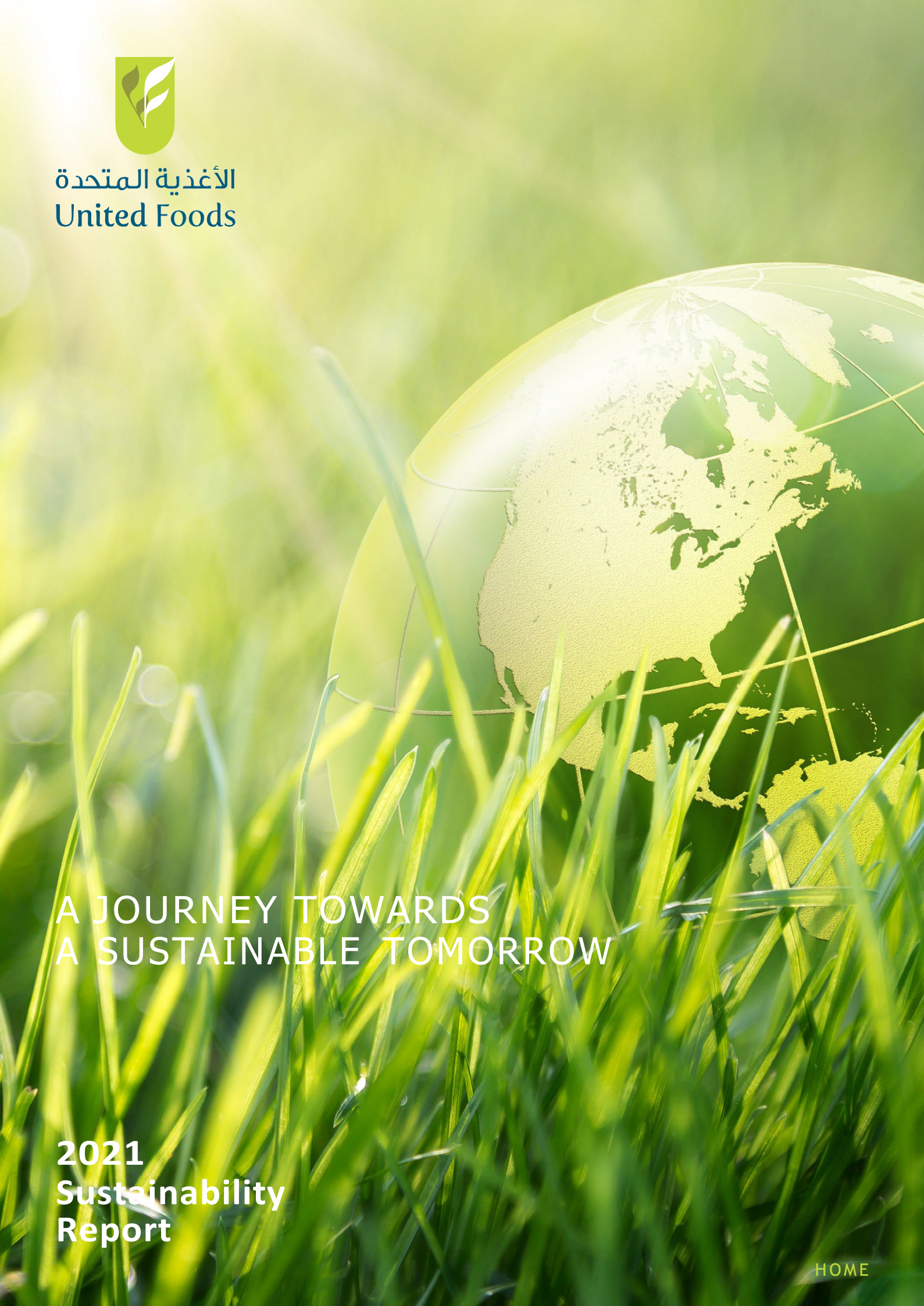

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United Foods
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A SUSTAINABLE TOMORROW
2021
Sustainability
Report
HOME

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ABOUT THIS REPORT

Welcome to United Foods' inaugural sustainability report. This sustainability report presents a comprehensive overview of our commitments towards improving our social, environmental, economic, and governance performance and showcases our progress in monitoring and reporting on these areas.

This report contains insights into United Foods' sustainability strategy, achievements, and performance. It also highlights our commitment towards creating shared value for all our stakeholders by operating and growing our business in a sustainable manner.

SCOPE

This report covers our operations as United Foods Company. To the extent possible, considering data limitations, and the boundaries outlined above, this report covers all main operational and corporate functions, unless otherwise stated.

REPORTING GUIDELINES

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. For further information and the GRI Content Index, please see Appendix A.

Where relevant, we also show our alignment with the DFM's (Dubai Financial Market) ESG Reporting Guidelines as well as our contribution to local and regional sustainability-related initiatives as well as the UN Sustainable Development Goals (SDGs).

REPORTING PERIOD

This report covers the period from 1 January 2021 to 31 December 2021, unless otherwise indicated.

FEEDBACK

For questions or comments regarding this report and sustainability at United Foods, please contact us at: info@unitedfoods.ae

CAUTIONARY STATEMENT

This report contains certain forward-looking statements that express the way in which United Foods and its Subsidiaries intend to conduct its activities. These statements typically contain words such as "anticipate," "believe," "expect," "estimate," "forecast," "intend," "plan," "project" or similar expressions. Such statements are based on assumptions made using currently available information that is subject to a range of uncertainties that could cause actual results to differ from these projected or implied statements. Any forward-looking statements contained in this report are therefore not promises or guarantees of future conduct or policy, and thus United Foods and its Subsidiaries assume no obligation to publicly update any statements made in this report. United Foods and its Subsidiaries rely on information obtained from sources believed to be reliable but does not guarantee its accuracy or completeness.



PART 1
INTRODUCTION

MESSAGE FROM THE CHAIRMAN



On behalf of the Board of Directors, we are proud to present our inaugural United Foods Sustainability Report for 2021. I would like to thank our customers, partners, and shareholders for their unwavering trust and devotion. I would also like to thank our employees and management team for their dedication, hard work and commitment.

United Foods' rich history, strong brand presence, and reputation for delivering quality products every day – gave us the inspiration for continued strong business performance in the face of unprecedented challenges in 2021.

Along with strong financial performance, we successfully achieved a range of social impact and environmental performance goals in 2021 that we are extremely proud to present in this report.

These achievements have provided a strong foundation for building our sustainability strategy and implementing key sustainability targets across our business in order to achieve our vision of creating shared value for all our stakeholders including our customers, employees, shareholders and community.

This report outlines our sustainability strategy as well as our economic, social, and environmental impacts over the past three years. It also highlights our commitment to embedding sustainability principles into the fabric of our business to ensure that we operate and grow in a sustainable manner. This report also outlines how we are contributing to key local and global sustainability initiatives.

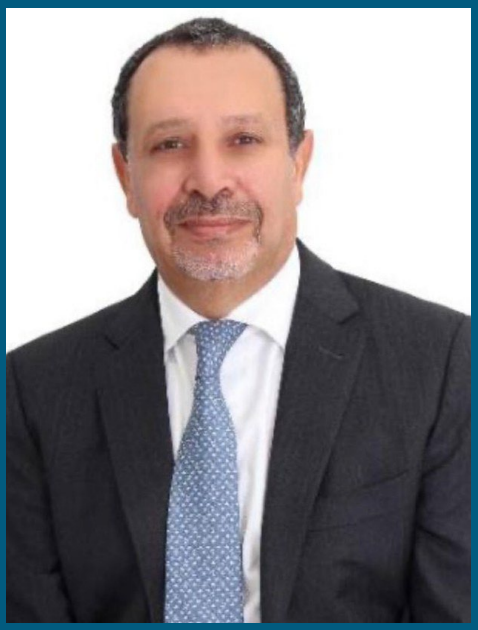
The actions we have taken or are planning to implement at a strategic and operational level are presented in this report, including key corporate governance commitments that demonstrate our unwavering standards of business conduct and integrity.

We believe that through the successfully implementation of these key sustainability measures, we can further enhance our economic performance whilst safeguarding the environment and the interests of our customers, our people, and our communities.

We hope this report provides our stakeholders with insights into how we are adopting a sustainability mindset into our everyday actions, by challenging the norms, and improving our business practices. We are determined to lead by example and be an inspiration for positive change to continue to create value for all our stakeholders today, whilst safeguarding the prosperity of our future generations.

Ali Bin Humaid Ali Abdulla Al Owais
United Foods Chairman

MESSAGE FROM THE CEO



United Foods is pleased to present its first sustainability report in what we hope will be a series on many that will highlight our sustainability journey.

Although 2021 presented extraordinary challenges for people and businesses globally, through our resilience, determination, and a strong business strategy, we have risen above these challenges. This was also made possible through the talent, hard work, and determination of our valued staff.

We recognize that, **as a leading food manufacturer in the UAE**, our success is not only measured by the strength of our financial performance, but our ability to create shared value for all our stakeholders. This principle forms the basis of **United Foods'** vision and mission, with sustainability management providing an integrated framework that guides our business strategy, and enhances our performance in environmental, social and governance topics.

The COVID-19 pandemic presented unprecedent challenges to companies in the Food and Beverage sector. Through effective action from the United Foods leadership team, and the support and quick thinking of our resourceful staff members we successfully safeguarded the health of our employees and maintained the highest levels of food safety and quality to deliver our products to our customers. We are proud to say we went above and beyond our regulatory requirements in food safety and product quality as well as a suite of other requirements and performance indicators within the food and beverage industry.

We have taken long strides in our sustainability journey over the past few years, with 2021 representing a milestone in our company history. We not only managed the COVID-19 pandemic challenges, but we also spearheaded a series of key community impact campaigns, and managed to significantly reduce our carbon, water, and waste footprints. We have also signed a major contract for a large-scale solar-power plant at our manufacturing facility in Jebel Ali, Dubai to further reduce our carbon footprint and support the Dubai Clean Energy Strategy.

This report will highlight our sustainability strategy and the management approach that we have adopted to strengthen our economic, social, and environmental performance. Our sustainability management approach is founded on four key pillars that form our sustainability framework and guide our actions and decision-making process. These pillars ensure: (i) we enhance product quality and customer health awareness, (ii) maintain strong financial growth with integrity and ethical business practices, (iii) empower our employees and our communities, and (iv) efficiently use our natural resources and reduce our waste footprint.

I invite our stakeholders to read through this report to gain insights into our performance and impacts, and how we are implementing sustainability into our management strategy at United Foods.

Fethi Khiari
Chief Executive Officer

ABOUT UNITED FOODS

الأغذية المتحدة
United Foods

United Foods Company is a leading manufacturer of oils and fats in the region. Our flagship brand Aseel, is the leading vegetable ghee brand in the UAE with a majority market share. Similarly, our Mumtaz and Nawar margarine brands are the leading margarine brands in the UAE that together represent a majority market share.

United Foods also produces pure corn oil, sunflower oil, canola oil, and Tahina and we import extra-virgin olive oil from Spain. We also have a range of frozen vegetables as well as frozen paneer. United Foods has sole distribution rights for a range of ice-creams, frozen pastries, and cheeses.

Our state-of-the-art facilities, experienced staff, and internationally certified Quality Management System (QMS) ensures we maintain the highest standards in food safety and quality. We implement robust processes across our entire value chain to ensure we deliver our products in a socially, environmentally, and economically responsible manner.

United Foods Company is a United Arab Emirates based public shareholding company (PSC) that was established in November 1976. United Foods listed its shares on the Dubai Financial Market (DFM) in July 2006.



United Foods is headquartered in the Jebel Ali Industrial Area in Dubai. We first acquired our new Jebel Ali manufacturing facility in 2006 and completed the full transition of all our production facilities to this site in 2019. United Foods's distribution footprint covers the UAE, GCC states, the wider Middle East, Asia, Europe, Africa, the USA, Canada, and Australia.

OUR VISION

To provide quality products to our consumers – products that are:

SAFE | NUTRITIOUS | HEALTHY | FULL OF FLAVOUR

We commit to obtain utmost customer satisfaction at the most reasonable price.

OUR MISSION

To be a leading food company in the region that offers quality food solutions to our customers while always being guided by our responsibility to society and the environment.

OUR VALUES



Our core values guide our processes to always ensure we meet customers' expectations.

OUR BRANDS

ASEEL®

A flagship brand of United Foods Company, Aseel was established over 40 years ago earning its position as the UAE's #1 ghee. Products available in our Aseel range include:



Aseel® Ghee



Aseel® Butter



Aseel® Cooking Oils



Aseel® Tahina



Aseel® Olive Oils

NAWAR®

Nawar encourages an active lifestyle through the preparation of healthy and natural foods, offering sunflower oil and sunflower margarine/ spreadables.



Nawar Pure Sunflower Oil



Nawar Spreadable Margarine

MUMTAZ®

Mumtaz offers a variety of vegetable oils, cooking oils, and margarines perfect for everyday food preparation.



Mumtaz Table Margarine



Mumtaz Vegetable Oi



Mumtaz Frozen Paneer



Mumtaz Vegetable Ghee

SAFI®

Translated as "Pure" in Arabic, Safi gives justice to its namesake by being 100% pure Corn Oil.



Safi Pure Corn Oil

SUPER SUN®

SuperSun is a perfect blend of oils that gives you the best value for your money



SuperSun Cooking & Frying Oil

Della Terra®

From the green sunny Spanish meadows, Della Terra frozen vegetable range is freshly frozen directly from the farms to your table.



Della Terra Frozen Vegetables

OUR VALUE CHAIN



UNITED FOODS' RESPONSE TO COVID - 19



It is not news that 2021 presented extraordinary challenges to countries all around the world and impacted the lives of millions. The COVID-19 pandemic caused unprecedented interruptions to businesses on both a local and global scale, with particularly difficult challenges faced by the food and beverage industry.

As details of the pandemic emerged, United Foods swiftly responded to government protocols and directives. United Foods management developed a prioritized list of actions that was implemented immediately to ensure the safety of our workers and the continued safety and quality of our products.

MEASURES INCLUDED:

- Provision of additional rooms for labour workers in order to decrease occupancy to 2 persons per room with required separation between beds
- Provision of additional empty rooms for quarantine purposes
- Standard protective gear for all the sales and merchandising personnel
- Launching online meeting platform immediately and testing work from home protocol in Jan 2021
- Hiring of additional cleaners and daily sanitization across our facilities (including offices)
- Provision of vaccinations to 70% of United Foods staff by last quarter of 2021
- Strict safety measures applied across all United Foods facilities (including offices) that are still being followed until now



We faced some significant obstacles within our supply chain due to border closures and lockdowns. Major interruptions in the procurement of raw materials were experienced as well as excess freight costs due to limited cargo etc.

Our enterprising staff quickly adapted to these challenges and set about implementing contingency measures to ensure business continuity whilst maintaining required safeguards against the pandemic. Despite these extraordinary challenges, we were not only able to continue to manufacture our products at the highest quality, but we also managed to mitigate procurement risks by sourcing raw materials locally (both within the UAE and GCC). We were able to successfully maintain our strong sales performance and continue to deliver high-quality products to our customers without interruption.



PART 2
OUR BUSINESS & SUSTAINABILITY

SUSTAINABILITY AT UNITED FOODS



We are proud to be celebrating our 45th Anniversary in 2021. We were in operation before Dubai (and the greater UAE) underwent substantial growth and the transformation that now make it one of the world's most central business hubs. We have witnessed the changes that the region and the world have experienced over the decades, and we too have undergone some significant changes.

At United Foods, we understand that operating solely as a business with a growing profit margin is an outdated mindset. As a member of society, we have a responsibility to ensure the wellbeing of all our stakeholders whilst also protecting the wellbeing of this planet we all share.

That is why the operating philosophy we have imbedded at United Foods aligns with the triple bottom line of sustainability - ***the integrated management of economic, environmental, and social performance, for the benefit of all key stakeholders.*** This approach aligns with our vision and mission as a business, forming the foundation of our company ethos and guiding our decision-making process.

Simply put, we are committed to growing our business in a responsible manner that benefits our employees, our shareholders, our partners, our customers, our community, and our environment. We seek to minimize, offset, or eliminate any negative impacts we identify along our value chain and continuously aim to improve our processes and systems to achieve our goal of being a more sustainable business.



OUR SUSTAINABILITY MANAGEMENT APPROACH

At United Foods, we are working across all areas of our business to ensure the integrated management of our social, economic, and environmental performance. The alignment of our sustainability strategy and our corporate strategy will ensure that our ultimate goal of creating shared value for all our stakeholders is achieved now and in the future.

Our top-down approach to sustainability aims to implement system-level changes across our entire value chain to ensure that sustainability is not something we just 'do' but rather, something we 'live'.



Through strong corporate governance, United Foods is committed to achieving the goals set out in our sustainability strategy. The United Foods Board of Directors and Top Management will oversee the implementation of key policies, processes and operational directives and will routinely monitor relevant sustainability KPIs.

As part of our sustainability strategy, we will be establishing a dedicated Sustainability Committee. This committee will be comprised of key members who have been purposefully selected to oversee the execution of various sustainability initiatives across all business departments.

The United Foods Sustainability Committee will also be tasked with providing information to all United Foods staff members about sustainability initiatives and provide training on how to implement sustainability behaviours at work and in our daily lives. By assigning key tasks and KPIs to each department and encouraging individual behavioural changes, we believe that collectively, we can surpass our sustainability goals.

At United Foods we passionately believe that our sustainability performance is not only tied to our brand and reputation but also to our business performance. That is why we seek to continue to grow as a successful business by continuously increasing our positive impact on society, the economy, and the environment.

Through meaningful stakeholder engagement, efficient resource use throughout our operations, and investing in our local communities, we can deliver nutritious, safe, high quality and innovative products to our customers in a sustainable manner.

LISTENING TO OUR STAKEHOLDERS

Our stakeholders are key to our success as a sustainable business. By creating open, transparent, and meaningful dialogue with our stakeholders, we can understand and prioritize the key issues that matter most to them, and ultimately, to our business.

At United Foods, we continuously seek to improve our methods of engagement with our stakeholders. By promoting open communication and inclusiveness amongst all our stakeholder groups, we can progress our performance on key material issues and identify new issues that impact our stakeholders.



A key part of our sustainability strategy involves a stakeholder mapping process. Through this process we identify our key stakeholders, our methods of engagement, and the key needs and expectations of each stakeholder group. This mapping activity is not static, it is a continuously evolving process that will be routinely updated to ensure relevance and meaningfulness. Please refer to Appendix B for our detailed stakeholder mapping assessment.

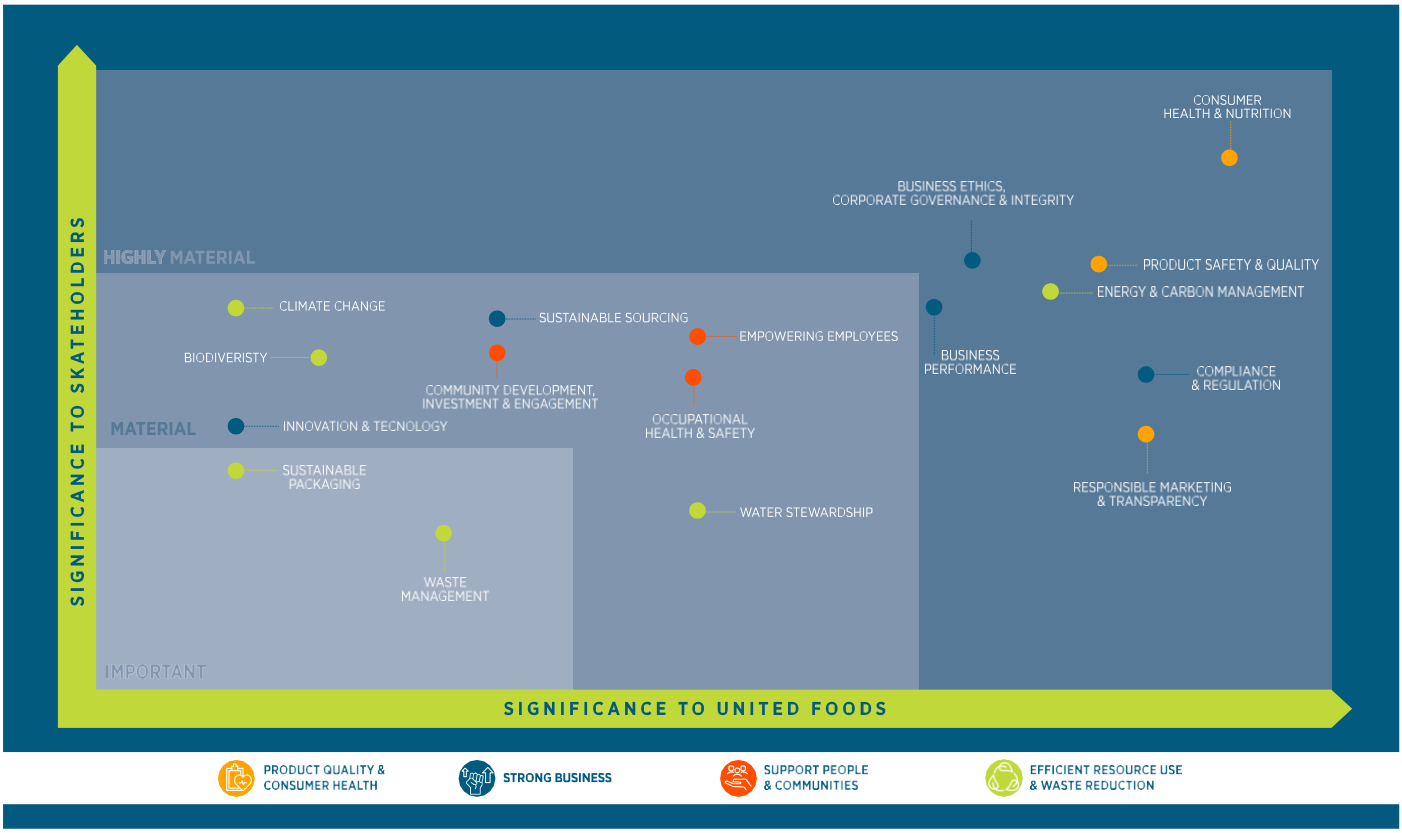


OUR MATERIALITY ASSESSMENT AND PRIORITY AREAS

As a leading manufacturer of quality food products, United Foods Company has become a local and regional household name. To become a leading sustainable food producer, it is our responsibility to understand the key issues that are important to our stakeholders and have a potential material effect on our business.

To achieve this, we continuously examine local and global trends in the industry, identify key risks, and establish the importance of these trends and issues to our business and our stakeholders.

By conducting our first materiality assessment this year, we identified the key issues that can impact United Foods and established the level of importance of these issues to our business and our stakeholders. By mapping these key social, environmental, and economic topics, we can assign actions to address them. We can then set relevant KPIs, verify our reporting requirements, and determine where to focus our resources. Below are the 17 material sustainability topics that we believe have the potential to impact our business and are of significance to our stakeholders.

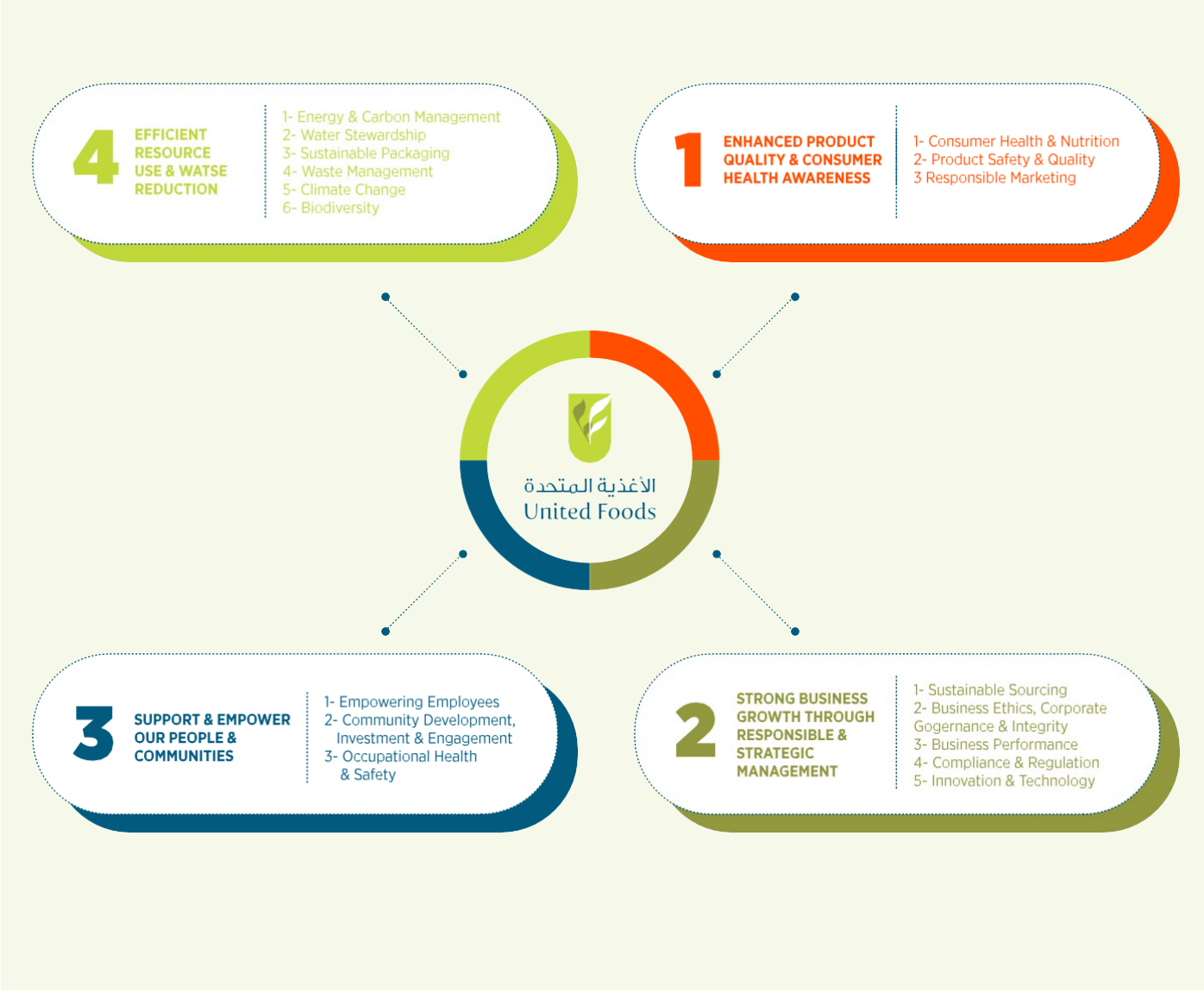


The materiality assessment is a crucial and ongoing part of sustainability management at United Foods. That is why we aim to continuously improve our methods of engagement with our stakeholders and update our materiality matrix and topics on a regular basis. This will ensure that new topics and issues are identified and that we dedicate our resources to the areas that matter most. The materiality assessment is essentially the foundation of oursustainabilityframeworkatUnitedFoods.

UNITED FOODS SUSTAINABILITY FRAMEWORK

Through the materiality process, we were able to identify and establish four key sustainability pillars that form our sustainability framework. This framework encapsulates what sustainability means for us at United Foods and aligns strongly with our corporate vision and mission.

Our material topics have been grouped under each pillar of our framework which together, have formed the foundation of our sustainability strategy. This framework serves as a guide for the strategic decisions and actions that we must take to ensure that our social, environmental, and economic responsibilities are met and exceeded.



SUPPORTING NATIONAL & GLOBAL GOALS

Our sustainability framework has been developed in alignment with key global and regional sustainability guidelines and initiatives. By mapping our material topics to the goals and focus areas of these initiatives, we can ensure that our efforts are directed towards priority sustainability issues, and we can monitor and benchmark our performance effectively.

The **UN Sustainable Development Goals (SDGs)** represent an intergovernmental set of 17 aspiration Goals with 169 targets marking a new global sustainable development agenda. The UN SDGs are the blueprint to achieve a better and more sustainable future for all. They address current global challenges including poverty, inequality, climate change, environmental degradation, peace and justice.

The **UAE Vision 2021** encompasses six national priorities of which Sustainable Environment and Infrastructure is one. This pillar aims to ensure sustainable development while preserving the environment. It endeavours to achieve a perfect balance between economic and social development. The principles and achievements of the 2021 Vision are expected to continue and become "the norm" in the UAE.



The **Dubai Clean Energy Strategy** was launched in 2015. Under this strategy, Dubai aims to produce 75 per cent of its energy requirements from clean sources by 2050. The strategy also aims to make Dubai a global centre of clean energy and green economy. It consists of five main pillars: infrastructure, legislation, funding, building capacities and skills, and environment friendly energy mix. This strategy aligns with the national strategy UAE Energy Strategy 2050



The **UAE National Food Strategy** was launched in 2018 and aims to provide UAE's population with access to sufficient, safe and nutritious food for an active and healthy life at affordable prices at all times. The strategy's mission is to champion agribusiness trade facilitation and to ensure food security under all circumstances through enabling technology-based production and supply of food, promoting international trade partnerships, and enforcing policies and regulations to enhance nutritional intake and reduce food loss and waste.

PART 3 PERFORMANCE & FUTURE COMMITMENTS



ENHANCE PRODUCT QUALITY AND CONSUMER HEALTH AWARENESS

CONSUMER HEALTH AND NUTRITION

We strive to deliver essential and nutritious products and food solutions to our customers every day. We continuously seek innovative ways to enhance the nutritional benefit of our products and promote healthy eating choices and a healthy lifestyle to our customers.

RELEVANT UN SDGS & TARGETS



Target: 2.2 | 2.1

PRODUCT SAFETY & QUALITY

Our uncompromising commitment to the quality and safety of our products is demonstrated in everything that we do. Our advanced production facilities, trained and talented employees, and internationally recognized food safety management systems are a testament to our dedication to quality excellence.



Target: 3 | 3.8 | 3.4.d

RESPONSIBLE MARKETING

We continuously strive to provide transparent and accurate information about our products and promotions. We are committed to ensuring that the information we provide on our product labels empowers customers to make healthy food choices. Our marketing activities are not only aimed at improving our business position but for supporting community initiatives and charitable causes.



Target: 12.1

CONSUMER HEALTH AND NUTRITION

At United Foods, we passionately believe that the delivery of thousands of products to customers every day is a great responsibility that must be managed with care. We understand that our products have a direct effect on the health and wellbeing of our customers. That is why we continuously strive to enhance our products and produce innovative new food solutions that will have a positive health impact on consumers.

By assessing the latest trends and findings in food production, gauging the nutritional needs of the community, and understanding customer expectations – we can have a positive influence on the health and wellbeing of people around the world.

We are contributing to various government initiatives including the National Food Security Strategy through the provision of essential food products such as butter, oils, margarine, and frozen vegetables.

Through the dedicated and innovative thinking of our talented staff as well as strong support from UNITED Foods leadership, we are proud to say that our products are now 100% trans-fat-free (TFF). As the leading producer of vegetable ghee and margarine in the United Arabi Emirates, our TFF products will contribute to a substantial decrease in the rate of chronic diseases such as heart disease, obesity, and diabetes in the region.

This major milestone along United Foods' journey demonstrates our commitment to the health and wellbeing of our customers and to growing in a sustainable manner. Through the continued development of innovative food solutions, we are committed to delivering an increasing variety of tasty and nutritious foods to our customers.





HEALTH & NUTRITION HIGHLIGHTS

- Complete elimination of hydrogenation from our production process, allowing us to convert all relevant products to 100% trans-fatty acid free
- 3.9 mio cartons of Oils
- 850k cartons of Vegetable Ghee
- 790k cartons of Margarine
- Free from preservatives and other artificial additives
- Aseel Pure Butter is made with premium dairy sourced from grass-fed New Zealand cows
- Salted and unsalted butter range
- Extra virgin olive oil packed in Spain

HEALTH & NUTRITION COMMITMENTS

- A new and healthy range of vegan products
- United Foods will be the sole distributor in the UAE of an innovative new water product: **hawa® - Fresh Atmospheric Water** for. hawa® is a low sodium, alkaline water and has a +90% smaller carbon footprint than glass and plastic bottles **(see more in Efficient Resource Use and Waste Reduction)**

PRODUCT SAFETY & QUALITY



As a leading food producer in the region, the quality and safety of our products is our top priority and fundamental to our success as a business. Our robust quality control systems, knowledgeable and qualified staff, and advanced operating environment ensure we fulfil our commitment to consistently deliver the highest quality products to our consumers.

Our state-of-the-art production facilities, and consistent compliance to the highest standards of food quality and safety in the world are a testament to our commitment to quality excellence.
Our strict quality control and assurance processes ensure our ingredients and materials are produced, stored, handled, and transported in accordance with international food safety systems. This is demonstrated through our HACCP (Hazard Analysis and Critical Control Point) and ISO 22000 certifications and our compliance with relevant government regulations

Our Quality Assurance (QA) department is responsible for overseeing that food safety and quality measures are in place and being followed to the highest degree. The QA department continuously monitors the latest findings in food safety and quality technology and research. This enables us to continuously improve our processes and ensures we always operate in accordance with best practices.

The success of our approach to food safety and quality can be demonstrated by customer satisfaction and our low level of customer complaints regarding product quality. In 2019 and 2021 we received, on average less than 1.5 complaints per million units (cpmu) sold which is an exceptionally low rate in the food and beverage industry.



In 2021 our flagship brand Aseel was awarded the prestigious Superbrands award in the UAE. This highly coveted international award is offered to the most outstanding brands in their field.

Superbrand status reinforces United Food's reputation as a producer of quality products that have become a household name in the UAE and the region. Our products are what customers use as a benchmark against other products on the market. This further demonstrates our uncompromising commitment to product quality and customer satisfaction.

PRODUCT SAFETY & QUALITY HIGHLIGHTS

- Low level of customer complaints
- Zero incidents of non-compliance by certifying bodies and/or government regulator
- Developed raw material formulation and procurement of associated materials ensuring the successful supply of vegetable ghee to European market that meets new EU regulation of Low GE (glycidyl esters) and Low 3-MCPD (3-monochloro-propanediol esters).

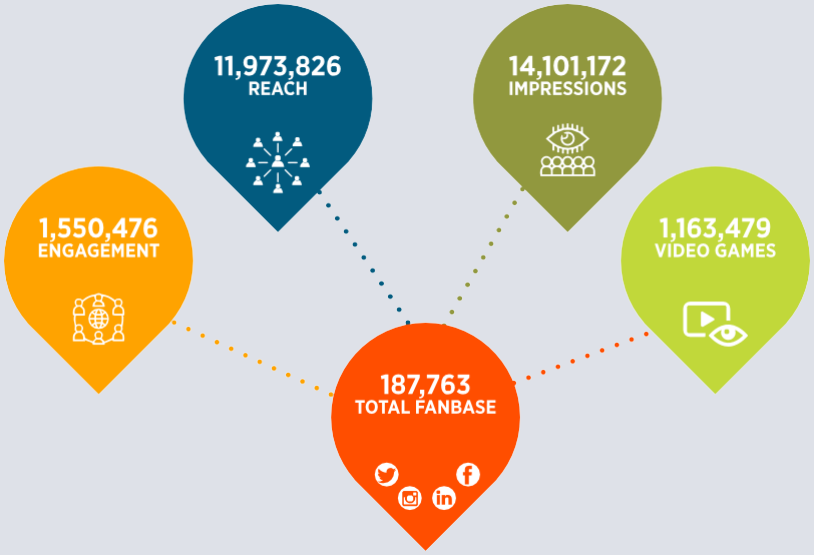
PRODUCT SAFETY & QUALITY COMMITMENTS

- Food Safety System Certification (FSSC) 22000 through Global Food Safety Initiative (GFSI)
- Continued supply of vegetable ghee to European markets as per EU standards

RESPONSIBLE MARKETING

At United Foods, the responsible marketing and labelling of our products is a fundamental part of how we manage our business and speaks volumes about who we are as a company. We always ensure that our products are labelled in accordance with government regulations and provide accurate and transparent information to our customers. We not only apply this principle to our products but in all our advertising activities and marketing campaigns.

We are also constantly striving to improve our channels of communication with customers and the wider community. We encourage engagement through our various social media platforms as well as other communication mechanisms such as telephone calls, letters, and emails. Our customer service representatives will respond to customer feedback, complaints and inquires in a prompt and courteous manner and provide customers with the information and assistance required.



Our marketing team is charged with not only seeking ways to improve our market position but also conducting market and customer research on an ongoing basis. This enables us to identify new business opportunities that are tailored to the needs and expectations of our customers. Our marketing efforts are not limited to promoting our products but also to supporting community development initiatives and charitable causes **(see more in Community Development, Investment and Engagement).**

We have developed strong partnerships with social media influencers including traditional food influencers (recipes and cooking tips), nutritionists, vegetarians, and "real-fooders". This gives our customers new and exciting food ideas and empowers them to make healthier food choices that are accessible and enjoyable.



RESPONSIBLE MARKETING HIGHLIGHTS

- Zero complaints about product information or labelling
- Zero incidents on non-compliance with food labelling and advertising legislations
- Increased engagement with customers and community through social media channels
- Support for cause-related marketing/promotion of community initiatives

RESPONSIBLE MARKETING COMMITMENTS

- Enhanced product labelling to further empower customers to make healthy food choices
- Develop and implement Standard Operating Procedure (SOP) for managing customer feedback and complaints

QUALITY, HEALTH & MARKETING	2018	2019	2020
CUSTOMER COMPLAINTS RELATED TO PRODUCT QUALITY	14	8	6
PRODUCT INFORMATION/LABELLING COMPLAINTS	1	0	0
INCIDENTS OF NON-COMPLIANCE WITH FOOD LABELLING AND ADVERTISING LEGISLATIONS	0	0	0
INCIDENTS OF NON-COMPLIANCE BY CERTIFYING BODIES AND/OR GOVERNMENT REGULATOR	0	0	0

STRONG BUSINESS GROWTH THROUGH RESPONSIBLE AND STRATEGIC MANAGEMENT

SUSTAINABLE SOURCING

We are committed to sourcing high quality ingredients and materials in an ethical and transparent manner. We are committed to increasing our local sourcing footprint and improving the conditions and livelihoods of our suppliers across the globe.

BUSINESS ETHICS, CORPORATE GOVERNANCE & INTEGRITY

A fundamental operating philosophy at United Foods is business with integrity. We uphold this principle across our entire value chain. Through strong leadership and corporate governance, we are committed to conducting our business responsibly for the benefit of our shareholders, our people, and our community.

BUSINESS PERFORMANCE

Strong business growth is no longer just about increasing profit margins, but about creating shared value for all stakeholders. That is why at United Foods we aim to continue our strong business performance through a well-planned financial strategy that will create social and economic value for all our stakeholders and is environmentally responsible.

COMPLIANCE & REGULATION

Our performance as a business is contingent on our compliance with government and certifying body regulations. At United Foods, we diligently monitor our performance across our entire value chain to ensure we not only meet but exceed relevant regulations to promote excellence in every part of our business.

INNOVATION AND TECHNOLOGY

The ever changing trends and needs of the food & beverage sector dictate that companies seek new and improved ways of meeting customer and industry expectations. At United Foods, we are continuously looking for innovative ways to improve our products, our processes, and our services to ensure we maintain business performance and deliver on our commitments.

RELEVANT UN SDGS AND TARGETS



Target: 1.4 | 1.2 | 1.1



Target: 8.5| 8.4 | 8.3 | 8.2 | 8.1



Target: 9.4 | 9.2



Target: 12.8 | 12.7 | 12.2



Target: 15.6 | 15.2 | 15.1



Target: 16 | 16.5.b

SUSTAINABLE SOURCING

SUSTAINABLE PALM OIL

At United Foods, palm-oil is a key ingredient used in many of our products. We are acutely aware of the growing global concerns surrounding the production of palm-oil and the need to ensure that sustainable production practices are implemented across our supply chain.

We are currently developing a plan to increase the use of sustainable palm-oil throughout our production.

To demonstrate our commitment to achieving this goal, United Foods was awarded RSPO (Roundtable on Sustainable Palm Oil) certification in 2021.

To achieve RSPO certification, a rigorous set of conditions must be met and can only be verified by an external accredited Certifying body.



"Sustainable palm oil production is comprised of legal, economically viable, environmentally appropriate and socially beneficial management and operations." (RSPO.org)

At United Foods, the quality of our ingredients and materials is the key to our success. Our ability to deliver quality products to thousands of customers every day would not be possible without strong partnerships with our suppliers. These partnerships are built on mutual trust, shared principles, and interdependent value giving.

We understand that supply-chain management is not just about getting quality products, on time and at a good price. Supply chain management to us, starts with transparent and ethical sourcing that not only ensures the wellbeing of our suppliers but also empowers our customers to make more informed decisions.

To ensure the high level of transparency and ethical practices we expect of ourselves extend throughout our supply chain, we will demand similar behaviours from our suppliers. We are in the process of updating our Vendor Assurance Policy and developing a supplier code of conduct. These important steps will ensure our suppliers adhere to our strict standards on human rights, environmental management, and quality assurance.

We will give priority to suppliers that are found to be most compliant with these policies and demonstrate the principles within the code of conduct. We are committed to helping our suppliers along the way by providing guidance and support where necessary.

At United Foods, we understand the importance of contributing towards the vibrancy and progress of our local economy. That is why we are committed to increasing our local sourcing footprint and will give priority to local suppliers who adhere to our policy and code of conduct.

Sustainable Sourcing Highlights
- We attained RSPO certification in 2021
- On average, 34% of total United Foods spending on raw materials was on local suppliers and contractors (average between 2018-2021)

Sustainable Sourcing Commitments
- Increase sourcing from local suppliers
- Update Vendor Assurance Policy to cover United Foods' social and environmental criteria
- Develop United Foods's sourcing Code of Conduct to be provided as a guideline to suppliers about the ethical and professional conduct we expect from ourselves and our partners

BUSINESS ETHICS, CORPORATE GOVERNANCE & INTEGRITY



Integrity is one of our fundamental values at United Foods and we are committed to ensuring it is upheld across our entire value chain. We strongly believe that the key to being a successful and ethical business is through a robust corporate governance framework and strong leadership. Our Board of Directors and Executive Team lead through example with an uncompromising commitment to integrity and ethical conduct, demanding the same commitment from all members of the United Foods family.

At United Foods, strong corporate governance guides and supports responsible management, facilitates strategic decision making and assigns accountability across the entire business. To successfully create shared value for all our stakeholders, the United Foods Board and Executive Team will support and guide our journey towards becoming a more sustainable business by:

- Supporting enhanced stakeholder engagement to better understand material issues,
- Integration of our sustainability strategy and risk management framework,
- Implementation of policies and guidelines to further strengthen our standards in business ethics
- Overseeing our ESG performance and associated sustainability disclosures

CORPORATE GOVERNANCE

The structure and composition of the United Foods Board currently satisfies all the legal and regulatory requirements set out by Emirati Securities and Commodities Authority (ESCA). We are also working on further improving our corporate governance practices to meet the ESG expectations set out in the Dubai Financial Market (DFM) ESG reporting practices guide. For example:

Board diversity: whilst United Foods currently has no sitting female board members, we support the inclusion and participation of women in business. This is demonstrated through the participation of females in senior management positions **(see section on Empowering Employees)** and through our Recruitment Policy which states: "All resourcing decisions will embody the following principles: to be an equal opportunity employer, without bias to age, sex, race, colour or disability ….". The United Foods Board is currently seeking ways of encouraging nominations of female candidates for the next Board elections in 2024.

Board Independence: members of the United Foods Board have historically been 100% independent. Changes in ESCA regulations in 2021, however, now stipulate that Board members cannot be elected for more than four terms. As two of our board members in 2021 had served more than four terms, we are reporting 71% Board Independence – still observing majority independence. In 2021, the United Foods General Assembly elected to assign two more board member seats and elected two more board members. Our percentage of independent board members is therefore up to 78%.

Board ESG Performance: United Foods does not currently evaluate the Board's governance performance on specific environmental and social topics. We have however, introduced steps in our Sustainability Strategy over the next three years that will ensure Board oversight of United Foods' sustainability performance. As this process evolves, we envisage that Board ESG performance mechanisms will be implemented in the future.

OUR PERFORMANCE	2018	2019	2020
NUMBER OF BOARD MEMBERS	7	7	7
NUMBER OF INDEPENDENT BOARD MEMBERS	7	7	5
EXECUTIVE MEMBERS ON BOARD	1	1	1
% FEMALE MEMBERS	0%	0%	0%
DIRECTOR'S CODE OF CONDUCT	YES	YES	YES

Business Ethics & Governance Highlights
- Zero cases of bribery and corruption
- Zero grievances related to human rights abuses or ethical misconduct

Business Ethics & Governance Commitments
- Sustainability Committee
- Diversity & Ethics Policy with company-wide training in anti-corruption and business ethics
- Risk & Investment Committee formation and charter creation
- Inclusion of at least one female board member by 2024 elections

BUSINESS PERFORMANCE

OUR HOLISTIC APPROACH

At United Foods, we understand that measuring business performance solely by the magnitude of our profit margin is an outdated mindset. We believe that our success as a business is measured by the shared value we create for all our stakeholders.

We are proud of our strong financial performance over the years and our contribution to the vibrancy of the local economy. We are taking steps to further enhance our financial footing through a well-balanced business strategy that will deliver strong economic gains whilst ensuring that we continuously protect and enhance the wellbeing of our people, communities, and environment.

OUR BUSINESS RESPONSIVENESS

The COVID19- pandemic and geopolitical unrest in the region created a volatile environment for businesses, particularly those in the food and beverage industry. We were able to face these challenges through strong leadership, effective management, a robust business plan, and the innovative thinking of our people.

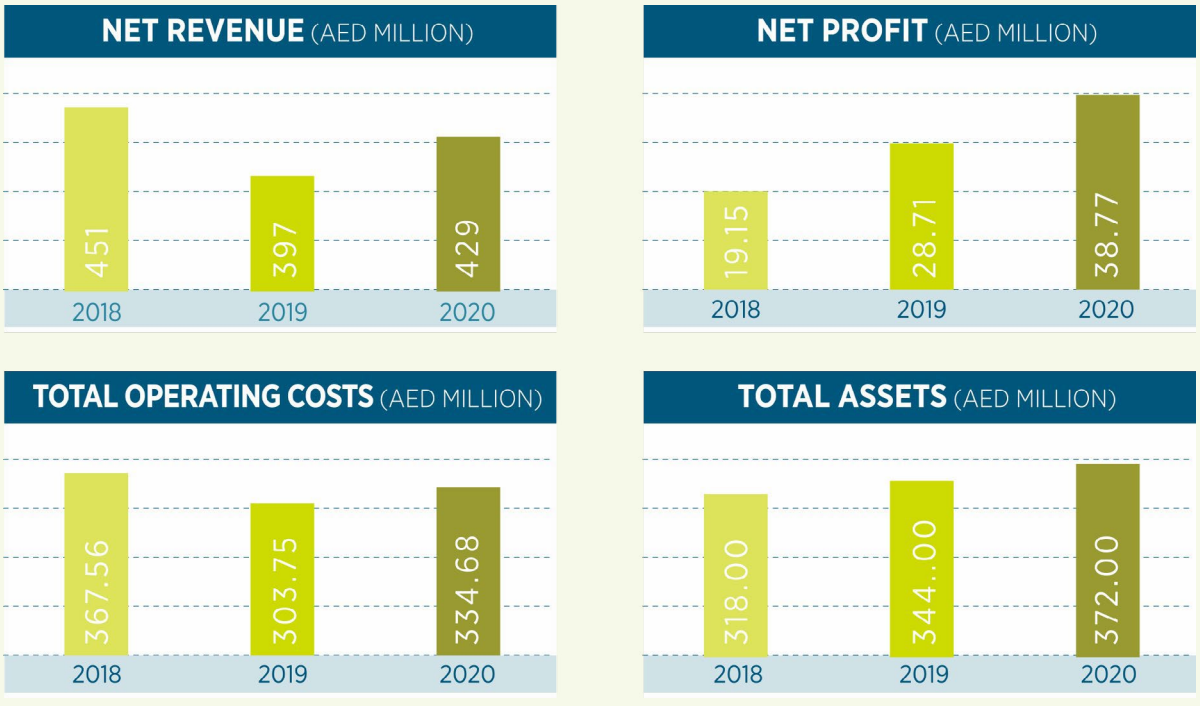
Through a collective effort across all business units, we were able to manage the impact of COVID-19 on our operations, recording an increased net profit of 20%. We simultaneously ran and supported a suite of successful CSR initiatives and signed a major contract for solar power generation at United Foods (please refer to section on Community Engagement and Energy Efficiency)

OUR 2021 PRODUCT LAUNCHES

In 2021, we successfully launched a range of new products and expanded our global export footprint with the launch of our Safi and Mumtaz pure ghee products in Australia. Despite recording lower sales across a range of our products in 2021 due to market contraction, our strategic product launches assisted in dampening the impact on our overall business performance.



OUR FINANCIAL PERFORMANCE



For further, more detailed information about our financial performance, please refer to our annual financial reports.

BUSINESS PERFORMANCE HIGHLIGHTS

- Increase in net profit of 20% in 2021
- A 33% increase in earnings per share for 2021 (0.87 AED in 2019 to 1.16 AED per share in 2021)
- 10% return on invested capital (up from 7% in 2019)
- Consolidation of manufacturing operation to one location resulted in reduced operating costs
- Development of healthy, cost-effective recipes

OUR FINANCIAL PERFORMANCE

- Diversify and expand product portfolio
- Explore profitable growth opportunities in the GCC and beyond
- Strengthen market leadership in core categories such as ghee, soft oils and fats
- Enhance profitability by focusing on value added products, reducing processing inefficiencies and cost rationalization

COMPLIANCE & REGULATION



The Food and Beverage industry is facing greater demand to meet an increasing number of regulatory requirements. Our success as a business depends heavily on our conformance with these regulatory requirements as well as our ability to comply with the criteria set by various certifying bodies.

In an era of complex global supply chain networks, there is a growing demand for improved traceability and tracking of food products. In addition, trends and research in food nutrition have been catalysts for providing accurate and transparent nutritional information about food products.

Quality excellence and food safety are the cornerstone of our business at United Foods, and we fully support these requirements and initiatives. We work meticulously to ensure we always comply with the relevant laws and regulations set by our lead regulator, Dubai Municipality (Food and Safety Department). We also have robust measures in place to ensure compliance with the criteria set by various accreditation bodies such as ISO, HACCP, RSPO and others to ensure we always meet certification criteria.

We understand that as a food manufacturer, compliance does not stop with food quality and safety. At United Foods, we have management systems in place across our entire value chain, and we are a member of the Global Trusted e-Network to further demonstrate our commitment to being a responsible and trusted business. We also deliver training and awareness sessions to our employees on an ongoing basis regarding compliance requirements, enabling us to establish a culture of individual and collective responsibility.

We are proud to say that in 2021, we recorded zero cases of non-compliance with both regulatory requirements and certification criteria across our entire business. This includes, but is not limited to, conformance with occupational health and safety regulations, labour and human rights laws, environmental regulations, product information and labelling laws, and economic/ business regulations.

INNOVATION AND TECHNOLOGY



RESEARCH AND DEVELOPMENT

Our Research and Development department comprises a group of knowledgeable and experienced staff who work meticulously to find ways of improving product quality and enhancing process efficiencies. Below are some examples of our achievements over the past three years which were made possible through the collaboration of our R&D and Engineering departments - demonstrating our commitment to continuous improvement:

CONSUMER HEALTH

- 100% transfatty acid free products made possible through careful research and testing that:
- allowed for the elimination of hydrogenation from our production process
- resulted in improved product quality

WATER STEWARDSHIP

- 17% reduction in water consumption as a result of improved monitoring and control of water usage as well as process improvements

ENERGY EFFICIENCY

- 70% reduction in diesel consumption and 54% reduction in electricity consumption since 2017 as a result of:
- adding energy efficient systems,
- maintaing combustion efficiency
- reducing heat losses in our processes

INFORMATION TECHNOLOGY

With increasingly complex virtual business systems and networks, there is a growing demand for safe and efficient methods of information collection and transfer. This makes it crucial for businesses to keep up with the latest advances in information technology, including data privacy and cyber security.

Our I.T Department is responsible for managing our internal and external data collection and transfer systems, enabling us to maintain efficient and up-to-date business processes. As with many companies, we are experiencing the continuously expanding online presence of our various departments including procurement, logistics, manufacturing sales, merchandising, marketing, and communications. In order to benefit from enhanced efficiencies whilst protecting our business systems, we are implementing effective methods to identify and manage the risks associated with this transition.

COVID-19: OUR I.T RESPONSE



Our ability to effectively manage the impact of COVID-19 on our staff and operations was made possible through the proactive initiatives taken by our I.T Department.

Before the real effects of the pandemic were known, our I.T staff were proactively engaged in developing a system that would allow office-based staff members to work remotely.

Once the true nature of the pandemic became clear and government directives were communicated to businesses, our transition to "the cloud" was seamless. We were able to protect the health of our staff members and continue with "business as usual" whilst safeguarding the security of our data and business systems.

Information Technology Highlights

- Transitioning business systems to "the cloud" via BIOS ME, enabling office-based staff to work from home during COVID-19 outbreak
- Developing United Foods "The Home Shop" allowing customers to buy our products directly for home delivery via our website or through our application
- Automated plant maintenance module for online monitoring of factory equipment, enabling proactive maintenance scheduling

Information Technology Commitments

- Complete business process automation
- Enhance digitalization and transition towards paperless operation with process control through IBM Cloud Pack for automation.
- Route optimization
- Enable utilisation of truck fleet with maximum capacity and plan for accurate delivery times to customers.
- Warehouse management system
- Handle current and future product mix with better control on batch system and improved efficiencies.
- E-commerce for B2B
- Increased access for all customers to order online.
- Sales force automation
- Enable sales team to capture sales on the field, establish sales route compliance and capture accurate stock in the market.



OUR PERFORMANCE	2018	2019	2020
NUMBER OF DATA PRIVACY BREACHES	0	0	0
NUMBER OF CYBER SECURITY BREACHES	0	0	0

SUPPORT AND EMPOWER OUR PEOPLE AND COMMUNITIES

COMMUNITY DEVELOPMENT, INVESTMENT & ENGAGEMENT

At United Foods we are dedicated to creating shared value for all our stakeholders, not least our local community. Creating, supporting, and contributing to community development initiatives is our way of ensuring that we have a meaningful impact on the community where we live and serve.

EMPOWERING EMPLOYEES

Our employees are the heart of our business and the key to our success at United Foods. We ensure that our employees are valued and respected, and receive the training and development required to excel in their careers. We seek to attract the best talent while also promoting nationalization efforts.

OCCUPATIONAL HEALTH & SAFETY

We are committed to maintaining the highest standards in health and safety at our facilities, and throughout our operations. Our employees are provided with ongoing OH&S training and are encouraged to adopt the safety culture we have established at United Foods. We are proud of our excellent health and safety track record and are committed to continuously improving in this area.

RELEVANT UN SDGS AND TARGETS



Targets: 3.8 | 3.6 | 3.4



Targets: 4.7 | 4.4 | 4.3



Targets: 5 | 5.5 | 5.1.c



Targets: 8.8 | 8.6 | 8.5



Targets: 10.3 | 10.2

COMMUNITY DEVELOPMENT, INVESTMENT & ENGAGEMENT

At United Foods, we believe that social and economic prosperity can be achieved through the combined efforts of individuals, governments, and businesses. That is why, at United Foods, we are leveraging our resources and our reach to be a driving force for positive change in our community. We continue to invest in a range of community initiatives that will strengthen and improve people's lives.

Our strong partnerships with key community support groups and individuals have been key to the success of various CSR initiatives including fundraising and awareness for important health and social issues. Our partnerships have also provided us with important insight into the issues impacting our communities the most, enabling us to focus our efforts on areas that will have a meaningful impact.

STEP-UP WITH ASEEL

Our '**Step up with Aseel**' initiative has been a success since its inception in 2018. The campaign focuses on raising awareness about health and social issues within our community, providing for those in need, and promoting environmental initiatives.

Here are some highlights from United Foods' community-focused initiatives through the Step-up with Aseel campaign in 2021:

- In collaboration with the Dubai Autism Centre, United Foods spearheaded a campaign to raise funds and awareness about this important issue within our community.

- During the fasting month of Ramadan, Aseel provided 2000 meals to labour camps across Dubai. The initiative aimed at spreading kindness and promoting the Ramadan spirit of giving to the less privileged and lower income members of our community.

- In collaboration with Zeta Yarwood – a leading executive and NLP life coach in the region, we bought a sense of hope for those most affected groups in our community. The campaign aimed at providing emotional and mental support to those particularly affected by the COVID-19 pandemic.

- In October 2021 United Foods in association with Pink Ribbon Crafters led a campaign to help support women suffering from breast cancer. The campaign helped to raise funds and awareness about this condition that affects so many women within our community.





STEP UP WITH ASEEL TO SUPPORT AUTISM

We joined efforts with Dubai Autism Centre in a campaign designed to raise awareness and help improve the lives of children with Autism.

All products in our popular Aseel range were labelled with information about the campaign with all proceeds accumulated during the campaign being donated to Dubai Autism Centre.

In collaboration with popular social media influencer Khalid Al Ameri – we successfully auctioned a painting created by children at the Dubai Autism Centre.

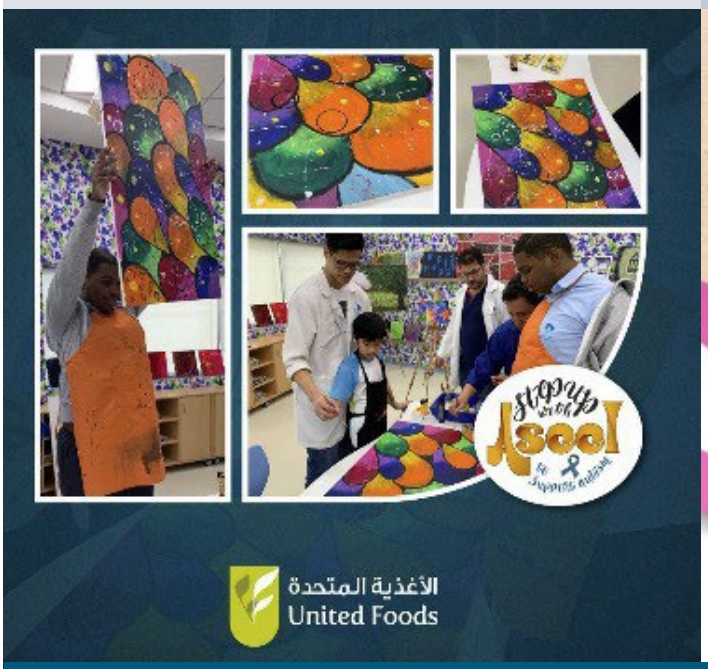
The campaign raised a total of 50,000 AED which will help to improve the quality of life and build a sense of inclusion and independence for those with Autism Spectrum Disorder (ASD).

STEP UP WITH ASEEL TO FIGHT BREAST CANCER

Between October and December of 2021, United Foods, in partnership with Pink Ribbon Crafters and Al Jalila Foundation launched a campaign to raise awareness and funds for women affected by breast cancer.

The campaign provided a platform for breast cancer survivors to tell their unique stories of inspiration and hope.

The campaign raised a total of 17,000 AED which will help to provide better healthcare for women suffering from breast cancer and support efforts to find a cure for this disease that affects so many in our community





Our Commitments to Community Development

• We aim to Increase the number of meals distributed to vulnerable community members during Ramadan every year. Our aim is to increase the number of meals by 50% every year.

• We are joining the "Beat the Cyber Bully" campaign to help raise awareness about bullying, an issue that greatly affects many of our children. The Step Up with Aseel and Stop Bullying campaign aims to provide support and knowledge to children and parents alike to help them deal with this critical issue.

• In partnership with the International Centre for Culinary Arts – Dubai, we will support and sponsor students striving to develop their career in the culinary arts.

EMPOWERING EMPLOYEES



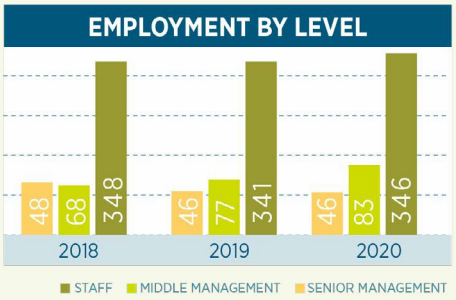
Our employees are the heart of our business and our greatest asset. Without the talent, work ethic, and commitment to excellence that our employees demonstrate on a daily basis, we could not have become the successful organization that we are proud to say we are today.

That is why we are committed to ensuring that our people are appreciated, respected, and supported. Our employees receive the training and development they require to perform their roles successfully and excel in their careers. We seek to attract and retain a talented workforce by providing a nurturing and supportive work environment while ensuring employee rights are fully protected and fulfilled.

In 2021 we celebrated the 40-year tenure of two of our dedicated and valued employees. This is a testament to United Foods' commitment to fostering a culture of inclusivity, continuous improvement, as well as positive engagement among employees at all levels.

Our workforce at a glance







EMPLOYEE SATISFACTION SCORE



EMPLOYEE TURNOVER RATE

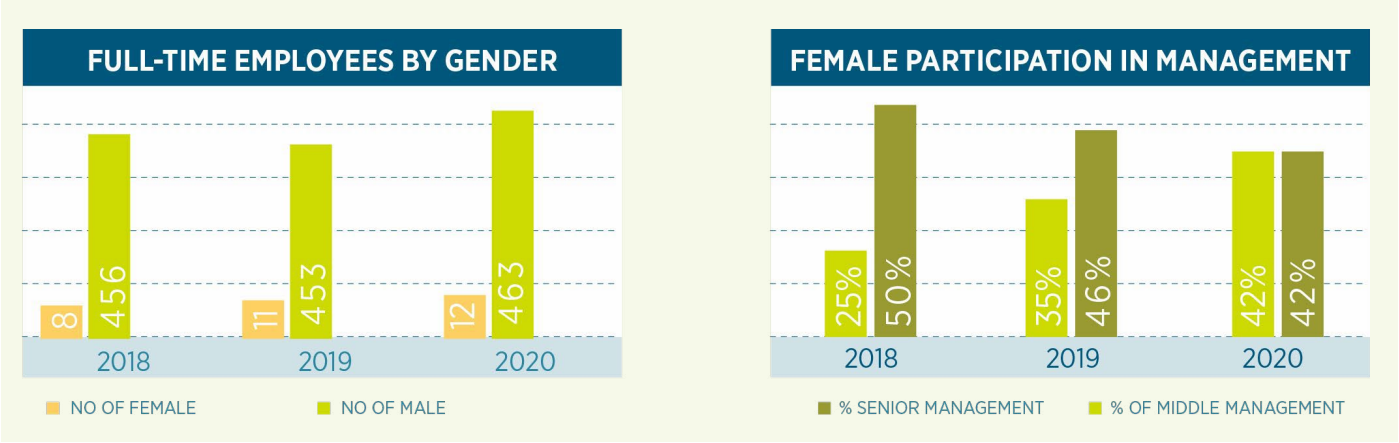
At United Foods, we offer our employees a range of benefits including: annual leave, additional three days paid 'casual leave', medical insurance, group life insurance, parental leave, accommodation, transport, and an overall competitive remuneration package.

Gender equality

At United Foods, we recognize the immense contribution that women in the workforce make across all fields. That is why we strive to build a work environment that is gender inclusive and has zero tolerance for gender inequality or discrimination. We are committed enhancing gender balance in our workforce and creating an atmosphere that encourages and supports the roles of both males and females in our business.

The nature of our business (i.e., manufacturing) means that the majority of our employees are blue-collar workers in predominantly labour related positions. Due to cultural reasons, female workers in the UAE do not typically enter this field of work. We are however seeing a gradual shift to this 'norm', particularly with the growing number of government initiatives and mandates aimed at encouraging and boosting female employee representation across all sectors.

Our recruitment policy is the first step in ensuring gender equality in our workplace and states: "All resourcing decisions will embody the following principles: To be an equal opportunity employer, without bias to age, sex, race, colour or disability." We are committed to upholding this policy and implementing recruitment strategies that will attract and welcome more women into our workforce.



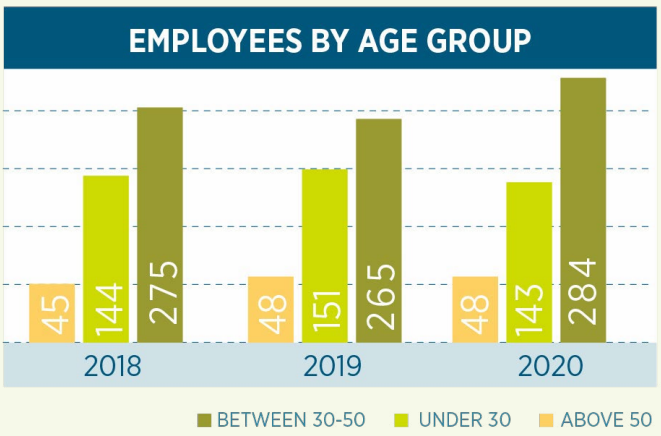
As a testament to our commitment to gender equality, we are a proud to say that the number of female employees at United Foods increased by 50% between 2018 and 2021. In addition, the percentage of total female employees that hold management positions is 84%.

Diversity & Inclusion

At United Foods, we employ and support workers across all age groups and from diverse cultural backgrounds. We strongly believe that with greater diversity comes greater knowledge and experience that will enhance our performance as a business on all fronts.

As per our recruitment policy, we have zero tolerance for any forms of discrimination based on age, race or colour. An atmosphere of inclusion and equality can be witnessed throughout United Foods' facilities, and our excellent employee satisfaction result is further testimony to this. We are immensely proud of our cultural diversity, with our workforce comprising of employees from 21 different nationalities across all age groups.

Although currently less than 1% of our workforce are UAE nationals, we understand the importance of nationalization within private industry, and are striving to increase the representation of Emirati employees at United Foods.





Training and development

At United Foods, we believe the training, development and upskilling of our employees is crucial not only for maintaining an effective business, but for ensuring that employees feel empowered and fulfilled. Our training and development programs are tailored in a manner that allows employees to acquire the knowledge and skills they require to perform effectively in their roles whilst also enabling them to achieve career progression and/or personal development goals.

Listed below are some examples of the training and development courses we offer our employees. (Please note: health and safety training courses are described in **the next section – Occupational Health & Safety**).

MANUFACTURING	ANALYTICAL	QUALITY & EFFICIENCY
CATEGORY MANAGEMENT - VARIOUS	DATA SCIENCE & EXCEL	ISO & HACCP - VARIOUS
GOOD MANUFACTURING PRACTICE (GMP)	STORWARS BUSINESS SIMULATION	FOOD SAFETY & HYGIENE
LEAN MANUFACTURING	IFRS WORKSHOPS & SEMINARS	FOOD CONTROL (TRAINING BY REGULATOR

Our Performance Management Reviews occur annually on a regular basis, with a 100% participation rate. Our performance management approach focuses on two key objectives:

1. Recognition of good performance
2. Identifying any areas of improvement

Our employees are not only assessed for competencies in their respective roles, but also their demonstration of upholding company values with a key focus on ethical and responsible behaviour.

OCCUPATIONAL HEALTH & SAFETY



The health and safety of our employees is extremely important to us at United Foods, and we consider safety as a fundamental element to the way we conduct our business. We are proud of our excellent safety record, and we strive to maintain this record in the following ways:

- *Reinforcing safe work practices on an ongoing basis to ensure it is imbedded across our business*
- *Encouraging employees to report any potential safety risks to the HSE Committee*
- *Ongoing assessment of potential safety risks and identification of risk management actions (following the hierarchy of control system where we first attempt to eliminate the risk)*
- *Continuously improving our internal investigation process and sharing/applying lessons learned*
- *Providing ongoing safety training to all employees including basic as well as job-specific safety training*

Our HSE Committee is tasked with overseeing that health and safety practices are being upheld across all business units and by all employees. The committee is responsible for ensuring that employee training is up to date, identified risks have been effectively managed, and safety procedures as well as training plans are continuously reviewed and updated. Another key role of the United Foods HSE Committee is to act as a conduit for communication between workers and management on health and safety issues.

The health and wellbeing of our employees is also an issue we consider extremely important at United Foods. That is why we have introduced various initiatives to improve worker health and wellbeing. For example, our 'casual days' program gives staff an additional three days leave per annum which they are free to take whenever they require a break or have any personal commitments. We are also in the process of developing additional initiatives targeted at improving the overall physical and mental health of our employees.

OCCUPATIONAL HEALTH & SAFETY TRAINING*



COVID-19 PRECAUTIONARY MEASURES

CHEMICAL SAFETY TRAINING

HSE INDUCTIONS (VISITORS, CONTRACTORS & NEW EMPLOYEES)

FIRE SAFETY TRAINING

MHE SAFETY TRAINING

HSE OFFICER TRAINING

** These are some examples of the OH&S training offered to United Foods employees and associated personnel.*

Health & Safety Commitments

We endeavour to continuously improve our OH&S culture and performance at United Foods. That is why we are committed to achieving the following goals:

- Work towards achieving ISO 45001:2018 OH&S Management System certification by 2025
- Update Permit to Work (PTW) system in line with industry best practice
- Implement an online OH&S reporting system that will consolidate information pertaining to all health & safety matters
- Implement an OH&S reward system for recognition of excellence in health & safety practices for each department

OUR PERFORMANCE	2018	2019	2020
NUMBER OF WORK-RELATED INJURIES	6	5	3
NUMBER OF NEAR MISS INCIDENTS	0	0	0
NUMBER OF SAFETY OBSERVATIONS MADE	6	6	10
NUMBER OF CONTRACTORS THAT RECEIVED OH&S TRAINING	12	18	10
AVG HOURS OF TRAINING PER EMPLOYEE	5.5	3.6	3.2

EFFICIENT RESOURCE USE AND WASTE REDUCTION

ENERGY AND CARBON MANAGEMENT

At United Foods we are dedicated to reducing our carbon footprint by implementing effective and innovative energy efficiency measures. As a leading food manufacturer in the UAE, we are committed to supporting regional energy initiatives.

WATER STEWARDSHIP

We are committed to the responsible use of water resources at United Foods. That is why we have successfully implemented water efficiency measures across our business and will continue to look for further ways of preserving water resources through efficiencies as well as reuse initiatives.

SUSTAINABLE PACKAGING

As a leading food producer in the region, we have a responsibility to reduce the environmental impact of our packaging. That is why we are dedicated to reducing our packaging footprint and increasing our use of sustainable packing across our product portfolio.

WASTE MANAGEMENT

At United Foods, we understand the impact of our waste streams on the environment. That is why we are striving to reduce our waste footprint across our operations including food waste, packaging waste and production waste.

CLIMATE CHANGE

Climate change is one of the most urgent issues facing our planet and we all have a critical role to play in thwarting its impacts. We are dedicated to identifying and managing climate-related risks associated with our operations and collaborating with others in an effort to boost the impact of climate-change initiatives.

BIODIVERSITY

At United Foods we are dedicating to ensuring that our operations have minimal (or zero) impact on biodiversity. We are also committed to partnering with relevant organizations to help protect and preserve the biodiversity of our local environment.

RELEVANT UN SDGS AND TARGETS



Target: 6.4 | 6.3



Target: 7.3 | 7.2



Target: 12.5 | 12.4 12.3 | 12.2



Target: 13.1



Target: 14.2 | 14.1



Target: 15.5

ENERGY AND CARBON MANAGEMENT

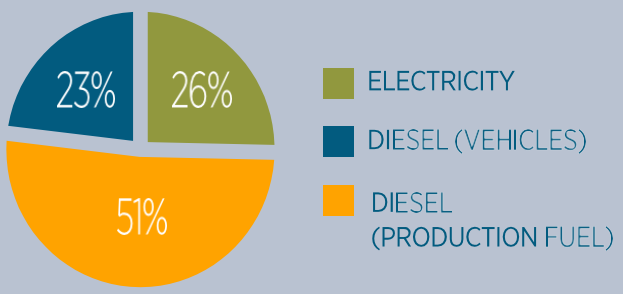


We are conscious of the important role that businesses have with regards to energy management as well as meeting regional and global sustainability goals. That is why at United Foods we are continuously exploring new and effective ways to manage our energy consumption and minimize our carbon footprint.

Our energy consumption is derived from three main sources: purchased electricity (from DEWA), diesel fuel used in our manufacturing facilities, and diesel fuel for our vehicle fleet.

Diesel fuel is defined as a Direct Energy Source (Scope 1) whereas purchased electricity can be defined as an Indirect Energy Source (Scope 2). These distinctions are used for reporting our GHG emissions which can be found on the next page.

ENERGY MIX



We have been working to reduce our overall energy consumption footprint in both electricity and diesel-powered areas.

In 2017 we initiated a plan designed to identify high electricity consuming areas throughout our facilities and apply efficiency measures to reduce consumption. We implemented various energy reduction initiatives throughout United Foods facilities including:

- Converting all the lighting fixtures to LED,
- Changing from normal electrical starters to soft starters
- New machinery purchased with smart starters and VFD's,
- Converting to central cooling systems where suitable

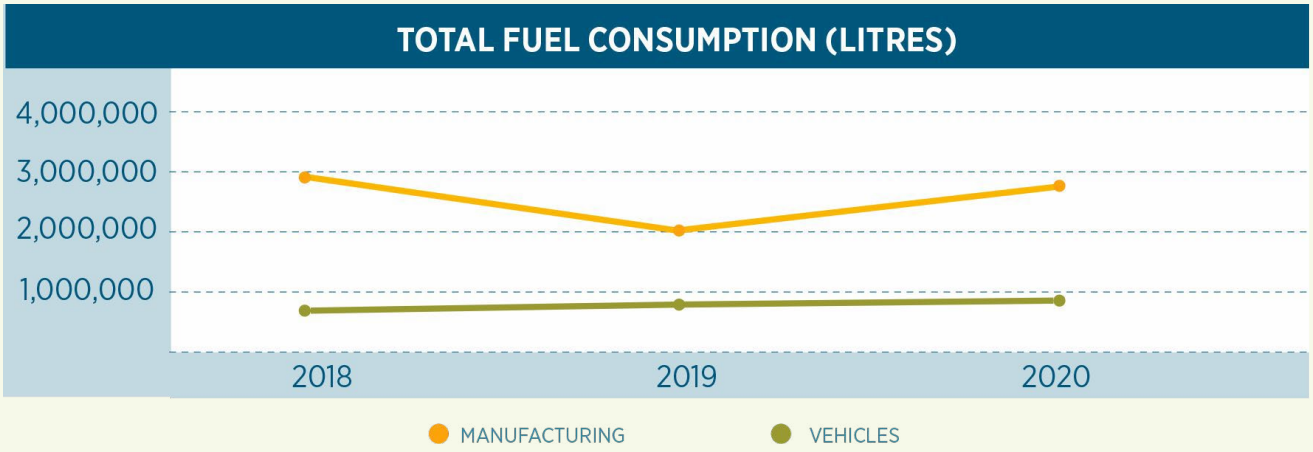
TOTAL ENERGY CONSUMPTION (MILLION KWH)*



** Purchased electricity only*

As can be seen in the graph provided, our electricity consumption has been reduced by 33% since 2018. We are working towards further reducing this number as well as identifying and monitoring additional sources of indirect energy consumption within our operations.

As diesel fuel makes up a large portion of our total energy consumption, we also applied the same methods used for improving electricity efficiency to our diesel-fuelled facilities. By analysing all our processes, identifying areas of high consumption, and implementing energy efficiency measures, we have been able to drastically reduce the volume of diesel consumed by our manufacturing facilities.



As can be seen in the graph on the left, **our diesel consumption for manufacturing has decreased by 40% since 2018.** This reduction can be attributed to various efficiency measures that were implemented including:

- Elimination of steam leakages
- Insulation to prevent heat loss
- Condensate recovery systems
- Maintaining boiler combustion efficiency
- Reduction in steam pressure to increase latent heat for heating system

Our diesel consumption for our vehicle fleet has increased marginally (by 6%) over the past three years which can be attributed to additional vehicles being added to our fleet due to increased production and distribution of our products. Overall, however, our energy consumption for direct and indirect energy sources has decreased significantly. This can be further seen in terms of our energy intensity which has decreased by 35% since 2018.

OUR ENERGY PERFORMANCE SUMMARY

ENERGY CONSUMPTION	2018	2019	2020
TOTAL VEHICLE FUEL CONSUMPTION (LITRES)	727,461	724,257	771,525
TOTAL MANUFACTURING FUEL CONSUMPTION (LITRES)	2,872,777	2,011,860	1,723,539
TOTAL ELECTRICITY CONSUMPTION (KWH)	13,789,768	9,419,794	9,278,734
TOTAL ENERGY CONSUMPTION FROM VEHICLES (GJ)	27,855	27,732	29,542
TOTAL ENERGY CONSUMPTION FROM MANUFACTURING (GJ)	110,000	77,035	65,995
TOTAL ENERGY CONSUMPTION FROM ELECTRICITY (GJ)	49,643	33,911	33,403
TOTAL ENERGY INTENSITY (GJ/TONNE PRODUCT) *	1.79	1.26	1.17

** Includes electricity consumption as well as diesel consumption (manufacturing). Does not include energy consumed by vehicle fleet.*

As a result of the energy efficiency initiatives that we implemented for both electricity and diesel-powered systems across United Foods facilities, **we have reduced our total GHG emissions by nearly 5,000 metric tonnes since 2018.** This has also resulted in a **33% drop in our GHG emissions intensity** within the same timeframe.

GHG EMISSIONS (METRIC TONNES OF CO2EQ)	2018	2019	2020
DIRECT GHG EMISSIONS (SCOPE 1) – VEHICLE FUEL	1,970	1,961	2,089
DIRECT GHG EMISSIONS (SCOPE 1) – MANUFACTURING FUEL	7,687	5,383	4,612
TOTAL DIRECT GHG EMISSIONS (SCOPE 1)	9,657	7,344	6,701
INDIRECT GHG EMISSIONS (SCOPE 2) – ELECTRICITY	5,872	3,936	3,877
TOTAL GHG EMISSIONS	15,528	11,280	10,578
GHG EMISSIONS INTENSITY *	0.15	0.11	0.10

** Includes GHG emissions from electricity consumption as well as diesel consumption (manufacturing). Does not include emissions from vehicle fleet.*

OUR ENERGY AND CARBON MANAGEMENT COMMITMENTS

Our energy management journey is continuously evolving, and we recognize that there are greater efficiencies we can achieve across our operations. That is why we are committed to further reducing our energy and carbon footprint through various actions which we have outlined in our sustainability strategy. These actions will not only help us to reach our goal of becoming a carbon neutral business but will also contribute to regional energy initiatives such as the Dubai Clean Energy Strategy.

Our commitments towards energy and carbon management include:

1. Provide awareness to all United Foods employees about the importance implementing energy efficient measures at work and applying energy saving behaviours in our daily lives

2. Provide relevant training to employees tasked with improving energy efficiency at United Foods

3. Implementing improved energy monitoring and metering systems to better understand energy consumption patterns and enable us to improve our performance

4. Implementing further process efficiencies across our manufacturing facilities to further reduce diesel consumption

5. Exploring transportation efficiencies such us improved distribution and delivery routes as well as the acquisition of energy efficient vehicles

6. Developing a plan to achieve ISO 50001 certification by 2026

7. Installation of 2-MW solar power plant at United Foods that will produce renewable energy for our facility and reduce our electricity consumption and carbon emissions **(please see full details of our solar panel project in Climate Change section).**

WATER STEWARDSHIP



Water is without a doubt, one of our most precious resources, and is becoming increasingly scarce throughout the world and particularly in the Middle East. That is why at United Foods, we believe that collective action is necessary to ensure that we take meaningful steps towards preserving our water sources.

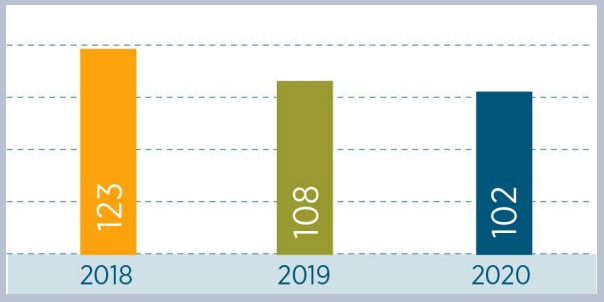
By nature, the food and beverage industry is highly water intensive. While agriculture is responsible for most of the global freshwater depletion we are witnessing today, manufacturing operations within food production also consume large volumes of water. That is why, as part of our mission to create shared value for all our stakeholders, it is crucial that we implement an effective water strategy.

In 2018, we identified various areas within our operations that required improved control measures and more efficient water utilisation.

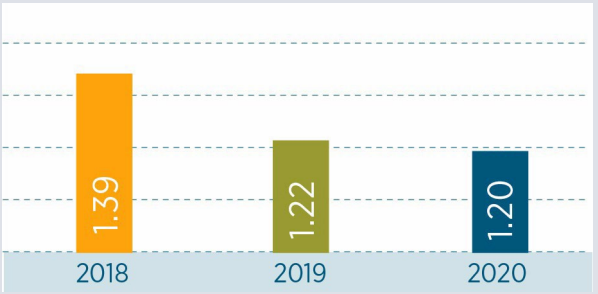
By implementing appropriate efficiency methods to these key areas, we were able to substantially reduce our total water consumption by 17% between 2018 and 2021.

Water intensity ratios are an effective method of gauging water management measures with regards to production. We have calculated our water intensity ratio by determining our total water consumption per metric tonne of production. As can be seen in the graph on the right, our water intensity ratio decreased 14% between 2018 and 2021, further quantifying the effectiveness of our water efficiency measures.

TOTAL WATER CONSUMPTION (ML)



WATER INTENSITY RATIO (M3/MT PRODUCTION)



Our water management commitments

We have aligned our water strategy with strategic plans in Dubai as well as the UAE in an effort to ensure the region's water security as well as reduce water-related energy consumption. These strategies focus on the sustainable management of three water sources: desalinated water, groundwater, and recycled water. In line with these plans, our water strategy outlines the actions we will take in the next three years to:

1. Further reduce our water consumption
2. Reduce the volume of industrial wastewater sent to Dubai Municipality for treatment
3. Increase water reuse at United Foods

Wastewater management

Part of our water management strategy has already commenced with the construction of the United Foods effluent treatment plant in 2019. The treatment plant can effectively treat wastewater effluent generated within our production facilities to within regulatory standards. This has resulted in a major reduction in industrial wastewater discharged to Dubai Municipality. By reducing our wastewater discharge volumes, we have not only reduced the financial burden associated with industrial wastewater disposal, but we have also reduced our carbon emissions associated with transporting this effluent to the wastewater treatment plant (WWTP).

Since receiving approval from Dubai Municipality (based on treated effluent quality), we have been reusing treated effluent to irrigate vegetation (i.e., plants and trees) in and around our facility. We are also in the process of increasing the amount of vegetation around our site, as well as identifying other low-risk areas within our facility where utilisation of treated wastewater is possible. Our aim is to reuse 100% of our wastewater effluent by 2026.



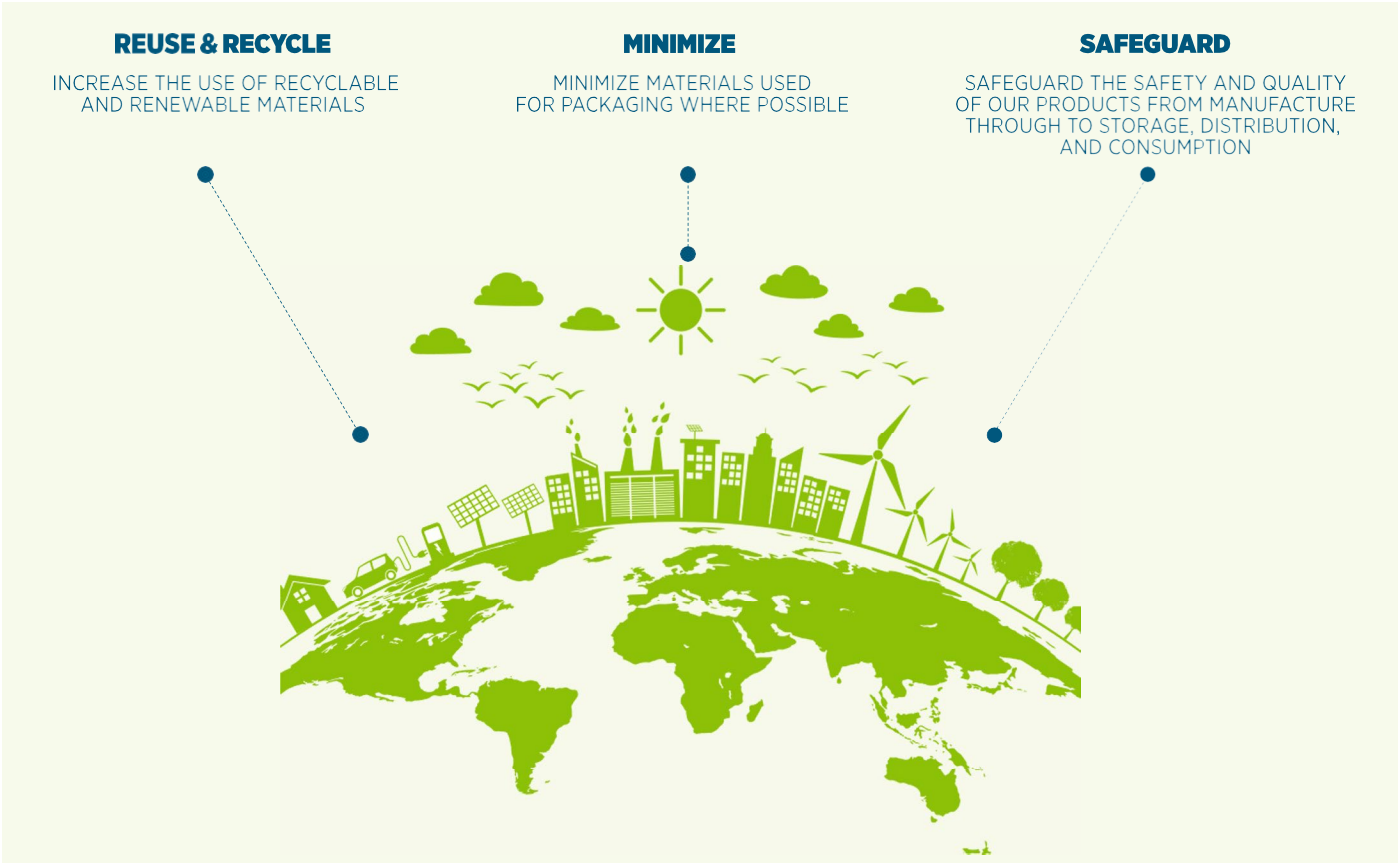
The effluent treatment plant at United Foods has resulted in a reduction in the average number wastewater tankers required to transport effluent from United Foods to the local treatment facility. Between 2019 and 2021, the average number of wastewater tankers decreased from 52 trips per month to 22 trips per month. This resulted in a cost saving of approximately 108,000 AED per annum.

SUSTAINABLE PACKAGING



As a leading food producer in the region, packaging is essential for both our consumers and our business. Packaging not only ensures product safety and quality, but it also plays a major role in providing important information to our customers about our products such as ingredients and nutrition.

At United Foods, we understand the impacts of product packaging on the environment, and how sustainable packaging can play a big role in minimizing these impacts. That is why we are in the processes of reassessing our packaging behaviours to reduce our packaging footprint. We will endeavour to keep up to date with innovations in packaging technology and constantly seek ways to source renewable packaging materials.



Our sustainable packaging strategy revolves around these three fundamental objectives.

Sustainable products



United Foods is also a major food and beverage distributor in the region. That is why part of our sustainability strategy involves acquiring distribution rights to sustainable products.

We have recently partnered with hawa® - Fresh Atmospheric Water, the first locally produced bottled drinking water harvested straight from the sky.

Hawa water is locally produced using innovative filtering technology that utilizes air and earth minerals. The production process produces ZERO reject brine and ZERO plastic waste. Hawa water comes in reusable glass bottles with a scheme in place that incentivizes and rewards customers when they return the bottles.

Our packaging performance

Packaging units are the number of bottles, labels, jars, and other packaging items used for our products. In 2021, we saw a 10% reduction in the overall number of packaging units we use at United Foods. This is attributed to a large reduction in the number of separate labels used for our products (opting for printed labelling where possible), as well as a large reduction in plastic bottle units.

Changes to our product ranges have resulted in a significant decrease in the number of PET bottles we use. Between 2018 and 2021 we used 3.2 million less PET bottles in our product streams. While our HDPE bottle use increased by 0.5 million units, we are proud to have achieved a reduction of 2.7 million plastic bottles.



WASTE MANAGEMENT



The effects of waste on the planet are becoming an increasingly critical issue that we must collectively address on both a local and global scale. We understand that as a large food producer in the region, we have a responsibility to manage our waste footprint in an effective manner.

At United Foods, we are working towards improving our waste monitoring in order to determine the volume of waste we are sending to landfill, and identity waste-intensive areas within our production processes. Along with improved waste monitoring, our waste management approach follows the waste management hierarchy and also aligns with our approach to sustainable packaging (see previous section).

We are committed to identifying operational efficiencies and improving our demand forecasting in order to avoid food and packaging waste generation. We are also seeking to increase the use of recyclable and renewable materials going into our product packaging.

We recognize the importance of accurately gauging our efforts in order to determine the effectiveness of our waste management approach. In line with our sustainability strategy, we will implement waste monitoring procedures across our business and set targets for waste reduction and recycling.



Our Recycling Strategy

The effort to reduce our waste footprint has already started at United Foods. We have a comprehensive recycling system in place that has been growing year by year. We recycle numerous materials and products used throughout our production processes including plastic, metal, wooden pallets, and other items. Through our collaboration with local businesses who purchase and recycle scrap materials, we are not only reducing our waste footprint, but also generating funds that are used to further develop our waste management program.

Since 2018 we have recycled:

600 TONNES OF WASTE MATERIAL

29,000 WOODEN PALLETS

RECYCLED MATERIAL (METRIC TONNES)	2018	2019	2020
PLASTIC	22	27	90
METAL	53	56	74
CARTON		4	37
OTHER	70	69	94
TOTAL WASTE RECYCLED (TONNES)	**145**	**156**	**295**

THROUGH OUR RECYCLING EFFORTS, WE GENERATED
600,000 AED BETWEEN 2018 AND 2020

In an effort to reduce our in-house waste footprint and increase sustainability awareness amongst United Foods employees, we initiated a company-wide recycling activity that has been in motion since early 2019. Through this initiative we have already recycled 339.3 kg PET bottles which were transformed into eco-friendly staff uniforms by our partners at DGrade – Sustainable Manufacturing Solutions. DGrade supports a circular economy by recycling plastic water bottles into high quality clothing & accessories using their patented our Greenspun™ yarn which is produced from discarded plastic bottles. This innovative technology diverts plastic from landfill and utilizes fewer resources compared to virgin polyester yarn.







CLIMATE CHANGE



Climate change is one of the most urgent issues facing our planet and we all have an important role to play in thwarting its impacts. We are now witnessing these devastating impacts with erratic weather patterns, increasing water scarcity, rising sea levels, and much more. Without immediate, meaningful, and collaborative action, our ability to manage these impacts will become increasingly more difficult.

At United Foods, we are committed to identifying and managing any climate-related risks associated with our operations. As outlined in previous sections of this report, some of the commitments that we believe will support efforts to address climate change include:

- **Increasing the number of sustainably sourced materials used throughout our value chain**
- **Reducing energy consumption and carbon emissions across our operations**
- **Reducing water consumption and increasing treated wastewater reuse around our facility**
- **Implementing an effective waste management strategy to reduce our waste footprint**
- **Increasing our recycling efforts**
- **Reducing our packaging footprint and increasing the use of sustainable packaging for our products**

Energy generation from fossil fuels has been identified as one of the primary contributors to climate change. That is why many regional and global energy initiatives have been focussing on increasing renewable energy sources to reduce dependence on fossil fuels.

As part of our commitment to support these initiatives and reduce our carbon footprint, we have commenced plans to construct a 2-Megawatt solar power plant at our facility in Jebel Ali, Dubai. We have partnered with leading sustainable energy experts, Yellow Door Energy, who will be leading the design, construction, commissioning, and operation of the solar power plant for United Foods.

The project marks an important milestone in our sustainability journey and our commitment to significantly reducing our carbon emissions. The 2,000 kilowatt-peak rooftop solar plant is expected to generate 3.3 million kilowatt-hours of clean energy in its first year of operation. The plant, which will cover the entire area of the factory's roof in Jebel Ali, will include over 4,400 solar panels, and will provide almost half of the factory's energy needs.

"The Solar Agreement is a true milestone in achieving our sustainability goals, in line with the UAE sustainability strategies. We are committed to building a better future for the next generations, by investing in sustainability and leading the way into an environmentally-conscious future."

Fethi Khiari
United Foods CEO



BIODIVERSITY



At United Foods, we understand that there is a clear relationship between climate change and biodiversity. Our continued use of the world's natural resources at an unsustainable rate is threatening our survival which is dependent on a thriving and diverse environment.

As part of our commitment to protecting biodiversity, we ensure that none of our sites are located in areas that are assigned as protected or considered to be areas of high biodiversity value. We will continue to monitor our operations to ensure that our activities and products do not have a negative impact on biodiversity.

By maintaining our high ethical sourcing standards such as the use of 100% sustainable palm oil, we are further safeguarding biodiversity on a global level. We also believe that by reducing our plastic waste footprint, we are contributing towards a reduction in the volume of plastic waste finding its way into our oceans and threatening marine diversity. We are also committed to supporting conservation efforts beyond our footprint and are currently exploring ways to support local conservation groups and promote biodiversity initiatives both in the region and globally.



APPENDIX A

GRI STANDARDS

GRI Standard / Disclosure	Page number(s) and/or URL(s)
GRI 101: Foundation 2016	
GRI 102: General Disclosures 2016	
ORGANIZATIONAL PROFILE	
102-1 Name of the organization	1
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102-3 Location of headquarters	7
102-4 Location of operations	7
102-5 Ownership and legal form	7
102-6 Markets served	7
102-7 Scale of the organization	11
102-8 Information on employees and other workers	38-40
102-9 Supply chain	11, 27, 32
102-10 Significant changes to the organization and its supply chain	27
102-11 Precautionary Principle or approach	28
102-12 External initiatives	36-37
102-13 Membership of associations	24, 27
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102-14 Statement from senior decision-maker	5,6
102-15 Key impacts, risks, and opportunities	17-20
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102-21 Consulting stakeholders on economic, environmental, and social topics	16
102-22 Composition of the highest governance body and its committees	29
102-24 Nominating and selecting the highest governance body	28-29
102-26 Role of highest governance body in setting purpose, values, and strategy	15
102-29 Identifying and managing economic, environmental, and social impacts	15-18
102-31 Review of economic, environmental, and social topics	17
102-32 Highest governance body›s role in sustainability reporting	5
102-33 Communicating critical concerns	Appendix B
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102-40 List of stakeholder groups	16
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102-44 Key topics and concerns raised	Appendix B
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102-47 List of material topics	17
102-48 Restatements of information	N/A (First sustainability report)

102-49 Changes in reporting	N/A (First sustainability report)
102-50 Reporting period	3
102-51 Date of most recent report	3
102-52 Reporting cycle	3
102-53 Contact point for questions regarding the report	3
102-54 Claims of reporting in accordance with the GRI Standards	3
102-55 GRI content index	56
102-56 External assurance	3
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201-1 Direct economic value generated and distributed	30
201-2 Financial implications and other risks and opportunities due to climate change	43,53
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103-2 The management approach and its components	27
103-3 Evaluation of the management approach	27
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103-1 Explanation of the material topic and its Boundary	26
103-2 The management approach and its components	27
103-3 Evaluation of the management approach	27
GRI 204: PROCUREMENT PRACTICES 2016	
204-1 Proportion of spending on local suppliers	27
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205-2 Communication and training about anti-corruption policies and procedures	29
205-3 Confirmed incidents of corruption and actions taken	29
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401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	39
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403-3	Occupational health services	41
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APPENDIX B

STAKEHOLDER MAPPING ASSESSMENT



STAKEHOLDERS	METHODS OF ENGAGEMENT	NEEDS AND EXPECTATIONS
CONSUMERS	Social media channels such as Twitter, Facebook, Instagram and LinkedIn Website feedback form United Foods app Community engagement activities Satisfaction surveys Regional food fairs etc	High quality, safe, healthy and sustainable products Efficient and pro-active customer channels Friendly and responsive customer service
OUR PEOPLE	Employee trainings including orientations, professional training, and certifications Health and safety policies Social gatherings	Employee engagement and growth, through cultivating a diverse and inclusive workforce Providing a safe and secure work environment Fair compensation Recognition and rewards
SHAREHOLDERS & INVESTORS	Annual reports Corporate Governance reports Quarterly financial statements Board Meetings Website Dedicated contact person DFM e-service portal	Strong balance sheet and continuous cash flows Transparency and disclosure Incorporate ESG criteria into business operations and activities Dynamic risk management Strong market position
COMMUNITIES	Donations to charitable causes Social welfare campaigns	Social initiatives and programs to promote wellbeing of the community Partnerships with other organization to address social concerns Regular one-off, high participation low-cost activities
GOVERNMENT REGULATORS	Internal & External audits Internal control and risk management systems Compliance department Audit Committee Annual Reports	Alignment to national strategies and visions (UAE Vision 2021) Compliance with legal and regulatory requirements Protecting customers and shareholders Transparency and disclosure
PARTNERS	Supplier feedback surveys Supplier portal Procurement department	New opportunities for engagement and interaction Open communication channels Fair and respectful treatment of suppliers Timely payments Fair and transparent bidding procedures