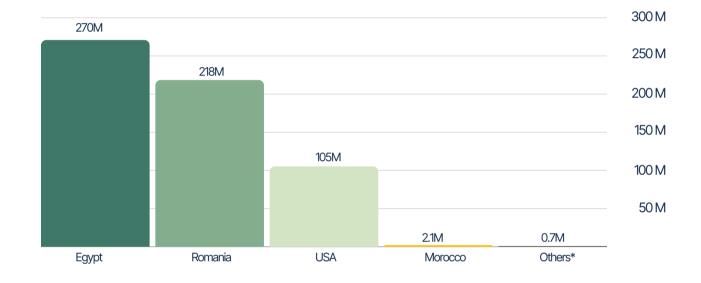
Given the vital role that water performs in agricultural production and environmental sustainability, water footprint management is an absolute priority for us at Al Dahra. We acknowledge the limited availability of water resources, in the region and worldwide, and the escalating complexities presented by water scarcity. By implementing sustainable water management practices, we not only aim to improve our efficient use of water but also minimize our environmental impact, preserve ecosystems, and support local communities. Through responsible water stewardship, innovative irrigation techniques, and investments in water-efficient technologies, we remain committed to safeguarding water resources for future generations while maintaining the resilience and productivity of our agricultural operations.

In 2023, the Company utilized a total of **597,622,380 m3** of water out of which 585,152,895 m3 were used in farming; or equivalently, 563 m3 per ton of production. This water usage was derived from various sources, with 42.2% sourced from groundwater, 57.7% from surface water, and a mere 0.1% obtained from municipal supplies. Concurrently, our factories discharged 51,502,817 m3 of water.

The total irrigated area in 2023 encompassed 75,716 out of 110,000 hectares of cultivated areas. Overall, this water consumption resulted in a water footprint of 16,247 tons of CO2e, or 0.015 tons of CO2e per ton of yield.

While we currently focus on overall water reduction and water efficiency, we will also further investigate local differences in water stress and water sensitivity.

Water Withdrawal per Country in m3



M - Million cubic meters *Others: Serbia, UAE, Namibia, Spain Excluded: Australia. Al Dahra's farms in Australia rely solely on the collection of rainwater.

Reduce Water Intensity by 15% by 2030

Our subsoil irrigation implementation in USA has resulted in significantly enhanced water intensity. In the future, we will be upscaling the use of highly water efficient methods in our farms, working towards our goal of reducing water intensity by 15% by 2030.



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United States

Since 2012, in Imperial Valley, California, we have initiated farming operations and introduced a pioneering subsurface drip irrigation system (SDI), with a strong focus on water conservation, to substitute flood irrigation, which is traditional in the region. Although SDI had previously been utilized on smaller furrow crop farms, we expanded its application to large-scale alfalfa cultivation in the region. This transition resulted in significant water savings, averaging between 30 to 40%. Furthermore, we achieved substantial reductions in fertilizer usage, with up to 90 to 100% of applied nutrients effectively reaching the plant roots with minimal losses, a stark contrast to flood and sprinkler irrigation methods. The adoption of SDI also prolonged the stand life of our alfalfa crops, allowing for efficient cultivation over 5 to 6 years, thereby minimizing tillage emissions and soil disruption, in contrast to the typical rotation every 3 years.

Similarly, in 2013, we converted a 3,300-acre flood farm in Wenden, Arizona, to drip irrigation, maintaining the same focus on efficiency and conservation as seen in Imperial Valley. In 2015, despite the limitations imposed by local irrigation district procedures, we implemented cutting-edge GPS land leveling equipment on a 2,400-acre flood-irrigated farm in Blythe, California, optimizing efficiency in the absence of SDI. Subsequently, in 2017, we extended our sustainable farming practices to a 7,000-acre flood-irrigated farm in Hyder, southwestern Arizona, converting it to SDI.

Throughout our operations, Al Dahra has been an integral part of the communities we serve, generating employment opportunities and supporting local educational and community initiatives, thereby fostering socio-economic growth in these regions.

Egypt

Acknowledging the importance of sustainable water management, we are steadfast in our commitment to addressing this issue and implementing improvement measures.

Notably, one of our farms in Toshka utilizes water from the Nile for irrigation, while two others rely on underground water aquifers. Consequently, our pilot to adopt Dragon Line technology holds significant potential to advance irrigation practices aimed at reducing water usage.



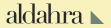
Serbia

Our water usage in Serbia is predominantly for irrigation purposes within a limited area. However, as part of our regenerative agriculture efforts, we are planning to strategically expand our irrigated lands. Despite potential overall increases in water usage, our primary objective remains reducing water intensity. Through efficient water management practices and the adoption of regenerative agricultural techniques, we aim to optimize water usage while maximizing benefits for soil health and biodiversity.

Romania

In Romania, driven by sustainability goals and regulatory compliance, we aim to mitigate soil and fertilizer runoff along canals. Understanding the significance of preserving water quality and protecting aquatic ecosystems, we are implementing targeted measures such as vegetative buffers and erosion control structures.

Moreover, we are dedicated to optimizing our irrigation systems, currently covering 52,000 hectares, to reduce water and fuel consumption. Precision irrigation techniques, pivot electrification, and automation setup, complemented by sensor acquisition, are integral to this endeavor. By minimizing fuel consumption during irrigation and optimizing water usage, we reinforce our commitment to sustainable agricultural practices while enhancing operational efficiency.



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NATURE & BIODIVERSITY

As a leading global agribusiness entity, we at Al Dahra prioritize the preservation of nature and biodiversity. Recognizing the interconnectedness between biodiversity, ecosystem services, and human well-being, our measures in this area bolster agricultural resilience and productivity. Through various measures integrated into our farming, we support vital ecological functions such as natural pollination, pest control, and soil health. We place great emphasis on conserving and restoring ecosystems across our agricultural landscapes.

Pesticides **√20**%



Integrated Pest Control

Guided by Integrated Pest Management practices, we strive to manage pests in a manner that minimizes risks to human health, and is beneficial to organisms and the environment, while effectively controlling pests. This involves carefully planning crop rotations to disrupt pest life cycles and reduce pest pressure, as well as sensibly applying pesticides when necessary, and utilizing selective and targeted products to minimize impacts on non-target organisms.

At Al Dahra Morocco, we adopt a holistic approach to pest management, integrating various control methods to protect our crops sustainably. Our strategy encompasses chemical, biological, and mechanical control techniques. Chemical control involves the precise application of chemicals to target pests, while biological methods like mating disruption are employed to counter apple codling moths, minimizing insecticide usage. Within our mechanical control practices, mass trapping techniques play a pivotal role in capturing crop enemies such as ceratitis, olive fly, otiorhynchus, and codling moth. Additionally, manual collection and destruction of specific insects like the oxythyrea funesta and the black cap node further enhance our efforts to safeguard the health and productivity of our agricultural operations.

We are dedicated to continuing to develop regenerative farming, trialing new practices, and identifying best practices in each individual ecosystem and farm circumstance. As part of this ongoing initiative, we will implement vegetative buffers consisting of bushes and flowers along the boundaries of fields. These buffers serve as natural barriers, effectively mitigating soil erosion, minimizing nutrient runoff, and creating habitats for beneficial insects and pollinators.

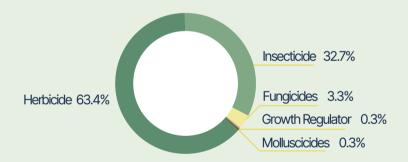
Currently, Al Dahra Romania is actively engaged in developing a comprehensive biodiversity study, aligning with our unwavering commitment to environmental preservation and sustainability. We are dedicated to thoroughly understanding and safeguarding the diverse flora and fauna within our operational areas. Through this study, we aim to gain insights into local ecosystems, identify crucial species and habitats, and assess the potential impacts of agricultural practices on biodiversity. We will further expand our biodiversity studies into diverse geographical areas and refine our group-level KPIs on the subject.

Pesticides

Currently, our foremost priority is to minimize the use of pesticides while also reducing the leaching of nutrients and chemicals into both ground and surface water.

In 2023, a total of 909,711 kg of active ingredient of pesticides were employed. Among these, our biggest consumption comes from herbicides accounting for 63.4%, equivalent to 576,390 kg, insecticides for 32.7%, totaling 297,646 kg, and fungicides representing 3.3% of the total, amounting to 29,976 kg. On the other hand, growth regulators at 3,141 kg, and molluscicides at 2,559 kg, are the least consumed as they amount to 0.6%.

Our comprehensive yield reached **10.56 tons** per hectare. Furthermore, our current productivity metrics indicate a yield-topesticide ratio of **0.87 kg of active ingredient** of pesticides per ton





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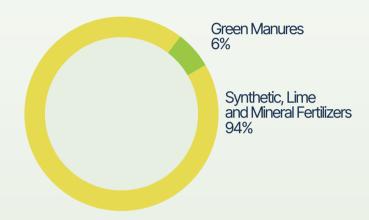


Resource use and circularity are paramount for Al Dahra as we strive to operate sustainably and responsibly within the agribusiness sector by growing more with less. We recognize the finite nature of resources such as water, energy, and raw materials, and understand the importance of maximizing their efficiency and minimizing waste throughout our operations. By adopting circular economy principles, we seek to reduce resource consumption, reuse materials, and recycle waste, thereby minimizing our environmental footprint and contributing to a more sustainable and resilient agricultural supply chain. We advance circularity through innovative technologies, responsible resource management practices, and strategic partnerships.

Reduce fertilizer use

Fertilizers

In 2023, our aggregate fertilizer application reached 100,884 tons. Within this quantity, synthetic, lime and mineral fertilizers constituted the predominant share, accounting for 94%, equivalent to 94,568 tons. Green manure* represented a smaller portion, comprising 6% of the total, corresponding to 6,311 tons. Overall, this translates to an average application rate of 0.10 tons of fertilizer per ton of yield.

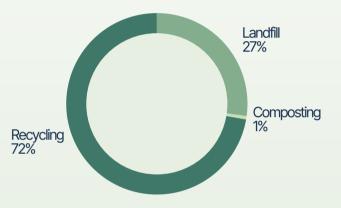


*Actual figures of green manure are anticipated to be larger as this figure does not include the manure generated in our dairy farms.

Waste

In 2023, our waste management efforts demonstrated a strong commitment to recycling, with a significant portion of our waste, totaling 72%, being directed towards recycling processes. Additionally, 27% of our waste was sent to landfills. Thus, while we have made substantial progress in our recycling efforts, there is still room for improvement in minimizing landfill use and further enhancing our waste management practices.

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Resource Optimization and Waste Management

In Serbia, we have pinpointed specific areas of concern and executed initiatives to mitigate our environmental footprint. A notable accomplishment includes a substantial reduction in fertilizer consumption, demonstrating our steadfast commitment to sustainable agricultural practices. Embracing precision farming methods, we cover 7,000 hectares annually, aiming for a targeted 10-15% reduction in fertilizer usage over two years. Precision farming marks a transformative departure from traditional methods, leveraging advanced technology to optimize fertilizer application. By meticulously assessing the soil and employing mapping-enabled machinery, we precisely administer fertilizer, minimizing waste and environmental impact.

Moreover, we optimize fertilizer application by integrating seeding and fertilization processes, effectively reducing fuel consumption, and minimizing machinery-induced soil impact. Leveraging cuttingedge technology such as sensors ensures precise fertilization, optimizing nutrient application while curbing waste. Furthermore, our employment of meteorological stations for accurate weather forecasts enables us to adjust irrigation schedules, accordingly regulating soil moisture levels as necessary. Although our station network decreased from four to three in 2023-24, these stations remain pivotal in managing soil health and maximizing agricultural productivity sustainably.

Additionally, as we work towards improving the quality and sustainability of products, we opted for the closure of two dairy farms in the past two years. This decision has contributed to shrinking our environmental footprint, emphasizing our dedication to environmental sustainability and responsible resource management in Serbia.

On the waste management front, we have instituted sustainable practices to mitigate environmental impact, including repurposing livestock manure as fertilizer, thereby closing the loop, and reducing reliance on chemical fertilizers, along with the adoption of best practices for lifetime maximization of tractors and other equipment. Meanwhile, adherence to Serbian law ensures that packaging from chemical fertilizers is returned to suppliers for repackaging. Ongoing efforts across different business units demonstrate our commitment to enhancing waste management.

Variable Rate Fertilization

In Al Dahra Romania, the implementation of variable rate fertilization signifies a crucial advancement in optimizing our agricultural methods. This approach enables us to precisely target fertilizer applications according to the specific requirements of different sections within our fields. By embracing variable rate fertilization, we aim to improve the effectiveness of fertilizer usage, ensuring nutrients are distributed precisely where they are most needed. Additionally, this strategy allows us to reduce overall fertilizer consumption by approximately 10%, as we avoid unnecessary application in areas with lower requirements. Through adopting variable rate fertilization, we endeavor to pursue a more sustainable and resource-efficient approach, in line with our commitment to responsible and environmentally aware farming practices.



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REGENERATIVE AGRICULTURE



Regenerative agriculture stands as a cornerstone for our sustainable practices at Al Dahra, embodying our dedication to fostering healthy ecosystems and resilient agricultural landscapes. By embracing regenerative techniques, such as the adoption of cover crops, crop rotation, and minimal and no-tillage, we aim to enhance soil health, promote biodiversity, and improve water retention capabilities. This approach not only revitalizes degraded land but also mitigates the impact of climate change by sequestering carbon in the soil. Regenerative agriculture is not only beneficial for the environment but also crucial for ensuring the long-term viability of our agricultural operations, supporting local communities, and meeting the growing global demand for sustainable food.

> Practice regenerative farming across >80% of our land by 2030

Main benefits of Regenerative Agriculture

- 1 Improved soil health through:
 - ↓ soil erosion ↑ microbiology
 - \uparrow organic matter \downarrow soil compaction
 - ↑ water retention
- 2 Enhanced biodiversity
- **3** Resilient crops to climate change and adverse weather
- 4 Carbon sequestration

Soil health: the key to regeneration

Building on our experience with no-till implementation over the past years, we have built and internalized an approach that cherishes soil health focused on minimizing erosion, bolstering the soil's structure, facilitating carbon sequestration, and enriching its nutrient content. This contributes to building organic matter in the soil while also increasing yields and reducing costs over time.

To facilitate this transition, we are conducting comprehensive training sessions aimed at fostering an understanding of the benefits associated with these practices. Additionally, we aim to progressively adopt the appropriate machinery to support these sustainable farming methods.

Zero tillage farming

We adopt zero tillage farming as a pivotal strategy, driven by the imperative of operational efficiencies and carbon sequestration.

In Romania, "no-till" technology covered 7% of our agricultural surface in 2023, with a strategic plan to expand this coverage to 75% by 2026. This regenerative agriculture practice offers significant environmental benefits, including enhanced soil water conservation and reduced wind erosion. It also lowers diesel and fuel consumption, thereby improving our carbon footprint. No-till farming improves snow retention, reduces soil compaction, increases humus content, and helps prevent crust formation. Furthermore, it fosters greater microbial life in the soil and enhances soil carbon storage, earning us green certificates for our sustainability efforts.

tCO2e sequestration

Our Farm Carbon Calculator tool has determined that our implementation of sustainable practices on farms resulted in the sequestrating of 217,220 tons of CO2e in 2023.

In Egypt, through zero tillage farming, we have realized significant successes, including the reduction of stubble burn and the conservation of water through minimized evaporation and soil erosion. We have recently procured equipment for a larger area, with implementation scheduled to commence in 2024 in Toshka and East Owaynat. These proactive measures not only aim to bolster our environmental stewardship but also position us to obtain carbon credits.

In Serbia, our soil management focus revolves around enhancing efficiency and sustainability through strategic approaches, including the adoption of no-till planters and drills. We prioritize minimizing unnecessary machinery usage across fields to alleviate soil compaction and preserve soil structure. We take extended measures to preserve and regenerate soil health, aiming for maximized carbon sequestration.

Cover crops on 10,000 hectares

These crops are employed to prevent soil erosion, improve microbiological activity and soil structure, retain nutrients, and inhibit the development of weeds.

Variable application of basic phosphorus and potassium fertilizers on 7,000 hectares

This technique aims to reduce the amount of fertilizer per unit area, thereby mitigating the risk of water pollution.

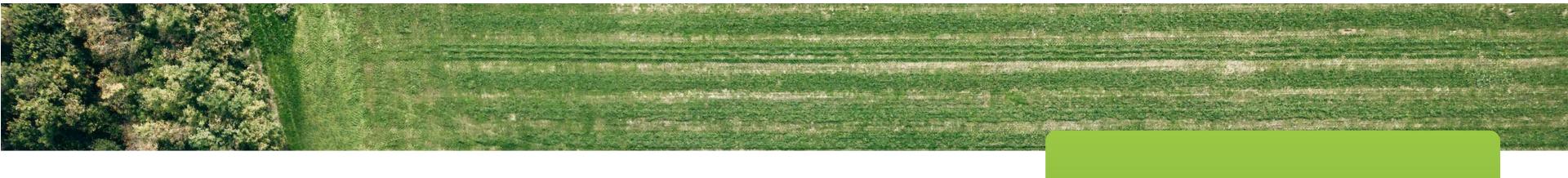
Planting of 2.5 kilometers of windbreaks

These windbreaks reduce soil erosion, improve the microclimate, and enhance biodiversity.

Looking ahead, our strategic roadmap emphasizes further integration of regenerative agriculture principles to foster soil health and biodiversity.



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Crop trials

In our ongoing crop trial initiative in Egypt, we are identifying drought-tolerant crops that require less water, aligning with our commitment to sustainable agriculture. To this end, in 2023, we commenced trials with sorghum and sesame varieties known for their resilience to drought conditions. These steps represent our proactive approach to adapting to changing environmental conditions and conserving water resources. As a result of these trials, we plan to scale up cultivation areas significantly. In 2024, we aim to expand the cultivation area to 1500 acres for sorghum and sesame, out of our total land holding of 33,000 acres. These achievements underscore our dedication to implementing innovative solutions that not only optimize agricultural productivity but also contribute to water conservation efforts in our farming operations.

In Romania, as part of our ongoing expansion of cover crops, we are conducting a cover crop trial with the key objective of identifying the most suitable cover crops for each of our farms. This trial is driven by several key factors, including enhancing soil health, promoting biodiversity, and optimizing agricultural productivity. By trialing different cover crop varieties, we aim to assess their performance in terms of soil improvement, weed suppression, moisture retention, and nutrient cycling. Through careful evaluation and data analysis, we intend to identify the cover crops that best meet the specific needs and conditions of each farm, ultimately contributing to sustainable and resilient agricultural practices in Romania.

WBCSD - Action Agenda on Regenerative Landscapes

As part of our COP28 engagement, we have joined the World Business Council for Sustainable Development's Agriculture and Food Pathway and the Action Agenda on Regenerative Landscapes. This international partnership functions as a platform for prominent global agricultural firms to share their expertise and perspective on the future of farming, centering climate action as the priority and driving alignment towards a commonly accepted outcome framework for climate, water, biodiversity, and soils, as well as social and economic benefits. Through this initiative, we commit to key impact areas such as soil health, GHG emissions reduction, biodiversity, water conservation, and improving farmer livelihoods, and we actively align with the roadmap to COP30.

Furthermore, this engagement enhances transparency within the food value chain and provides access to valuable partnerships and collaborative opportunities, accelerating public-private collaborations.



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Technology & Innovation

Technology and innovation play a pivotal role in Al Dahra's pursuit of excellence and sustainability in the agribusiness sector. Al Dahra recognizes that leveraging cutting-edge technologies and fostering a culture of innovation is essential for enhancing efficiency, productivity, and sustainability across its operations. By investing in advanced agricultural technologies such as precision farming, data analytics, and remote sensing, Al Dahra aims to optimize resource use, improve crop yields, and minimize environmental impact. Additionally, Al Dahra collaborates with research institutions, startups, and industry partners to develop and implement innovative solutions tailored to address the unique challenges faced by the agricultural sector. Through continuous technological advancement and innovation, Al Dahra remains at the forefront of driving positive change, ensuring the long-term viability of its business, and contributing to the sustainability of the global food system.

Across our diverse locations, Al Dahra embraces technological advancements in agriculture. From implementing precision farming across 7,000 hectares in Serbia and optimizing irrigation systems covering 40,000 hectares in Romania to introducing subsurface drip irrigation in the US and transitioning to drip irrigation in Egypt, we are in an incessant pursuit of inspiring innovation through technology.



Pure Harvest X Al Dahra

Pure Harvest and Al Dahra have embarked through their joint venture on a mission to enhance food security in the UAE by reducing reliance on imports through the provision of local, sustainable, and fresh produce in some of the world's most challenging climates.

Established in 2017, Pure Harvest Smart Farms aims to foster a more sustainable future by revolutionizing agriculture and reshaping the landscape of food production. By dissociating food cultivation from natural environmental constraints and aligning it with energy and financial resources, it facilitates the sustainable and economical production of fresh fruits and vegetables year-round. In doing so, Pure Harvest is pioneering a new paradigm for agricultural technology, underpinned by cutting-edge advancements across the entire food production process. The Company has honed comprehensive capabilities, introducing an innovative 'franchise farming' model for adoption by local farmers, thus paving the way for widespread adoption and sustainable agricultural practices in the region.

Climate Change Adaptation

By developing smarter agricultural models, Pure Harvest is paving the way for food production in the face of climate change, which is characterized by higher temperatures, extreme weather, and greater variability. Its innovative technology enables farmers to adapt and increase food production under these challenging conditions. Its approach not only addresses the impacts of climate change but also promotes healthier diets, reduces food waste, diminishes the dependency on imported food, creates local jobs, and contributes to economic diversification.

Water Use Efficiency

Pure Harvest's hydroponic farming in high-tech, climate-controlled greenhouses drastically reduces water usage. Compared to local low-tech farmers, its operations need only about 15% of the water for growing tomatoes, peppers, or leafy greens, and less than 5% compared to open-field cultivation.

In the United Arab Emirates
Water utilization = 8.6 cubic meters per square meter of greenhouse space annually

In the case of tomato cultivation,
Pure Harvest's approach is 5-7 times more water efficient

Fertilizer use efficiency

Its hydroponic farming approach is not only water-efficient but also reduces fertilizer usage as the production system recycles water and nutrients, enhancing its efficiency and preventing groundwater pollution. Through fertigation, it minimizes volatilization, a major source of N2O emissions from N-fertilizer use in traditional open-field agriculture.

Energy Efficiency

Its hydroponic farming approach is not only water-efficient but also reduces fertilizer usage as the production system recycles water and nutrients, enhancing its efficiency and preventing groundwater pollution. Through fertigation, it minimizes volatilization, a major source of N2O emissions from N-fertilizer use in traditional open-field agriculture.

Leveraging the region's abundant sunlight, Pure Harvest produces top-quality crops and is starting to incorporate alternative energy sources, such as solar and geothermal, to power its farms.

Land Efficiency

Pure Harvest's production spans approximately 22 hectares, maximizing space through Controlled Environment Agriculture (CEA) systems. Its CEA systems monitor and control environmental factors to optimize growing conditions and maximize production.

With yields exceeding 100 kg/m2/year, we achieved the highest in the world.

Additionally, its extraordinarily high Brix values, further add to its physical yields, resulting in unparalleled quality-adjusted yields per square meter of growing area.

Creating positive ILUC

By producing tomatoes on 1 hectare in the UAE, Pure Harvest replaces more than 20 hectares of open-field tomato production elsewhere. This shift not only reduces carbon emissions associated with traditional agriculture but also conserves water, alleviates pressure on untouched land, and mitigates biodiversity loss outside the UAE.

Growing More With Less

Treating People Fairly

Sustainable Value Chain

Appendix

Treating People Fairly

At Al Dahra, we recognize the significance of social responsibility in shaping our business practices and contributing positively to the communities in which we operate and deliver our products and services. Our commitment to social responsibility is deeply ingrained in our corporate values and is integral to our overall business strategy. We are dedicated to supporting our employees in their personal and professional growth. Through robust training and development programs, we empower our workforce to reach their full potential. Our management approach is centered around creating value for all stakeholders, especially employees who play a vital role in contributing positively to society. In addition to our commitment to creating a positive impact, we actively engage with local communities across our diverse geographical locations. Our activities aim to support community development initiatives and foster positive relationships with stakeholders, contributing to social welfare and economic development in each region.

We operate in diverse geographical locations, each with its own unique culture and community. Despite these differences, our common goal is our commitment to creating a positive impact in society. By aligning our operations worldwide, we create a shared value space that contributes to Al Dahra's social responsibility initiatives. Our employees play a crucial role in driving these initiatives, embodying our values and principles in their daily work. We adhere to ethical business practices and aim to integrate sustainability principles into our day-to-day operations. Social responsibility is a core pillar of our corporate philosophy, guiding our decisions and actions towards creating a positive impact on society.

WBCSD Endorsement

Being a project member of the World Business Council for Sustainable Development (WBCSD), an organization dedicated to promoting sustainability in business. As part of our commitment to ethical conduct, we endorse the principles outlined by the WBCSD, particularly in the areas of human rights and diversity, equity, and inclusion (DEI).

We fully support the UN Guiding Principles on Business and Human Rights and have implemented policies to ensure the respect of human rights across our operations. Through our robust human rights due diligence process, we strive to uphold these principles and continuously improve our practices. Additionally, we are dedicated to promoting an inclusive workplace environment where diversity is celebrated, and discrimination of any form is eliminated.

Key Focus Areas

Diversity & Inclusion



Strategies to promote diversity, equity, and inclusion within the workforce, including gender parity, equal opportunities, and initiatives to create an inclusive workplace culture.

Health & Safety



Measures to ensure the health, safety, and well-being of employees, including workplace safety protocols, training programs, and initiatives to prevent occupational hazards and accidents.

Our Community



Activities aimed at engaging with local communities, supporting community development initiatives, and fostering positive relationships with stakeholders to promote social welfare and economic development.

Targets

representing 18%

of leadership by

(5% increase from

2023 baseline of

Women

2030

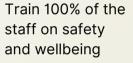
13%)



SDGs







Drive community

initiatives in all

countries









Growing More With Less

Treating People Fairly

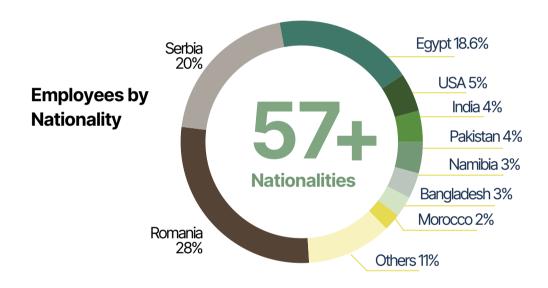
Sustainable Value Chain

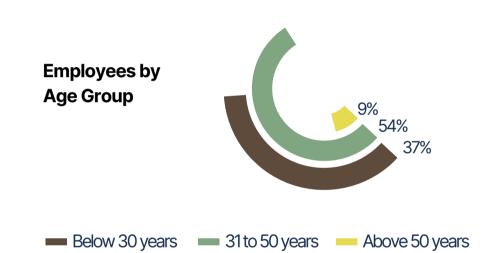
Appendix

Our People at a Glance

At Al Dahra, we recognize that our employees are our most valuable asset. They are the backbone of our farming and logistics operations. We are committed to promoting a diverse, inclusive, and equitable workforce that reflects the communities in which we operate. Our commitment extends beyond the fields, enriching the lives of our employees and contributing to the community.

Total Employees 3.5K Men 87.6% Women 12.4% women representation in senior leadership 13%







At Al Dahra, we are dedicated to promoting equity, diversity, and inclusion within our workforce. We believe that a diverse and inclusive workplace promotes innovation, creativity, and collaboration, driving our business forward.

Equal Opportunities

We are committed to providing equal opportunities for all employees, regardless of gender, ethnicity, age, or background. Our recruitment and promotion processes are designed to be fair and transparent, ensuring that every employee has the chance to succeed based on their skills and merit.

Gender equality and equal pay for work of equal value are fundamental principles at Al Dahra. We are committed to ensuring that all employees, regardless of gender, receive fair and equal treatment in terms of compensation and opportunities for advancement. Our policies promote a workplace culture that values diversity and inclusion, where all employees have access to the same opportunities for training and skills development.

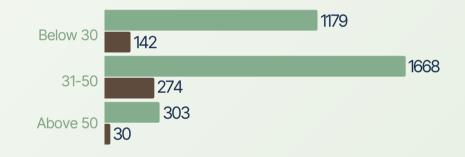
Al Dahra has implemented robust measures to prevent and address discrimination and harassment in the workplace. Our zero-tolerance policy ensures that all forms of harassment, including gender-based violence, are prohibited and appropriately addressed. We provide training and awareness programs to educate employees about their rights and responsibilities and encourage reporting of any incidents.

Through these initiatives, Al Dahra is committed to upholding the principles of equality, diversity, and inclusion across all aspects of our operations, creating a workplace where every individual is respected, valued, and allowed to thrive.

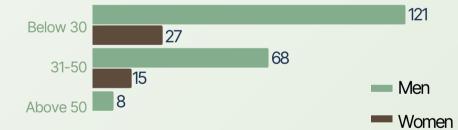
Diversity

We actively promote diversity and inclusion through various initiatives, such as employee resource groups, diversity training programs, and mentorship opportunities. These initiatives aim to create a supportive and inclusive environment where all employees feel valued and empowered to contribute their unique perspectives. As of 2023, approximately 12.4% of our workforce comprises women employees, with 13% of total senior management employees being women. Our target is to reach a women representation in senior management positions of 18% by 2030, a 5% increase with respect to the 2023 benchmark. For the definition of senior management please refer to page 54.

Employees by Age



New Hires by Age



We at Al Dahra maintain a diverse workforce, with employees representing various genders, age groups, and over 57 nationalities. Among 239 new hires in 2023, 148 were below 30 years old, signifying our commitment towards youth empowerment. We recognize the opportunity to further enhance gender diversity, particularly at the senior management level. This is a priority for us, and we are actively working towards achieving greater gender parity in leadership positions to promote a more inclusive and equitable workplace. Continued efforts in promoting diversity, equity, and inclusion will further strengthen the organization's culture and drive sustainable business performance.



Inclusivity

Al Dahra is dedicated to promoting an inclusive environment for people of determination. We believe in providing equal employment opportunities and making reasonable accommodations to support the inclusion and full participation of people of determination in the workforce.



Our leadership team is constantly working toward achieving diversity and inclusion in the workplace. We aim to lead by example, promoting a culture of respect, empathy, and understanding. We believe that inclusive leadership is essential for driving organizational success and building a strong sense of belonging among our employees. As of 2023, 34 employees from our workforce identify as people of determination, and we continue to explore opportunities to increase this representation through targeted recruitment efforts and accommodations.

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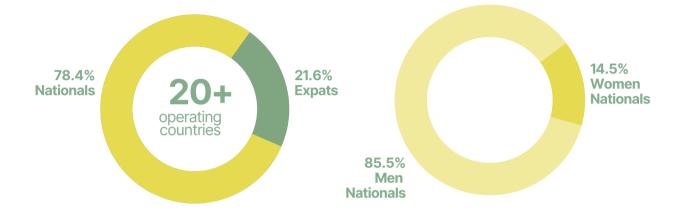
Growing More With Less

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Localization

At Al Dahra, we prioritize the hiring and empowerment of local communities in the regions where we operate. We actively seek to engage local candidates, offering training and mentorship programs to help them thrive in their roles. This includes promoting gender diversity and equitable opportunities across all positions, with a focus on leadership roles. As a result, we are proud to have a diverse team that reflects the communities we serve.



Our Nationalization Efforts in UAE

23.6% **Emirati Workforce are**

At Al Dahra UAE, our target is to increase national talent each year. Nationalizing the workforce contributes to the development and growth of the local community in the regions where we operate. Our efforts align with the national vision to enhance the participation of national citizens in the workforce and promote economic diversification. At Al Dahra, our Emirati workforce is composed of 23.6% women and 76.4% men employees. We are proud to have 34 Emirati employees contributing to our diverse and dynamic team.

Al Dahra X Pure Harvest

We are committed to supporting the government with the nationalization initiative by actively seeking to employ Emirati talent. Currently, 9% of our workforce comprises women Emirati employees, and we are dedicated to furthering this representation. As part of our efforts, we have focused on developing local talent, particularly by collaborating with institutions such as Al Ain University. Our dedication to Emirati employment is evident in our hiring practices. We are proud to have already welcomed four Emirati women to our team, and we have plans to increase this number in 2024.

Youth Support Programs

At Al Dahra we have 36.7% of our total workforce that falls within the 18-30 age group. Over 60% of our new hires are aged 18-30 years. We actively engage with young talents by offering vocational training programs tailored to their interests and career aspirations. These programs provide hands-on experience and practical skills relevant to various roles within our organization. Through these initiatives, we aim to equip young individuals with the knowledge and skills needed to succeed in their careers and contribute effectively to Al Dahra's objectives.

In Serbia, Al Dahra has established a custom-designed university course for 25 students, focusing on agricultural practices. This initiative aims to bridge the gap between academic learning and practical application, preparing graduates for rewarding careers in the agricultural sector. Additionally, job opportunities are provided to program graduates, contributing to the growth of Serbia's agricultural industry.



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Growing More With Less

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Women's Network Initiative CONNECT | ENGAGE | DEVELOP

Recognizing the importance of International Women's Day, in 2023, we have done planning and preparing for the launch of a Women's Network initiative on March 8th, 2024. This initiative aims to celebrate and empower women within our organization by providing opportunities for networking, mentorship, and professional development. As part of this initiative, women employees enjoy celebrating Women's Day on March 8th, along with sharing other small gifts to express our appreciation for their contributions to our growth. The network anchored in the philosophy of CONNECT, ENGAGE, DEVELOP, will provide a dedicated space for our women colleagues to connect, engage and empower each other to achieve excellence in professional and personal lives.

Employee Well-being

We prioritize the health and well-being of our employees at Al Dahra, recognizing that their vitality is crucial to our collective success. Whether they are engaged in field operations or administrative tasks, we ensure comprehensive support and resources to nurture their well-being. This includes access to healthcare services, mental health support programs, and employee assistance programs. We are committed to promoting a healthy work-life balance and creating a positive work environment amidst the challenges of agricultural life.

In 2023, our employees across all Al Dahra operations attended various workshops and training sessions tailored to enhance their well-being while ensuring operational excellence. Our employees spent hours in professional and personal development training, which helped them to work effectively and efficiently by balancing their professional and personal lives. We observed a significant increase in 2023 with 816 employees leaving, compared to 533 in 2021 and 391 in 2022. This rise is attributed to the centralization of data and the inclusion of all Business Units in our reporting. We are continuously enhancing our employee retention strategies as part of our sustainability efforts.

To support a positive work environment and strengthen bonds within our organization, we organize gatherings on cultural days, providing a festive atmosphere for employees to come together and celebrate. These events promote camaraderie and engagement among the employees and create a community culture within the organizations. Additionally, we have implemented a program to make interconnectivity within our business, enabling employees to visit different sites and understand various aspects of our operations, including farming, forage & feed, processing, strategic sourcing and trading, and quality management.

Employee Benefits

At Al Dahra, we prioritize the well-being and satisfaction of our employees by offering a comprehensive range of benefits. These benefits are subject to the country in which the office is located, allowing us to tailor our offerings to meet local needs and regulations. Given the wide range of geographies in which we operate, we select employee benefits most consistent with local practices. Our diverse range of benefits creates a supportive and rewarding work environment for our employees.

Performance Bonus



Pension Plan



 Long Service Recognitions



Company Car



 Holiday Allowance and Premium



Annual Bonus (13th Salary)



 New Year Gift Cards (For employees' children up to age 10)



Mobile Allowance



Health Insurance



 Long-Term Incentive Plans (LTIP)



Life Insurance



• Transport Allowance





Learning & **Development**

We invest in the continuous learning and development of our employees to help them reach their full potential. Our training programs cover a wide range of topics, including technical skills, leadership development, and diversity and inclusion training. In 2023, employees collectively completed more than 55000 hours of training, participating in courses such as crop management techniques, soil health, and sustainable farming practices. Additionally, vocational training opportunities are provided to enhance employees' skills and knowledge, ensuring they are equipped to thrive in the dynamic agricultural landscape. In 2023, our employees were provided with more than 40 types of courses for training and workshops covering a wide range of topics, with a significant representation of women employees. In our training sessions and workshops, we are proud to highlight gender diversity in attendance, ensuring equal opportunities for both men and women employees to participate and benefit from these developmental opportunities.

Training courses

Total number of training hours*

55,000+

Average training hours per employee* 28.9

Types of Training

Our training programs cover a wide range of topics, including technical skills, leadership development, and diversity and inclusion training. In 2023, employees collectively participated in courses such as crop management techniques, soil health, and sustainable farming practices.

Additionally, vocational training opportunities are provided to enhance employees' skills and knowledge, ensuring they are equipped to thrive in the dynamic agricultural landscape. Our employees were provided with training and workshops covering a wide range of topics, with significant representation of women employees. In our training sessions and workshops, we are proud to highlight gender diversity in attendance, ensuring equal opportunities for both men and women employees to participate and benefit from these developmental opportunities.

In-Person Training

Our instructor-led training sessions are highly interactive and attended by more than 200 employees in 2023. These sessions cover various topics, including business ethics, risk management, and compliance, and were conducted in Romania, Serbia, Spain, and the UAE, ensuring accessibility for our global workforce.

E-Learning Training

We provide our employees with access to a range of e-learning and online training modules offered by globally recognized e-learning platforms. These modules cover diverse topics and are designed to be user-friendly, incorporating elements such as micro-learning, interactivity, and immersive experiences to optimize learning outcomes. Through our e-learning platform, we offer modules on Business Ethics and our Code of Conduct, engaging employees effectively with interactive and gamified content.

Bi-Weekly Bulletins

We disseminate bi-weekly bulletins detailing our Compliance policies and standards through both online and printed mediums. These bulletins are distributed across our offices, factories, and distribution centers, ensuring that our workforce remains informed and up-to-date.

Health, Safety, and Environment (HSE) Trainings



Technical and IT Trainings

Farming On-Field

Trainings



Professional Development Trainings

Trainings



Machinery and Equipment

Language and Communication Trainings

Quality Assurance (QA) Trainings





^{*}data only for Romania, Spain, Serbia and Morocco

Business Ethics and Integrity

During the year, we have implemented a comprehensive compliance training and communication strategy to educate our employees on relevant regulations, policies, and ethical practices, thereby mitigating legal and ethical risks. In addition to our comprehensive training initiatives, Al Dahra invested multiple hours in providing in-person training sessions to our employees.

Risk-Based Training

Our risk-based training programs aim to equip employees with the knowledge and skills to identify, assess, and mitigate risks associated with their roles and responsibilities. These sessions were held across various locations, including Romania, Serbia, Spain, and UAE.

Business Ethics

Sessions focused on business ethics are conducted regularly to reinforce ethical behavior and decision-making among employees.

Trade Sanctions

Sessions focus on educating employees about trade sanctions compliance to ensure adherence to international trade regulations.

Donation and Sponsorship

Training sessions provide employees with guidance on donation and sponsorship policies and procedures.

Workplace Harassment

Training programs aim to create awareness and prevent workplace harassment.

Conflict of Interest

Sessions focus on identifying and managing conflicts of interest in the workplace.

New Joiners

Monthly training sessions are conducted for new joiners to provide them with an understanding of Company policies, procedures, and values.

Supplier Code of Conduct

In 2023, we prepared to roll out training on the supplier code of conduct to our third-party suppliers. This initiative, set to be implemented in 2024, aims to ensure ethical sourcing practices throughout our supply chain.

Operational Upskilling

Dehydrator Trainings

In our commitment to operational excellence and employee development, Al Dahra conducted specialized training sessions tailored for our Dehydrator operations, which are integral to our alfalfa processing. These sessions aimed to enhance the efficiency, safety, and quality standards within our factory environment.

Gender-Inclusive Participation

Our commitment to gender diversity in workforce development is evident across all operations, including machinery, with participation from both men and women employees.

Focused Modules

Training covered ISO standards adherence, bale press machinery operations, and techniques for improving production efficiency.

Skill Enhancement

Participants gained practical insights to optimize processes and maintain quality standards.

Hands-On Learning

The sessions provided hands-on experiences, empowering employees to apply learned skills directly to their roles.

Soft Skills and Leadership

Strategic Management

This session focused on strategic planning and organizational alignment.

Team Dynamics and Leadership

Participants explored effective team leadership and collaboration strategies.

Human Development, Feedback, and Coaching

The training emphasized continuous talent development and performance enhancement through constructive feedback and coaching.

Change Management

Executives gained insights into navigating organizational transitions successfully.

Impact

These training initiatives have equipped our top management with essential skills to drive positive change and foster growth within Al Dahra.

We actively participate in various local and international events relevant to our business, including conferences, seminars, and exhibitions focusing on crop protection, seeding, and other agricultural topics. These engagements enable us to stay updated on the latest industry trends, innovations, and technologies, contributing to continuous improvement and innovation at every phase of our business operations including farming, forage & feed, processing, strategic sourcing and trading, and quality management operations. This ensures that we stay at the forefront of industry advancements.







At Al Dahra, we prioritize Health and Safety (H&S) as one of the integral components of our operational framework. Our commitment to H&S extends across all aspects of our business, from environmental sustainability to ensuring the well-being of our employees.

In 2023, we focused on system enhancements, with significant efforts dedicated to expanding our Quality, Health, Safety, Security, and Environment (QHSSE) policy implementation and its monitoring. We have developed comprehensive plans and procedures to address environmental emergencies effectively, ensuring minimal impact on the surrounding communities and ecosystems.

Health & Safety Data Collection Alignment

Recently, we introduced a centralized reporting mechanism to harmonize H&S data collection throughout our Business Units. This initiative has significantly strengthened our overall H&S implementation, leading to enhanced governance and operational consistency. Our efforts have transitioned from a previously decentralized, local approach to a unified global strategy. We are integrating the H&S Management system and formulating a comprehensive QHSSE Policy, slated for global launch and implementation across all Al Dahra sites by 2030. Additionally, our H&S Team is now a globally connected entity, ensuring consistent and cohesive practices as 'One Al Dahra' group.

Dedicated Team and Compliance

Our dedicated H&S team ensures adherence to legal compliance and applicable standards across the Al Dahra group. They oversee various aspects including operational risk mitigation, enforcement of personal protective equipment (PPE), enhancement of the H&S competency framework, frequent training, and regular regulatory updates. This commitment towards H&S governance, compliance, and assurance has ensured full adherence to H&S laws and standards.

Health & Safety Reporting

Through focused efforts, we have started centralizing all data related to incident reporting for each business entity. This centralization has led to a noticeable increase in centrally registered incident reports. Additionally, we have begun reporting near misses at the group level, contributing to a comprehensive approach to H&S management. Our adoption of international standards and benchmarking with other key activities further enhances our commitment to a comprehensive approach to H&S management.



Growing More With Less

Treating People Fairly

Sustainable Value Chain

Safety Training

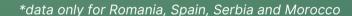
We have introduced comprehensive QHSSE training sessions. These sessions aim to enhance employee awareness and skills regarding QHSSE practices and protocols. In 2023, we conducted 48,740 hours of QHSSE training sessions attended by employees across all our operations.

Average H&S training per employee

25.6 hrs*

Total H&S Training Delivered

48,740 hrs*





'Safety Starts with Me'

As we operate in diverse environments with varying cultural norms, our primary challenge lies in instilling a universal understanding of the importance of safety and environmental stewardship. It is imperative for every individual within our organization to recognize safety as a collective responsibility. To achieve this, a shift in our mindset towards safety is essential. We aim to cultivate a culture where each team member prioritizes safety and environmental conservation on a daily basis.

While we already have established safety protocols in place, there is room for improvement in how we gather safety-related information across all operational sites. Additionally, we must support individuals who may be uncertain about these impending changes. Our initial objective is to ensure that every Al Dahra team member comprehends and adheres to safety regulations. We initiate each meeting with the mantra, "Safety Starts with Me," reinforcing the notion that safety is paramount and begins with each individual's commitment.





Growing More With Less

Treating People Fairly



At Al Dahra, our presence in diverse locations has a noticeable impact on local communities. We aim to make this impact positive by engaging in a range of initiatives across different regions. These projects are focused on enhancing education, healthcare, and social welfare.

Donations & Sponsorship Initiatives

Through our donation and sponsorship initiatives, we aim to make a positive impact on the lives of those in need. In 2023, Al Dahra contributed a total of USD 161,294 (approx. 592,338 AED) in terms of monetary donations across all operating regions. Moreover, we significantly extended our support through substantial in-kind contributions, further strengthening our positive influence in the communities we serve.



Community Development

Emirati Employment and National Service Training

We take pride in our Emirati roots and actively support the nationalization initiative in the UAE. Over the past four years, we have participated in the National Service Training Protocol by providing valuable training opportunities to Emiratis. Through this program, participants gain hands-on experience in plant operations, packaging, and distribution, contributing to our collective efforts to ensure food security in the UAE. This initiative prepares individuals to operate essential facilities during times of crisis or emergency. Additionally, we have hired Emirati women from Al Ain University, further contributing to local talent development.

Supporting People of Determination

We support people of determination by providing opportunities for them to contribute to our operations, especially in KEZAD as part of a national service initiative. This creates an inclusive work environment and community.

Strengthening Communities

Al Dahra is committed to providing aid in times of need, such as by offering assistance to victims of natural disasters. We are supporting affected communities during these challenging times. In 2023, Al Dahra Morocco office supported and offered assistance to earthquake victims. Our proactive approach ensures that we can offer timely support and tangible aid when it is needed most, reflecting our commitment to making a positive impact on the lives of those facing adversity.

Al Dahra prioritizes the well-being of our local communities by providing essential resources such as food, donations, and funding for community projects. These initiatives improve the quality of life for residents and strengthen community ties. During the holy month of Ramadan, we distribute food boxes to our employees and their families, as well as other families in need in Egypt. This effort demonstrates our commitment to supporting communities and promoting food security. In 2023, Morocco supported local communities by contributing to well-equipment purchases for local communities, as well as supporting charity associations for disabled orphans.

We have also developed vegetative buffers around our dehydration facilities to minimize dust emissions, enhance air quality, and support the local ecosystem.



Growing More With Less

Treating People Fairly | Sustainable Value Chain

Nurturing Talent, Cultivating Futures

Al Dahra's collaboration with the Agriculture University in Belgrade represents a significant milestone in our commitment to education and community development. Through a pioneering initiative, we have established a tailored year-long program to equip 25 students with comprehensive agricultural knowledge and practical skills.

Crafted in partnership with the university, the program covers a range of essential topics, from crop cultivation and financial management to supply chain logistics and human resources practices specific to agriculture. Students undergo rigorous training to become well-rounded professionals.

Upon completing the academic curriculum, students engage in internships to gain hands-on experience, enhancing their understanding of agricultural practices and industry dynamics. Additionally, the program offers potential employment opportunities within Al Dahra Serbia, linking education to career advancement.

In Romania, our partnership with the University of Life Sciences in Lasi facilitates practical training for students twice per year, and our collaboration with the University "Dunarea de Jos" of Galati provides students with practical training once per year

At its core, this initiative underscores our commitment to empowering youth and transferring agribusiness knowledge to the next generation. By investing in aspiring agricultural professionals, we contribute to the growth of Serbia's agricultural industry and promote a sustainable talent pipeline.

Empowering Women in Sports

Al Dahra actively supports local sports, including sponsoring a first-class women's Handball team in Romania. By backing local teams, we promote the empowerment of women in sports, promoting inclusivity and providing opportunities for female athletes to thrive. This support also contributes to the promotion of healthy lifestyles and community engagement through sports, setting an example for future generations.

Collaboration with Universities and Educational Institutions

Since 2015, we have collaborated with educational institutions like Al Ain University in the UAE to offer field training opportunities for veterinary students. Through this partnership, we support the development of future professionals in the field of dairy farming and veterinary medicine. We provide technical expertise and resources, enabling students to gain practical experience and contribute to sustainable farming practices. This collaboration extends to various sectors of dairy farming, including milking parlors, reproduction, nutrition, health, and calf care. Through this partnership, students receive practical training and technical expertise from our team, enabling them to gain real-world experience in dairy farming practices. As part of the program, students are required to submit weekly technical reports, which are evaluated to assess their performance and contribute to their final graduate degrees.

In Spring 2023, seven students embarked on eight-week rotations in large and small animal medicine. The rotations, spanning various clinics and farms, provided hands-on experience in diverse settings, including Al Dahra Dairy Farm, Elite Vet Clinic, and Paws & Claws. Students gained insights into animal care practices, healthcare management, and the intersection of agriculture and veterinary medicine.

We are honored to receive recognition from UAE University, as evidenced by the Certificate of Participation awarded to Al Dahra Dairy in November 2023. Additionally, the positive feedback and appreciation expressed in the Notes of Appreciation from UAEU emails further validate the impact of our collaboration on the development of veterinary students in the UAE.





Growing More With Less

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Strategic Partnerships

We believe in promoting strong partnerships with local organizations and initiatives that align with our values. We remain committed to supporting community development projects across our operating locations and beyond. Our sponsorship strategy aims to enhance education, job opportunities, and local development. We are exploring opportunities to collaborate with NGOs and implement educational programs, sponsorships, and other initiatives to support the underprivileged and promote community development in all countries.

Al Dahra collaborates with partners on corporate social responsibility (CSR) activities, such as support through food distribution and donations. This cooperative approach strengthens relationships and supports those in need.

Future Directions

We are developing a comprehensive donation and sponsorship policy set to launch in the second and third quarter of 2024, guiding community initiatives at Al Dahra with strategic focus areas and dedicated working groups. This policy will ensure a unified approach to philanthropy across all regions, emphasizing agriculture and food sustainability, and community development. Additionally, the policy will prioritize wellbeing and engagement in our initiatives, ensuring that our workforce plays an active role in shaping our community programs, and catering to the social and cultural expectations of our stakeholders.

The policy will establish yearly workshops to further enhance collaboration and learning while providing dedicated budgets to support impactful projects. Employee volunteering opportunities will allow our workforce to play an active role in contributing to their personal and professional development.

Through these initiatives, we aim to build resilient, thriving communities around the world and create a lasting impact through strategic partnerships. By engaging youth and investing in community projects, we seek to cultivate longlasting connections with key stakeholders, promoting sustainable growth and progress.

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Sustainable Value Chain

Appendix

Sustainable Value Chain

Al Dahra takes a holistic approach to sourcing and trading, centering a 'value chain' mindset. We have taken steps to integrate responsible practices across all aspects of our operations, right from responsible sourcing to efficient transportation and logistics.

Our strategy is built upon collaboration with partners and stakeholders across the globe as well as adherence to regional regulations. We seek to balance the needs of the business with environmental and social considerations, continuously challenging our logistics systems and supply chain from a sustainability mindset. This approach helps us deliver cost-effective and quality products while minimizing our environmental impact. Our main focus is to contribute to a sustainable future by focusing on efficient supply chains. Through our commitment to ethical practices, fair labor standards, and community engagement, we aim to create positive social outcomes while promoting environmental stewardship.

Our Management is driving this vision by prioritizing innovation and investing in advanced technologies to optimize supply chain efficiency and minimize emissions. They closely monitor and analyze logistics processes to identify opportunities for improvement and implement sustainable practices, while also emphasizing the importance of ensuring proper social responsibility from our suppliers.



Key Focus Areas

Targets

SDGs

Responsible Sourcing



We are dedicated to responsible sourcing, ensuring our supply chain upholds ethical standards, sustainability, and social responsibility, positively impacting people and the planet.

Ensure that at least 80% of our suppliers achieve ESG compliance







Sustainable Logistics



We are committed to sustainable logistics, optimizing our transportation and distribution processes to minimize environmental impact while maintaining efficiency and reliability.

Reduce CO2 emissions from transport by 20% through strategic partnerships by 2030







KEY **ASPECTS**

Growing More With Less

Our Strategy

 Integrate sustainability throughout our sourcing, procurement, processing, storage and warehousing, and logistics to ensure a holistic positive environmental impact and promote ESG compliance across all aspects of the supply chain.



Supplier **Engagement**

- Maintain transparent, open communication with suppliers and logistics partners.
- Establish shared goals and expectations around sustainability.
- Focus on supplier compliance on human rights, labor practices, environmental impact and logistics sustainability.



Collaborative **Partnerships**

- · Collaborate with industry leaders, regulatory bodies, and stakeholders to drive sustainable logistics practices.
- Aim to advance sustainable practices across the value chain.



Monitoring and Evaluation

- Prioritize monitoring and evaluation of supplier performance, logistics efficiency and emissions reduction.
- Ensure compliance with established sustainability standards.



Continuous **Improvement** and Innovation

- Stay informed on emerging trends and best practices in sustainability.
 Adapt approach to remain at the forefront of sustainable sourcing, trading and logistics.



Stakeholder **Engagement**

- Actively engage customers, suppliers, community partners and other and stakeholders in conversations about sustainability.
- Promote transparency and accountability throughout the value



Comprehensive Policies

- Uphold comprehensive supplier policy and code of conduct, extending to logistics providers.
 Guide selection and engagement processes with suppliers and partners.
 Ensure suppliers meet high standards of othical behavior and sustainability.
- ethical behavior and sustainability.



In 2023, we strengthened our commitment to sustainable logistics and efficient supply chain management. Building on our 2022 decision to expand customs clearance services in the UAE, we maintained lower costs and enhanced service quality by leveraging our team's expertise and relationships with government and private entities





RESPONSIBLE SOURCING



Al Dahra prioritizes responsible sourcing as a key element of its sustainability strategy, balancing exceptional quality with a commitment to minimizing its environmental impact. Our comprehensive approach encompasses direct and indirect procurement, as well as close monitoring of our supply chain, ensuring sustainability and ethical behavior at every step.

Diverse Operations and Strategic Approach

Our operations encompass commercial, supply chain, and farming divisions, with the majority of production based in Europe. The vast majority of our products are distributed across markets in Asia, Europe, Africa and the Middle East, highlighting our global reach and market presence.

The sourcing structure within our supply chain emphasizes the procurement of forage, feed, and feed commodities as direct materials, while also focusing on inputs, services, and capital equipment as part of our indirect spend.

Sustainability Criteria

In our pursuit of sustainability excellence, Al Dahra aims to enhance supplier engagement by establishing comprehensive criteria for sustainable practices across our supply chain. Our ambition for 2024 is to implement a centralized standard for our suppliers, providing a clear framework to assess compliance and collaborate with those who share similar sustainability goals.

Al Dahra considers its suppliers as strategic partners in achieving long-term, sustainable business growth. Through our partnership model, we engage suppliers in a meaningful dialogue about sustainability challenges and opportunities, aligning on common goals to drive progress across the supply chain. This collaborative approach not only focuses on supplying high-quality produce but also involves joint efforts to tackle the challenges of sourcing in an environmentally and socially responsible manner. We are committed to further enhancing and expanding the existing areas of excellence within our supply chain. Through the cultivation of transparent and enduring relationships with our suppliers, we aim to instil a shared dedication to excellence and innovation as we advance.

By co-creating solutions and sharing best practices, we position ourselves and our suppliers for collective success while reinforcing our mutual dedication to ethical, sustainable business practices. We adhere to a comprehensive supplier policy and code of conduct that encompass both direct and indirect procurement. The supplier code of conduct also emphasizes human rights, labor standards and, ensures that major concerns such as child labor violations are untolerated during supplier evaluation. By assessing potential partners and suppliers, we uphold the highest ethical standards and promote transparency and accountability in all supplier relationships.

Priority areas of our SCoC

Business ethics		
Human rights		
Labor standards		
Zero tolerance for child labor	<u>.</u>	



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As a Company with a diverse structure, including commercial, supply chain, and farming, our logistical activities are central to our success. We manage the transportation and distribution of a vast range of products. These logistics operations touch upon all aspects of our business, from buying from external sources to delivering products to our facilities. As we adapt to more sustainable practices throughout our supply chain, we are conscious of the environmental impact of our logistics. Our approach to sustainable logistics is rooted in balancing costefficiency with environmental responsibility. We are continuously working to minimize emissions and operational costs by optimizing our transportation routes, modes of transport, and warehousing practices. Additionally, we are working with partners to find proactive and innovative solutions. This synergy is helping us to reduce our carbon footprint while maintaining competitive pricing and high-quality service for our customers.

Fully Paperless Shipments in the UAE

Investing in double tail trucks reduced our fuel consumption per container by 26% in the UAE

Emission Management

Al Dahra prioritizes the reduction of greenhouse gas emissions across all aspects of its operations. Our efforts focus on managing and reducing scope 1 and 2 emissions, while also addressing scope 3 emissions from buying external sources and global logistics activities. including shipping and transportation.

Incorporating scope 3 emissions per business unit into our carbon calculator allows us to more accurately assess and manage our overall impact. Although there is not yet a complete overview of footprints and emissions, our initial engagement with shipping lines represents a key step toward reducing our carbon footprint in these areas.

Logistics Impact

Al Dahra faces considerable scope 3 emissions due to buying from external sources and the extensive logistics network that supports our operations. Despite these inherent challenges, we remain committed to achieving our sustainability goals by actively seeking out opportunities to improve efficiency and reduce emissions across our logistics activities. We aim to minimize our environmental impact while supporting the global supply chain by bringing in innovative strategies and partnerships.

The railway logistics solution has benefited our operations and also positively impacts the local and regional economy by facilitating other companies' access to the railway system. Drivers can maximize earnings due to shorter trips, and the overall solution maintains costeffectiveness while increasing efficiency and lowering carbon emissions.



Maximizing Efficiency Through Railways

Al Dahra's collaboration with the local government and private operators at Lleida, Spain, showcases our commitment to sustainable logistics and regional development. The project began in June 2020 and has since been a great success, providing a sustainable alternative to traditional road transportation by incorporating railway logistics. With the government's support, we moved logistics operations from trucks to trains, taking nearly 2,000 trucks off the roads per year and reducing traffic congestion and

Furthermore, our proactive approach has enabled us to prepare for the future, as Al Dahra is now ready to move 90% of our goods by rail to the Spanish ports for export, representing up to 20,000 containers in one year. Similar rail moves have been implemented in Italy, Serbia, and Romania, removing an additional 1,000 containers from the road. Presently, we have projects underway to shift to rail in the Baltic region, Egypt, and South Africa, further demonstrating our dedication to sustainable transportation solutions on a global scale.



In addition to these efforts, Al Dahra played a pivotal role in reactivating the rail ramp in Spain, and refurbishing and restarting the previously abandoned facility, which has significantly contributed to our sustainable logistics initiatives.



Low-Carbon Water Transport

At our Romanian facilities located on Brăila island, we implemented a barge system to reduce carbon emissions and the number loading required for conventional road transport. As of 2023, we transport **80% of our containers in this region by barge or train** and only **20% by truck**, significantly reducing the number of trucks traveling through the city. The barge can move 160 containers at once, a more efficient solution compared to using 160 trucks. By transitioning from 600 trucks per week to just 120, we have achieved a reduction in traffic and also an enhanced efficiency in terms of time, money, and fuel consumption.

Optimization with Partnerships

In Al Dahra Egypt, with the support of our partners, we have adopted a strategy of using flat bed trucks to transport containers, optimizing the use of space and reducing the total number of trips required. This approach enabled us to increase the carrying capacity by a factor of 1.5 per truck, resulting in a **33% reduction** in the number of trucks on the road. Consequently, this has led to cost efficiency and a significant reduction in our carbon footprint.

Additionally, we are partnering in a project to construct a cross-country train line, enhancing sustainable logistics by utilizing railways directly from Toshka to access the ports. We have established a partnership with a river transportation company, utilizing the Nile River as a crucial component of our logistics network in Egypt.

Transition to Electric Vehicles

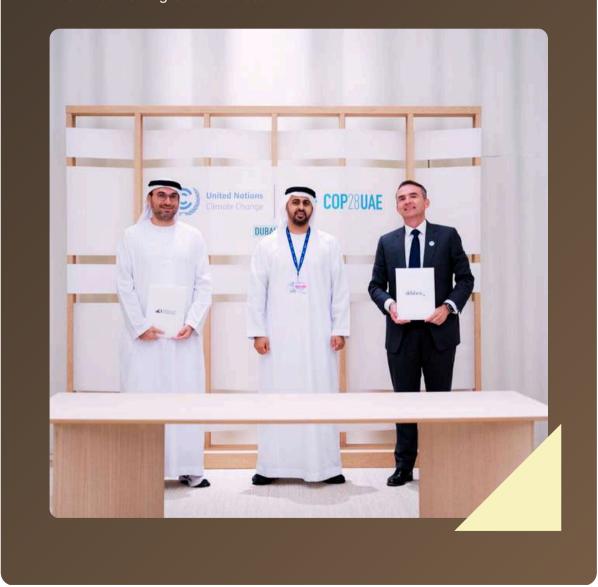
In compliance with legislation mandating that all new trucks registered must be electric from January 2024, we at Al Dahra California, USA have developed a strategic plan to transition to electric vehicles (EVs). This plan involves assessing the remaining lifespan of current trucks and establishing charging infrastructure in key locations such as ports. We are committed to aligning with the legislation and embracing EVs, aiming for a complete transition before the said timeframe of 2035.

In Spain, Al Dahra's is collaborating with partners to invest in electric trucks and exploring the use of double container trucks for enhanced efficiency, our aim is to promote sustainable practices within our team and across our partnerships. Similarly, in Italy, we have partnered with an international shipping line to use propane-propelled trucks from the factory to the port as a trial. This initiative aims to extend the application of sustainable transportation methods to all our exports in the coming years.

Together, we identify optimal locations for charging stations and assess the feasibility of transitioning to EVs for first-mile delivery. Our ongoing collaboration in Spain represents a substantial step towards achieving our sustainability objectives. Additionally, our joint venture with DSV in the UAE has taken a significant step forward by purchasing its first EV trucks, advancing the transition to electric transportation in the UAE.

Etihad Rail Partnership

Al Dahra emerges as a key import partner on the Etihad Rail network in the UAE. Following the MOU signed during COP28, we have commenced importing consignments by rail from Saudi Arabia to Abu Dhabi. Our focus is on expanding this collaboration by incorporating new domestic rail movements and exporting to GCC countries, particularly the Kingdom of Saudi Arabia, for both our feed and grains business.





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Innovation in Our Logistics

CO₂ Mapping and **Emission Reductions**

We are focused on mapping and tracking our CO2 emissions to create roadmaps for emissions reduction. This process involves engaging partners and customers in transparent discussions about our sustainability goals and progress, contributing to the creation of mutually beneficial strategies for emission reductions.

As an ongoing effort, we at Al Dahra continue to utilize double-tail trucks through our investment in DSV Abu Dhabi. These trucks have allowed us to directly remove 50% of the trucks on the road. Investing in double-tail trucks reduced our trips by half and decreased fuel consumption per container by 26%.

Our commitment to emission reductions extends across our entire supply chain, from the sourcing of raw materials to the delivery of finished goods. We employ in-house calculations and mapping tools to accurately measure our logistics-related emissions and identify opportunities for improvement.

Digitalization

in implementing Transportation Management Systems (TMS) in the Middle East, Al Dahra continues to lead the way in innovative digital logistics solutions. This adoption has streamlined processes, enhanced visibility, and fostered seamless communication with our partners.

Our commitment to digitalization extends to collaborating with the Digital Container Shipping Association (DCSA) to drive global initiatives aimed at developing digital solutions that minimize CO2 emissions by digitizing our supply chain and reducing paper usage. Additionally, integrating our TMS with shipping line invoicing systems enables us to automate invoice processes, significantly reducing paper usage by streamlining receipt, matching, dispute resolution, and payment initiation.

Collaborating with partners to integrate electric/biofuelpowered barges.

We are part of Maersk's initiative: recycling 1 ton of seals cuts 3 tons of CO2.

Challenges and Opportunities

One of the key considerations in our sustainable logistics efforts is the delicate balance between the costs of eco-friendly initiatives and meeting the expectations of our customers. Our focus is on prioritizing sustainability while ensuring that our products remain accessible and affordable to our valued customers. To address this challenge, we are exploring various solutions, including governmentbacked subsidies and internal incentives, to mitigate costs and make sustainable practices more feasible for all stakeholders. Additionally, we actively involve and communicate with our customers throughout our sustainability journey, explaining how these initiatives positively impact them and the end consumer. We begin with engaging front runners and gradually extend our efforts to involve all customers, fostering a collective commitment to sustainability across our entire customer base.

Despite these challenges, we are committed to sustainable logistics and proactive supply chain management, driving excellence and contributing to broader sustainability goals. By focusing on strategic partnerships, innovative transportation solutions, and renewable energy investments, we are paving the way for a greener, more efficient future.

We continue to promote partnerships with logistics companies and customs brokers, streamlining processes to provide superior service to our customers. Close relationships with our suppliers remain essential for developing innovative solutions and improving our supply chain, aligning our roles with those of logistics companies.

Our dedicated resource for allocation and planning has optimized our supply chain, securing necessary logistics resources such as rail, trucks, containers, and space on vessels. This has led to cost reductions and increased efficiency while strengthening supplier relationships. In 2024 and onward, through our ongoing efforts to optimize transportation, invest in electric vehicles, map CO2 emissions, and explore renewable energy sources, we strive to minimize our environmental impact while maintaining the highest standards of service and efficiency. Our commitment to sustainable logistics will benefit the planet and also reinforce our position as a responsible and forward-thinking organization.



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GHG Emissions by Country

Country of	Emissions by Scope		Total kilotons	
operation	Scope 1 ¹ kilotons of CO2e	Scope 2 kilotons of CO2e	Scope 3 ² kilotons of CO2e	of CO2e
Morocco	1	0.4	2	3
UAE	1	1	1	3
Australia	1	0	2	3
Egypt	28	22	35	85
Namibia	4	0.01	10	14
Romania	84	9	39	131
Serbia	49	2	9	60
Spain	2	2	2	6
USA	8	12	20	40
Total	177	48	119	345
Percentage	51%	13%	35%	100%

^{1.} Scope 1 currently includes CO2 emissions related to fuels, electricity, crop residue (N2O), and livestock (CH4).

Water Consumption by Country³

Country of operation	Water consumption (m3)
Egypt	270,920,587
Romania	218,481,847
USA	105,333,448
Morocco	2,139,841
Serbia	711,567
Namibia	17,083
UAE	16,157
Spain	1,850
Australia	0 - Only collected rainwater
Total	597,622,380

3. Water use is highly dependent on type of crop and crop intensity.

^{2.} Scope 3 currently includes CO2 emissions related to inputs (fertilizers and pesticides), waste, packaging, and partially business travel. Business travel and distribution-related emission data require further detail and will be added in future reports.

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Pesticide use

Sprays per category	Total in kg of active ingredient
Herbicide	576,390
Insecticide	297,646
Fungicide	29,976
Growth Regulator	3,141
Molluscicide	2,559
Total Sprays	909,711

Fertilizer Use

Fertilizers per category	Total in kilotons
Lime, Mineral and Syntetic Fertilizers	95
Green Manures	6
Organic fertility sources 4	0
Total Fertilizers	101

^{4.} Our data does not include on site generated manure from our livestock.

Waste Generated by Category

Fertilizers per category	Total in kilotons
Recycling	17
Landfill	7
Composting	0.15
Energy	0
Total Waste	24.15

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Diversity and Equal Opportunity

Gender Distribution	Total number of Employees	% of Total
Men	3150	87.60%
Women	446	12.40%
Total Employee Count	3596	100%

Gender Distribution in Senior Management		
Gender	Employee Count	Distribution %
Women	10	
Director	9	13%
Director (senior)	1	
Men	67	
Director	51	
Director (senior)	11	87%
Executive	3	
Executive (senior)	2	
Grand Total	77	100.00%

Age Diversity	Age Diversity			
Age Group	Men	Women	Total	Percentage of Workforce
18-30	1,179	142	1,321	36.73%
30-50	1,668	274	1,942	54%
More than 50	303	30	333	9.27%

New Hires Employee Count by Age Group			
Total Employee Count- New Hires	Men	Women	New Total
Employees age 18-30	121	27	148
Employees age 31-50	68	15	83
Employees age +51	8	-	8
Grand Total	197	42	239

People of Determination	
Year	People of Determination Employed at Al Dahra
2021	32
2022	30
2023	34

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Diversity and Equal Opportunity - continued

Nationality	Total number of Employees
Grand Total	3596
Romania	1005
Serbia	723
Egypt	669
United States	186
India	150
Pakistan	150
Namibia	123
Bangladesh	100
Morocco	82
Others	408

Nationalization Data					
Nationals Expats					
Men	Women Total National Men Women Total Expats				
2413	408	2821	737	38	775
67.10%	11.30%	78.4%	20.50%	1.10%	21.6%

Emiratisation Data*					
Total Emirati Employees	Men	Women			
34	26	8			
*With all business entities included this year, the 2023 data is not comparable to previous years. Thus, previous year data is omitted for accuracy.					

otal Employees who left the organization		
2021	533	
2022	391	
2023	816	

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Employee Learning and Development

Training Data	
Training Program	Metric
Training course	40+ number of courses offered
Total number of training hours	55041+ hrs*
Average training hours per employee	28.9 hrs*
*Data only for Serbia, Romania, Spain, and M	orocco

Training per country of operation

Romania			
Number of Training course 21			
Total number of training hours 46426			
Tasining attended to Oceanday Bissansity	Men Diversity	86.1%	
Training attendance: Gender Diversity	Women Diversity	13.9%	
Average training hours per employee 46.2 hrs per employee			

Spain			
Number of Training course 15			
Total number of training hours	1282.75		
Training attendance: Conder Diversity	Men Diversity	74.5%	
Training attendance: Gender Diversity	Women Diversity	25.4%	
Average training hours per employee 13.3 hrs per employee			

Serbia ADS		
Number of Training course 40+		
Total number of training hours	4427 hrs	
Tasining attended to Conden Diversity	Men Diversity	64%
Training attendance: Gender Diversity	Women Diversity	35%
Average training hours per employee 6.1		

Morocco		
Number of Training course 5		
Total number of training hours 824		
Training attendance Conder Diversity	Men Diversity	30.9%
Training attendance: Gender Diversity	Women Diversity	69.1%
Average training hours per employee	11.7 hrs per employee*	
*Including seasonal workers		

Health and Safety Training*

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Average number of QHSSE training hours per employee	Total hours of QHSSE Training Delivered
25.6 hrs* per employee	48,740
*data only for Romania, Spain, Serbia and Morocco	



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2-3 2-4 2-5 2-6 2-7	-3 Reporting period, frequency and contact point -4 Restatements of information -5 External assurance -6 Activities, value chain and other business relationships -7 Employees	4 22, 26, 29, 39, 42 Not Applic	ahle	ESRS 1
2-4 2-5 2-6 2-7	-4 Restatements of information -5 External assurance -6 Activities, value chain and other business relationships -7 Employees	22, 26, 29, 39, 42 Not Applic	able	
2-5 2-6 2-7	-5 External assurance -6 Activities, value chain and other business relationships -7 Employees	Not Applic	able	BP-2
2-6 2-7	-6 Activities, value chain and other business relationships		able	
2-7	-7 Employees	- 40	anic .	
	-7 Employees	7-12		SBM-1
2-8		24 40		SBM-1; S1
	-8 Workers who are not employees	34-40		ESRS S1
2-9	-9 Governance structure and composition			GOV-1; G1
2-1	-10 Nomination and selection of the highest governance body	12		
2-1	-11 Chair of the highest governance body			
	-12 Role of the highest governance body in overseeing the anagement of impacts	5		GOV-1,2; G1
2-1	-13 Delegation of responsibility for managing impacts	12		GOV-1,2; G1
2-1	-14 Role of the highest governance body in sustainability reporting	5		GOV-5; IRO-1
GRI 2: General Disclosures 2021	-15 Conflicts of interest	13		
	-16 Communication of critical concerns	Not Applic	able	GOV-2; G1
2-1	-17 Collective knowledge of the highest governance body	12		GOV-1; G1
2-1	-18 Evaluation of the performance of the highest governance body	12		
2-1	-19 Remuneration policies			GOV-3; E1
2-2	-20 Process to determine remuneration	Not Availa	able	GOV-3
2-2	-21 Annual total compensation ratio			S1
2-2	-22 Statement on sustainable development strategy	16		SBM-1
2-2	-23 Policy commitments	13		GOV-2,4; S1; S2; S3; S4;
2-2	-24 Embedding policy commitments	13		G1; MDR
2-2	-25 Processes to remediate negative impacts	13		C1. C2. C2. C4
2-2	-26 Mechanisms for seeking advice and raising concerns	13		S1; S2; S3; S4
2-2	-27 Compliance with laws and regulations	13		SMB-3; E2; S1; G1
2-2	-28 Membership associations	4		G1; MDR
2-2	-29 Approach to stakeholder engagement	16		SMB-2; S1; S2; S3; S4
2-3	-30 Collective bargaining agreements	Not Availa	able	S1

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Material Topics				
<u> </u>	3-1 Process to determine material topics			
GRI 3: Material Topics 2021	3-2 List of material topics	-		ESRS 2 BP-1; SBM-3
GRI 3: Material Topics 2021	3-3 Management of material topics	_16-20		
Economic performanc	e			
<u> </u>	201-1 Direct economic value generated and distributed	Not Av	/ailable	
GRI 201: Economic	201-2 Financial implications and other risks and opportunities due to climate change	15		SBM-3; ESRS1
Performance 2016	201-3 Defined benefit plan obligations and other retirement plans			
	201-4 Financial assistance received from government	Not A	/ailable	
Market presence				
GRI 3: Material Topics 2021	3-3 Management of material topics	19, 37		
GRI 202: Market	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not Available		S1
Presence 2016	202-2 Proportion of senior management hired from the local community	12, 37		S3; MDR
Indirect economic imp	acts			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Ap	plicable	
GRI 203: Indirect	203-1 Infrastructure investments and services supported			S3; ESRS1; MDR
Economic Impacts 2016	203-2 Significant indirect economic impacts	15, 43, 44		S1; S2; S3
Procurement practices	3			
GRI 3: Material Topics 2021	3-3 Management of material topics	40		FCDC1, C1,, C2, MDD
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	48		ESRS1; G1;; S3; MDR
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics			
	205-1 Operations assessed for risks related to corruption	13, 14		
GRI 205: Anti- corruption 2016	205-2 Communication and training about anti-corruption policies and procedures			ESRS G1
	205-3 Confirmed incidents of corruption and actions taken			



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Anti-competitive beha	avior			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not App	olicable	
GRI 206: Anti- competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	13, 14		
Тах				
GRI 3: Material Topics 2021	3-3 Management of material topics			
	207-1 Approach to tax			
	207-2 Tax governance, control, and risk management	15		
GRI 207: Tax 2019	207-3 Stakeholder engagement and management of concerns related to tax			
	207-4 Country-by-country reporting			
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	24, 25, 45		E5
	301-1 Materials used by weight or volume			
GRI 301: Materials 2016	301-2 Recycled input materials used			
	301-3 Reclaimed products and their packaging materials			E5; ESRS1; MDR
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics			
	302-1 Energy consumption within the organization			
	302-2 Energy consumption outside of the organization	24, 25		E1; MDR
GRI 302: Energy 2016	302-3 Energy intensity			
	302-4 Reduction of energy consumption			
	302-5 Reductions in energy requirements of products and services			
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics			
	303-1 Interactions with water as a shared resource			
	303-2 Management of water discharge-related impacts	26		E2; E3; MDR
GRI 303: Water and Effluents 2018	303-3 Water withdrawal			
	303-4 Water discharge			
	303-5 Water consumption			

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD	
Biodiversity					
GRI 304: Biodiversity 2016	3-3 Management of material topics	_			
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas				
	304-2 Significant impacts of activities, products and services on biodiversity	28		E4	
	304-3 Habitats protected or restored				
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations				
Emissions					
	3-3 Management of material topics	24, 25			
	305-1 Direct (Scope 1) GHG emissions				
	305-2 Energy indirect (Scope 2) GHG emissions				
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions			E1; E2; MDR	
	305-4 GHG emissions intensity	24, 20		LI, LZ, WIDK	
	305-5 Reduction of GHG emissions				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions				
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics				
	306-1 Waste generation and significant waste-related impacts			E5; SBM-3	
	306-2 Management of significant waste-related impacts	29, 30			
GRI 306: Waste 2020	306-3 Waste generated			ESRS1; E2; E5; MDF	
2020	306-4 Waste diverted from disposal				
	306-5 Waste directed to disposal			E5	
Supplier environme	ntal assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics			G1	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	48			
	308-2 Negative environmental impacts in the supply chain and actions taken				
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	04.00			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover			S1; S2	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	34-38			
	401-3 Parental leave				

GRI STANDARD	DISCLOSURE	LOCATION	OMISSIO N	ESRS / CSRD	
Labor/management relatio	ons				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S1; S2	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes			S1; ESRS1; MDR	
Occupational health and sa	afety				
GRI 3: Material Topics 2021	3-3 Management of material topics				
	403-1 Occupational health and safety management system			S1	
	403-2 Hazard identification, risk assessment, and incident investigation				
	403-3 Occupational health services				
	403-4 Worker participation, consultation, and communication on occupational health and safety	41, 42		S1; ESRS1; MDR	
GRI 403: Occupational	403-5 Worker training on occupational health and safety				
Health and Safety 2018	403-6 Promotion of worker health				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			S2	
	403-8 Workers covered by an occupational health and safety management system			S1	
	403-9 Work-related injuries			S1	
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics			S1; S2	
	404-1 Average hours of training per year per employee	39, 40 Not Available			
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs			S1	
	404-3 Percentage of employees receiving regular performance and career development reviews				
Diversity and equal opport	unity				
GRI 3: Material Topics 2021	3-3 Management of material topics	04.00		S1; S2	
GRI 405: Diversity and	405-1 Diversity of governance bodies and employees	34-38		S1; GOV1	
Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	Not Available		S1	
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics			S1; S2; S4	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	13		S1	

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD	
Freedom of associat	tion and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S1; S2	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			S1; S2; ESRS1; MDR	
Child Labor					
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable 48		S1; S2	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor				
Forced or Compulso	ry Labor 2016				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	48		S1; S2	
Security Practices					
GRI 410: Security	3-3 Management of material topics	Not Applicable		S3	
Practices 2016	410-1 Security personnel trained in human rights policies or procedures			ESRS1; MDR	
Rights of Indigenous	s People				
GRI 411: Rights of	3-3 Management of material topics	Not Available			
Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples			S3	
Local communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S3; SBM-3	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	42, 44, 40		33, 3BIVI-3	
	413-2 Operations with significant actual and potential negative impacts on local communities	43, 44, 49			
Supplier social asse	ssment				
GRI 3: Material Topics 2021	3-3 Management of material topics				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	48		G1; SBM-3	
	414-2 Negative social impacts in the supply chain and actions taken				
Public Policy					
GRI 415: Public Policy 2016	415-1 Political contributions	Not Applicable		G1	



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GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD			
Customer health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Available		S4			
GRI 416: Customer	416-1 Assessment of the health and safety impacts of product and service categories	NOT Availe	able	CA. MDD			
Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No Incidents		S4; MDR			
Marketing and labe	eling						
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S4			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling						
	417-2 Incidents of non-compliance concerning product and service information and labeling	No Incidents		34			
	417-3 Incidents of non-compliance concerning marketing communications						
Customer privacy							
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S4			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No Incidents		34			



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