Agility

07 June 2023

Mr. Hamed Ahmed Ali
Chief Executive Officer
Dubai Financial Market
Dubai, UAE

Subject: Agility's 2022 Sustainability Report

Reference to the above mentioned subject; and in accordance with Chapter 10 of the Capital Markets Authority's bylaws of Law No. 7 of the year 2010 on Disclosure and Transparency Agility would like to announce:

Date	07 June 2023
Company Name	Agility Public Warehousing Company (K.S.C.P) ("Agility")
Mterial Information	Reference to the above-mentioned subject, please be informed that Agility has issued its 2022 Sustainability Report which is now available on the company's website along with the other previous reports. Shaping-the-future-of-global-supply-chains-lowres.pdf (agility.com)
Impact of the material information on the financial position of the company	No Impact

Best Regards,

Tarek Abdul Aziz Sultan Al Essa
Vice Chairman and CEO

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Agility Public Warehousing Company K.S.C.P
Commercial Registration No.: 28925
Paid Capital: KD 267,612,858.600

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Shaping the Future of Global Supply Chains

Agility Sustainability Report FY22

Contents

A message from our CEO

The past two years have seen significant changes for our business. Following the 2021 sale of our logistics business, Global Integrated Logistics, we acquired global aviation services business Menzies in August 2022. Menzies is now our largest business by revenue and headcount, bringing with it an extended geographic reach and new opportunities to support global aviation and supply chains. Our transformation has occurred against the backdrop of global financial uncertainty, conflict and climate change, as regions and organizations attempted to readjust in the aftermath of the COVID-19 pandemic.

Throughout this time of transition and global uncertainty, we have stayed focused on delivering strong financial returns and operating with our impact on the world at the forefront of our thinking. Sustainability remains a central focus for Agility, and our evolving operating structure offers an opportunity for us to reassess and realign our groupwide approach. We will continue focusing on the issues of most importance to our stakeholders, while supporting our subsidiaries so they can deliver their own sustainability strategies in the context of their different industry sectors and regions of operation.

Building on our longstanding commitment to fair labor, the work with our subsidiaries to embed a shared understanding of requirements across our operations is ongoing, and supported by training and education activities. This includes a central focus on health and safety across our operating business. We know we need to do more to promote and support diversity, equity and inclusion across our businesses. This will be a key focus for us in the coming years, starting with the establishment of a Diversity Council in 2023.

Our support for local and international communities stays strong, as we work to create positive impact beyond our operational boundaries. We have so far reached 1.5 million people through our community partnerships. This year, I would like to single out our work as part of the Logistics Emergency Team to develop the EDUARDO platform, a tool that allows humanitarian responders to quickly identify available flights and speed emergency aid to their destination. It's a great example of collaboration with our peers. I also want to highlight our long-standing commitment to education, which has helped us reach more than 675,000 students around the world in the last decade, and more than 14,000 in 2022.

The environmental footprints of our operations and supply chains vary significantly between subsidiaries, with some operating in high greenhouse gas-emitting sectors in pioneer and emerging markets, and others having a relatively small impact or working in more developed economies. Our focus is consistent across the whole group: minimize our own footprint where possible and be ready to support our customers and the sectors within which we work to transition to a resource-efficient and lower carbon future.

Our investments play a key role in this transition too, as several of the companies we help to fund are developing or deploying technologies and services that promote decarbonization and electrification.

We continue to evolve our approach to responsible investment. So far, we have invested $181.2 million in companies with a primary sustainability focus, and we have begun to formalize our approach to reviewing the environmental, social and governance (ESG) credentials of future potential investments. Our first step will be to build in ESG due diligence for new ventures from 2023 on. We also are examining how we can go further in monitoring the impact on people and the environment across our portfolio.

As a multi-business operator and investor, our focus on economic growth and on sustainability go hand in hand. To remain resilient and relevant, we must continue to look to the future and be ready to enable our customers to make the transition toward a lower-carbon world, while ensuring we support and respect our most valuable asset — our people. I look forward to sharing further updates on our progress and learning as we continue our journey to more sustainable supply chains and global infrastructure.

"Sustainability remains a central focus for Agility, and our evolving operating structure offers an opportunity for us to reassess and realign our groupwide approach."

Tarek Abdulaziz Sultan Al-Essa
Vice Chairman and CEO

2022 sustainability snapshot

Agility

FTSE4Good

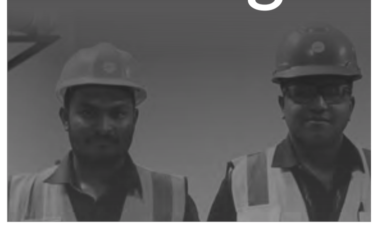
member, recognizing strong ESG performance in a global index spanning 20 emerging markets

43,000+
people in 13 countries reached through community investments

46%
female

$181.2 million
in investments with a primary sustainability focus to date

98%
of employees completed
health and safety training



90%
of employees completed
ethics and anti-corruption training

Menzies is setting science-based targets (SBTs) for Scope 1, 2 and 3 greenhouse gas emissions in support of its commitment to
carbon neutrality

Agility Logistics Parks obtained the first
EDGE Advanced Certification
ever awarded in the Gulf Cooperation Council (GCC) countries for its warehousing complex in Riyadh, Saudi Arabia

Tristar retained its strong road safety record, and was awarded a
RoSPA health and safety award for the 14th time

1 About Agility

Agility is a global leader in supply chain services, infrastructure and innovation. With a **workforce of 45,000+** across its group of companies, Agility has a footprint in six continents and is a pioneer in emerging markets. We own and operate businesses that include the world's largest aviation services company; a market leader in industrial warehousing and logistics parks in the Middle East, South Asia, and Africa; a commercial real estate business that developed the $1.3 billion Reem Mall in the UAE; a liquid fuel logistics business; and companies specializing in customs digitization, remote infrastructure services, e-commerce enablement, digital logistics, and more.

We also invest in innovation, sustainability and resilience, and own minority stakes in listed and non-listed companies that are reshaping logistics and transportation, energy, e-commerce, and other industries. Agility is a publicly-listed company in Kuwait and Dubai. At the end of 2022, our market capitalizaton was $6.3 billion.

A business in transition

The period between 2021 and 2023 saw a significant transition for Agility, including two major transactions that have transformed our company.[1]

2021

We sold our logistics business, **Global Integrated Logistics.**

2021 revenue:[2]
$1.6 billion

2021 EBITDA:[3]
$361 million

2021 headcount:
15,650

2022

We then acquired a global aviation services business, **Menzies**, in a deal that closed in August 2022.

2022 revenue:
$2.8 billion

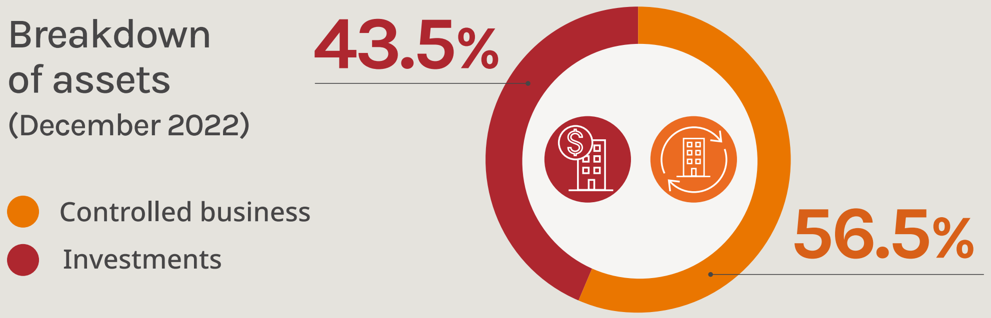
2022 EBITDA:
$600 million

2022 headcount:
43,364

OUR STRUCTURE TODAY

Following the Menzies acquisition, we continue to be in a period of evolution as we move to towards a new group structure. Today, our business activities fall into two categories: **controlled businesses** owned and operated by Agility across a range of sectors, and a portfolio of **investments** in listed and non-listed companies

Breakdown of assets (December 2022)



Our focus is growth. Agility is a long-term, multi-business operator and investor aiming to create value for our stakeholders. Our investment strategy focuses on companies in high-growth sectors with strong fundamentals, reinforced by management teams with strong records, best-practices governance, and alignment with the shareholders. We have a successful record of growing and scaling businesses — creating and unlocking value for our shareholders, customers, employees, and communities, while keeping sustainability and responsibility central to our operations.

1. Figures in this table are as of end of the year end (i.e. end of 2021 and end of 2022).
2. Financial figures in this report are given in United States dollars unless otherwise stated.
3. 2021 EBITDA excludes GIL and is only from continuing operations.

The Agility business model

Controlled businesses

Agility owns and operates businesses that offer a wide range of services and expertise worldwide. Of our controlled businesses, **Menzies, Tristar,** and **Agility Logistics Parks (ALP)** together account for more than 70% of the group's revenue. These businesses are therefore the primary focus of this report alongside GCC Services — one of the more mature companies in the group when it comes to sustainability performance and with the fourth highest headcount (**4.6%** of the total workforce).

Our other businesses in the controlled category include United Projects for Aviation Services Company (UPAC), Global Clearinghouse Systems (GCS), and Agility Defense & Government Services, as well as smaller companies such as the Shipa companies, Metal Recycling Company (MRC), and LABCO.

Agility owns a 100% stake in all of its controlled businesses, with the following exceptions:

- GCS — 60.60%
- MRC — 66.48%
- Tristar — 65.12%
- UPAC — 96.56%

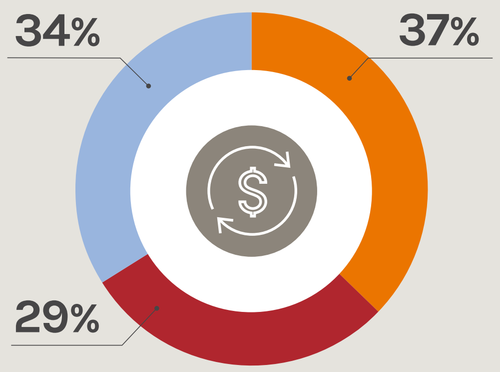
OUR CONTROLLED BUSINESSES:

- Menzies[1]
- Tristar[2]
- Other controlled businesses

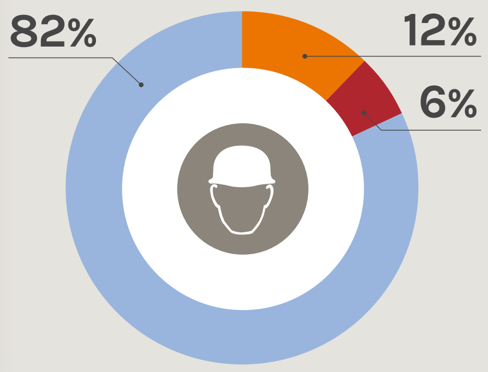
1. All charts include full-year performance of NAS plus five months of Menzies results.

2. 65.12% of Tristar's revenue and emissions are shown, corresponding to the company's ownership structure. Revenue and emissions includes full year performance for Tristar plus four months data from HG Storage.

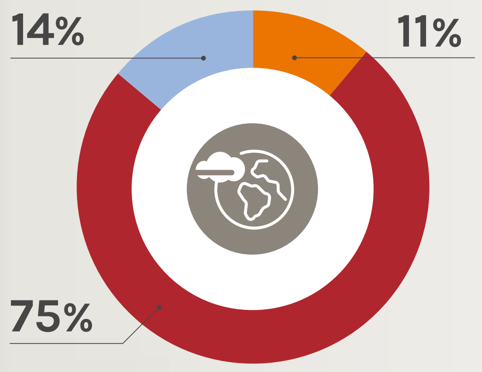
Revenue



Headcount



Gross GHG emissions (currently reported)[3]



3. Scope 3 emissions for Menzies and Tristar are not yet included. We anticipate that Menzies and Tristar will report Scope 3 emissions later in 2023, at which point we will update and adjust these figures. ALP, GCC, Agility Corporate and our other companies are not reporting Scope 3 emissions this year except as a factor of upstream emissions from fuel and electricity consumption.

Our most material controlled businesses:

Menzies Aviation is the leading service partner to airports and airlines around the world, providing ground, fuel and air cargo services across over 250 locations in 58 countries and six continents. We acquired Menzies Aviation in 2022 and combined it with our existing subsidiary National Aviation Services (NAS).

Geographic focus: advanced economies: a global business, with a strong presence in developed economies across North America, Europe, Oceania and South East Asia. The company increased its presence in the Middle East and Africa as a result of the NAS-Menzies merger.

Tristar is a leading energy logistics business serving the downstream oil and gas industry and international organizations. It offers transportation and storage solutions in 29 countries across the Middle East, Africa, Europe, North America and Oceania. In 2022, Tristar acquired a 51% stake in HG Storage International Limited (HGSI). This $215 million acquisition added eight storage locations and a total of three million cubic meters of storage space to the Tristar portfolio.

Geographic focus: a key supplier to peacekeeping operations, Tristar operates in several frontier markets across Africa, in addition to its operations in the Middle East, Asia, the Pacific, the Americas and Europe.

Agility Logistics Parks (ALP) provides warehousing parks and light industrial facilities in fast-growing emerging markets across the Middle East, South Asia, and Africa. It offers sustainably designed, world-class structures and complexes to customers ranging from large multinationals to small and medium-sized companies.

Geographic focus: emerging markets: operates primarily in the Gulf Cooperation Council region, South Asia, and across Africa in Egypt, Ghana, Mozambique, Côte d'Ivoire, and Nigeria.

Our other controlled businesses:

United Projects for Aviation Services Company (UPAC) is a commercial real estate company that manages commercial space and parking facilities at Kuwait International Airport. The company is a lead investor in Abu Dhabi's Reem Mall mega-mall project, the region's first 'smart' mall stretching over 259,000 square meters.[1]

Global Clearinghouse Systems (GCS) is a joint venture with the government of Kuwait to provide customs operations and customs digitization services.

GCC Services is an integrated remote services company offering life support services, engineering and construction services, skilled and unskilled manpower supply, as well as integrated facilities management, utilities and environmental services in emerging and frontier markets.

Defense & Government Services (DGS) provides complete supply chain solutions and contingency logistics to governments, UN agencies and NGO customers in challenging environments worldwide.

Shipa companies — Shipa Delivery, Shipa Ecommerce and Shipa Freight — provide digital tools and services for businesses, start-ups and consumers to manage their supply chain efficiently, offering courier, cross-border e-commerce logistics and online freight forwarding services.

Inspection and Control Services (ICS) develops and implements proprietary customs digitization solutions to help governments facilitate trade and improve customs and tax revenues.

Metal Recycling Company (MRC) offers waste management, recycling and industrial solutions to the private sector and government in Kuwait.

LABCO is a microbiological and chemical testing facility in Kuwait that provides third-party quality control and assurance services as well as environmental analysis, testing and monitoring.

1. The gross floor area (GFA) of the Reem Mall is 259,496 square meters.

Investments

We take minority stakes in listed and non-listed businesses. The collective value of these 'non-controlled' investments represents **43.5%** of our assets, as of the end of 2022.

Of the companies Agility has invested in, our most material investment is an 8.8% share in logistics company **DSV**. We also have a growing portfolio of technology venture investments, many of which have an environmental, social or governance (ESG) focus — see page 43 for more details.

8.8% stake in DSV

An EcoVadis Gold Company with a commitment to reach net-zero by 2050.

$181.2 million in external investments (non-controlled) with a primary sustainability focus spanning solar thermal energy, electric vehicles and charging networks.

HOW WE THINK ABOUT SUSTAINABILITY IN OUR NEW BUSINESS MODEL

Group-level

Corporate parent, responsible for ESG governance and investments

Governance for sustainability issues — setting goals, standards, running the Sustainability Council, and monitoring progress against the business-level roadmaps and action plans.

Data collection and reporting: compiling data from across the controlled businesses and investments to support sustainability and financial reporting.

Responsible investment approach: environmental, social and governance (ESG) due diligence for all new investments. We are looking to strengthen how we monitor impact on people and the environment across the portfolio.

Community investments: investment in social progress, particularly in education and employment, through long-term, high-impact community partnerships at the Group level.

Controlled Businesses

Execution of ESG roadmap sits within each business

Individual roadmaps: Execution sits in the individual businesses. Each business has a different roadmap based on its sector and geographic footprint.

Differing levels of maturity today: Different Group companies are at varying stages in terms of their decarbonization and wider sustainability journeys. Menzies, Tristar and GCC Services are relatively more mature in terms of sustainability than other Group companies.

Focus is on the 80%: Our primary focus is on our three most financially, socially and environmentally material companies: Menzies, Tristar and ALP. Together, these three businesses account for more than **70%** of revenue, **88%** of headcount, and **90%** of total emissions footprint (as of end 2022).

Engagement across the portfolio: We aim to engage all our companies on their sustainability strategies and, as such, report materially relevant information from all companies in the Group.

Investments

Agility strives to be a responsible investor

Performance controlled by partners: Investment partners control their own sustainability performance, with Agility focusing on fulfilling its obligations as a responsible investor.

Risk and opportunity screening: As of 2023, Agility will make ESG due diligence part of our approach and process for all investments, to identify opportunities and manage risks.

Innovation: Our venture investing includes ESG screening as part of its due diligence process. Through its Ventures arm, Agility makes investments in technologies for the future that drive a more sustainable and resilient world.

Impact tracking: While still in early days of our journey (because many of the companies we work with are start-ups), Agility aims to improve impact tracking across our portfolio over the next three years.

Agility, the corporate parent, is responsible for ESG governance and investments. Execution of ESG roadmap sits within each business.

2 Our sustainability strategy

Our strategy

Our business has experienced significant change in the past two years, including the sale of our largest business, Global Integrated Logistics, and the acquisition of Menzies Aviation, today the largest business by revenue and headcount in the Agility group. These changes have occurred amidst global challenges, such as climate change, political instability and conflict, inflation and recessionary pressures, as well as ongoing trends towards increased urbanization, digitalization and migration.

Through this period of change, our commitment to sustainability remains unwavering. For almost 20 years, we have aimed to demonstrate leadership in responsible business practices across our sectors and regions. This is not only the right thing to do but is also based on our belief that being a resilient and successful business requires us to be mindful of our impact on people and the planet.

The markets and sectors in which we operate offer unique challenges and opportunities for social and environmental progress.

Locally, we strive to facilitate economic and social development and aim to be a positive force in the communities where we operate.

Regionally, we work to support essential infrastructure and services.

Globally, we support the vital shift towards a lower carbon future, while recognizing the need for a socially just transition in the regions where we operate. We are investing in innovative solutions to enable this transition in the key sectors we support, while also working to minimize our own business footprint.

AGILITY AND THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Our sustainability program is most relevant to the following **SDGs**:

FTSE4Good

Recognized for **strong ESG performance in a global index spanning 20 emerging markets.**

Sustainability governance

Our subsidiaries operate within a range of different sectors and regions, and we take account of this in our approach to sustainability governance. Our central sustainability function sets group-level standards and goals, and compiles performance data from across the subsidiaries. Each subsidiary has its own sustainability strategy — built around the group-level goals and other issues and aspirations relevant to their unique context — and is responsible for deciding how to action this, with support and guidance from corporate.

Other corporate functions such as human resources operate in a similar way to our sustainability function — setting the direction for our corporate business and subsidiaries and providing guidance where needed.

Ethics and compliance

We work to build a strong culture of compliance by setting high standards, delivering training and education across the business on key issues, and providing opportunities for employees to raise concerns, including anonymously.

Ethics training is handled in-house by Menzies and Tristar. All other entities are covered by a central training platform, hosted by a third party, and managed centrally the Corporate Ethics team. There are 14 training modules that get delivered to employees over a two-year period, and completion rates are monitored.

- Ethics & code of conduct
- Anti-money laundering
- Ethics street: social media
- Global data privacy
- Conflicts of Interest
- Cyber security
- Financial integrity
- Insider trading
- Confidential information & intellectual property
- Antitrust & competition law
- Global workplace harassment - Employee / Manager
- Diversity, equity & inclusion
- Global anti-bribery & corruption
- Environment, health & safety

TRAINING IN 2022

Employees are encouraged to report concerns

- Using our third-party-managed reporting platform, individuals can scan a QR code and go directly to the reporting website or find a multi-language reporting hotline number for their specific country.
- Menzies has its own confidential **SpeakUp** reporting system and accompanying policies and processes.

Our people

Fair labor and a good working environment for all employees are priorities for Agility. We have a history of setting high standards for fair labor across all Agility operations, as part of our broader commitment to respect and support the human rights of the people touched by our business.

As described in our Global Human Rights Policy and Modern Slavery Statement, our fair labor program includes a systematic and iterative approach to self-assessment and audit, training, performance measurement, reporting and implementing corrective actions where needed.

Diversity of thought and experience is a key driver of innovation. We aim for our workforce to represent the communities in which we operate, and we have historically focused on developing local talent and promoting a culture of inclusiveness. We are, however, early in our diversity and inclusion journey. We are taking steps to formalize our approach to diversity and inclusion, with plans to publish a policy and establish a Diversity Council in 2023.

OUR HUMAN RIGHTS PROMISE

- Protection for complainants
- No child labor
- No forced labor
- Fair work hours and wages
- Freedom of association
- No discrimination or harassment
- Protection of health, safety and the environment
- Community and stakeholder engagement

% FEMALE EMPLOYEES BY EMPLOYEE LEVEL

- 14% Board of directors[1]
- 20% Middle management
- 13% Top management
- 23% Professional and support
- 15% Upper management
- 23% All employees

1. Agility Group external Board of Directors

EMPLOYEES BY REGION

% of total employees / of which % female

- Europe: 20% 32%
- Middle East: 37% 11%
- Americas: 30% 29%
- Africa: 3% 12%
- Asia: 1% 27%
- Oceania: 9% 38%

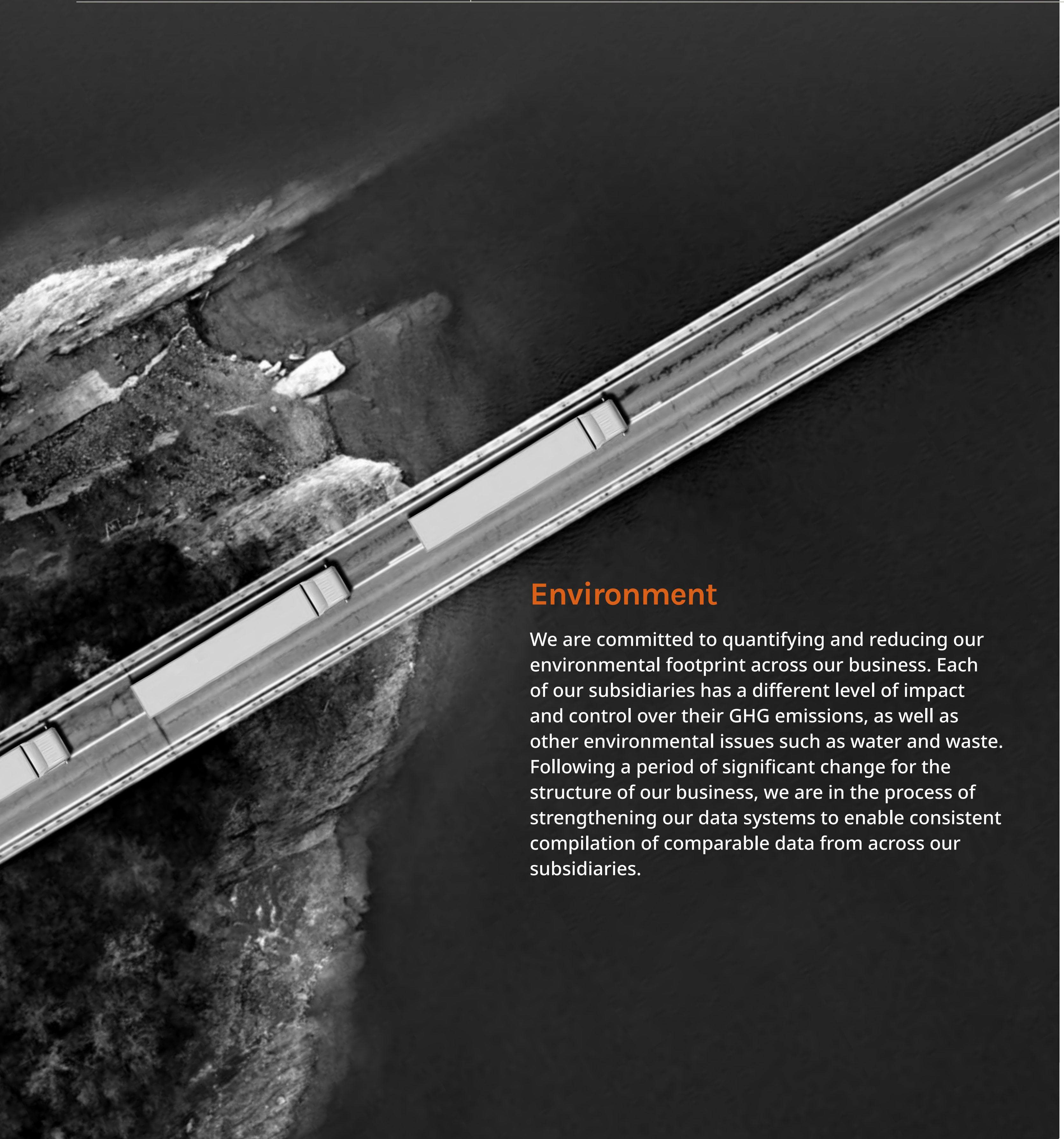
We are a signatory to the **UN Women's Empowerment Principles** and a **World Economic Forum Global Health Equity** signatory. We aim to be a leader in labor practices in the regions where we operate, and promote a shared culture of inclusivity and leadership development across our many diverse subsidiaries.

Henadi Al-Saleh

Nadia Akil

Female board leadership

Nadia Akil (UPAC) and **Henadi Al-Saleh** (Agility) were the first two women chairpersons of publicly listed companies in Kuwait. Both were listed in the 2023 Forbes Middle East 100 Most Powerful Businesswomen.



Environment

We are committed to quantifying and reducing our environmental footprint across our business. Each of our subsidiaries has a different level of impact and control over their GHG emissions, as well as other environmental issues such as water and waste. Following a period of significant change for the structure of our business, we are in the process of strengthening our data systems to enable consistent compilation of comparable data from across our subsidiaries.

GHG emissions

Our emissions footprint has continued to change alongside the shape of our business, and as we strengthen our data collection systems. We currently report greenhouse gas emissions data from our most material subsidiaries. In addition, some of our subsidiaries have climate-related goals, reporting practices and focus areas. For example:

- **Menzies** is committed to carbon neutrality for Scope 1 and 2 emissions by 2033 and is in the process of setting science-based targets for all scopes.
- **Tristar** discloses through CDP (formerly the Carbon Disclosure Project).
- **ALP** is scaling green buildings certifications across its portfolio — which includes a strong focus on energy efficiency.

Our 2022 GHG emissions are not comparable to 2021 due to the ongoing improvements to our data collection and the acquisition of Menzies. We will complete a full emissions baseline in 2024 once the full integration of Menzies is completed and after Tristar and Menzies have completed at least one Scope 3 reporting cycle.

Water and waste

Water management and the creation and management of waste are two of our material ESG issues at Group level, as well as being relevant to different degrees for each of our subsidiaries.

- Waste management is the core of MRC's business, including safe medical waste disposal and plastics and scrap metal recycling. Reduction of food waste is relevant to GCC Services; likewise, cargo waste for Menzies.
- Water management is especially relevant to some of Agility's subsidiaries, given their regions of operation — particularly Africa and the Middle East.

Our Groupwide waste and water data management systems are in early stages and we will provide further update as we make progress.

AGILITY GROUP TOTAL GHG EMISSIONS IN 2022[1]

Scope 1 emissions (tons CO_2e): **286,456**

Scope 2 emissions (tons CO_2e): **24,786**

Scope 3 emissions (tons CO_2e): **To be finalised in June 2023**

1. Emissions are reported proportional to Agility's share of ownership; in particular, only 65% of Tristar's total emissions are shown here. Menzies emissions are calculated proportionally to the length of ownership (five months). See page 46 for further notes on our emissions reporting.

Key commitments: Agility Group

Overall

Almost two decades of active investment in sustainability leadership, particularly in **emerging markets**.

FTSE4Good member.

Growing portfolio of sustainable ventures investments.

Strong governance from Group leadership.

Social

Education: aim to support the education of more than **5,000 young people per year** around the world. In 2022, Agility reached more than **14,000 young people** with education projects in 10 countries, including Kuwait, Côte d'Ivoire, Saudi Arabia, India, and more.

Refugees: support more than **3,000 refugee families per year** through a long-term partnership with UNHCR that focuses on education for young people, and job skilling and placement. Agility has partnered with UNHCR in Egypt, Malaysia, and Uganda. Agility also supported relief efforts for Ukrainian refugees in 2022.

Health: part of WEF's Global Health Equity Network and signed the Zero Health Gaps pledge. In addition to the focus on health, safety and employee wellbeing across all Agility businesses, Agility has also funded community health activities. This includes sponsoring more than **1,800** pediatric surgeries, medical interventions or exams in 2022.

Overall: Agility's community impact programs reached more than **43,000 people** in 2022.

Environment

Multi-business roadmap: multi-business operator and investor. All Agility Group companies are pursuing business and ESG strategies that make sense in the context of their industry and business.

Sustainable investments: more than **$181.2 million** invested in technology companies with a primary sustainability focus.

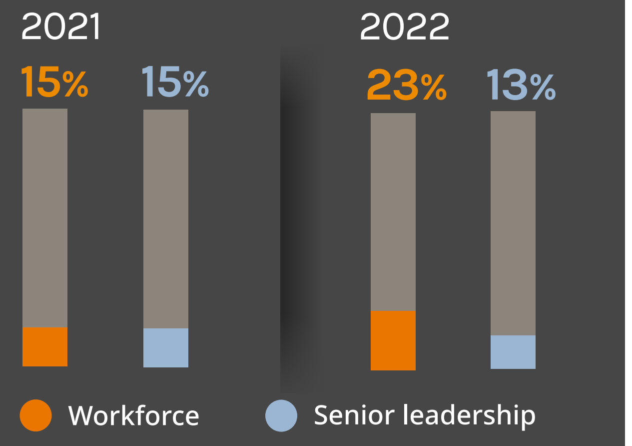
WEF First Mover Coalition: founding member, seeking to create market incentives to decarbonize heavy industry. Specifically, Agility has committed to invest in developing a more sustainable heavy transport sector — helping to advance the goal of at least 30% of heavy-duty and 100% of medium-duty truck purchases being zero-emission trucks by 2030.

People: fair labor & gender

Fair labor: acknowledged standard setter on fair labor in emerging markets operations and invests in human rights training for employees and management.

UN Women's Empowerment Principles signatory. Today, **23%** of the company's workforce and **13%** of the company's senior leadership teams are female. Female representation on Agility Group Board of Directors is **14%** — in the context of a large operational workforce operating largely in emerging markets.

Women in the Agility Group[1]



1. Year-on-year changes are largely a result of our acquisition of Menzies.

Agility reached more than

14,000 young people

with education projects in 10 countries

$181.2 million

invested in technology companies with a **primary sustainability focus**

Key commitments: Menzies

MENZIES AVIATION

Overall

UN Global Compact signatory, placing ESG at the heart of its strategy to accelerate growth and reshape the future of the industry.

UN SDG Accelerator participant in both 2022 and 2023, with the aim of boosting its commitments and plans for delivery towards the key SDGs the company aligns with.

Reporting: Menzies publishes annual reports with its ESG and sustainability progress and greenhouse gas emissions and climate risk assessment.

Awarded silver medal status from EcoVadis in 2022, and aims to improve this in 2023.

Social

Refugees: partnering with Tent to provide employment opportunities for refugees in the US and Europe.

Education: supporting school education projects in Tanzania and Côte d'Ivoire, and helping homeless adults back to work in the UK.

Community: supporting charities and community groups chosen by employees with financial donations and assistance.

Humanitarian assistance: together with SPARS Group (shareholders of Menzies Aviation's joint venture in Pakistan, Menzies-RAS), partnered to build 100 homes in Pakistan following the devastating flooding that impacted millions of people in 2022.

Trees for Life: a corporate partner with Trees for Life.

Environment

Developing a commitment to carbon neutrality: currently in the process of setting Science Based Targets (SBTs) – this will include an additional 2030 near-term target for Scope 1 and 2, as well as Scope 3 emissions analysis for full year 2022 for the first time, and setting a corresponding Scope 3 targets.

Financing emissions reductions in 2022: continued support of sustainable development in 2022 by helping to finance projects that are reducing GHG emissions now. As well as supporting the transition to a low carbon global economy, these projects have many community benefits aligned with UN SDGs and balance out just over 15,000 tons of Menzies' 2022 CO_2 emissions.

Ground support equipment transformation: an 'electric first' approach is taken to all new ground support equipment investment, wherever possible.

IATA IEnvA Certification in 2023: updating its existing environmental management system with a new industry-specific program and certification, aligned with ISO14001.

Sustainable aviation fuel: the only fuel services provider that is a signatory of Clean Skies for Tomorrow (CST) — a coalition of airlines, airports, and oil companies that are accelerating efforts to reach a target of increasing sustainable aviation fuels from the current 1% to 10% of global fuel supply by 2030.

Jet zero: one of over 60 aviation leaders that endorsed the Aviation Transition Strategy published in July 2022 by the Mission Possible Partnership and Clean Skies for Tomorrow coalition, which sets out a global strategy to achieve net-zero aviation by 2050.

People: fair labor & gender

Gender diversity: signatory to IATA's 25by25 initiative, committing to 25% of senior positions held by women by 2025, and 40% middle management by 2033. Menzies has established an equity, inclusion and belonging program via an executive-led working group with representatives from across the organization and will be a UN Women's Empowerment Principles (WEP) signatory in 2023.

Health and safety are number one priorities and Menzies uses advanced technologies to support safety and security best practices. Menzies' campaign "MORSE" (Menzies Operating Responsibly Safely & Effectively) is at the heart of its efforts.

Fair labor: Menzies suppliers are required to adhere to a Third Party Code of Conduct that includes human rights commitments, as part of the company's trade agreements and contractual arrangements.

Modern slavery: Menzies publishes an annual statement on steps taken to achieving its commitment to ensure no instances of modern slavery, breaches of human rights or human trafficking take place within its own operations or its supply chain.

Mandatory awareness training and information about ethics, environment, social and governance issues, and workplace human rights issues as part of the induction process for all employees, and on a refresher basis thereafter.

Signatory to

IATA's 25by25 initiative

Committing to:

25% of senior positions held by women by 2025

40% middle management by 2033

Key commitments: Tristar

TRISTAR

Overall

Fully integrated energy logistics business operating to the highest standards in emerging and pioneer markets across the Middle East, Africa, Americas, the Pacific & Europe.

One of the largest suppliers to international **peacekeeping** operations, helping provide critical services to global efforts to keep the peace in fragile states.

Integrated approach: integrating sustainability into all aspects of the business including ocean and river-going vessels, trucking and transportation, warehousing, and fuel storage operations.

Reporting: published 10 Annual Sustainability Reports since 2012.

Awards: Six-time Golden Peacock Award (Global) winner for Sustainability and CSR. Consistent 1st runner-up under Large Business Category for second year in Arabia CSR Awards.

Social

Education: invested in school projects including in India, Kenya and South Sudan, and elsewhere, reaching more than 2,000 students per year.

Road safety: invested in road safety training across the GCC, including special programs for children. Tristar is a lead member at the Dubai Chamber Road Safety Task Force since 2014, to support the UN decade of action for Road Safety.

Seafarer safety: Neptune Declaration signatory to protect seafarers and seafarer rights. Tristar has been hosting the Safety at Sea conference for the last four years. Tristar has received awards for 'Safety at Sea' initiatives from Maritime Standard (Editor's Choice) and Logistics Middle East (CSR).

Environment

Meeting and exceeding latest vessel regulations: investing in vessels that exceed current environmental impact requirements in vessel design, construction and operations. Tristar's fleet is in compliance with Energy Efficiency Existing Ship Index (EEXI) and Tristar regularly monitors Carbon Intensity Indicators (CII) of each vessel to ensure compliance with International Maritime Organisation (IMO) standards.

WEF First Movers Coalition: founding member of the First Mover Coalition to decarbonize heavy industry. Tristar has signed up to the industry-wide goal of supporting at least 5% of deep-sea shipping being powered by zero-emission fuels by 2030 and 30% of heavy-duty and 100% of medium-duty truck purchases to be zero-emission trucks by 2030.

Carbon footprint: disclosed through CDP (formerly the Carbon Disclosure Project). Tristar is also a member of the Global Logistics Emissions Council (GLEC).

Future maritime options: exploring options to reach 10% zero-emissions vessels for coastal fleet, including biofuel options, energy saving devices/batteries, and hydrogen powered vessels.

Solar on warehouses: ongoing and future initiatives to place solar roof installations on all Tristar warehouses. Tristar is adopting alternative energy sources and investing in carbon offset projects, including wind and hydro-electric energy installations.

Hybrid coastal barges: Tristar expects to commission its first hybrid-fueled coastal barge in 2024 and believes the local port authorities will be instrumental in providing incentives for green shipping.

Contribution to environmental protection through activities like Clean-Up UAE, Waste Management Programs, Can Collection Campaign, tree plantation and panel discussions on climate change and mitigation in collaboration with the Emirates Environmental Group. Tristar is also part of UN Global Compact's Accelerators program and supports 12 of the 17 Sustainable Development Goals.

People: fair labor & gender

UN Global Compact: Tristar's Group CEO is the Board Member of the local United Nations Global Compact in UAE since 2019.

Signatory to the Women's Empowerment Principles. Tristar has seen an 85% increase in the number of women employees hired in the last three years and has 34 nationalities represented across the group.

Fair labor: trains all employees in human rights, fair labor, and on the company's values.

Health and safety awards: strong emphasis on health and safety and 14-time award winner of one of most prestigious health and safety awards in the industry (RoSPA).

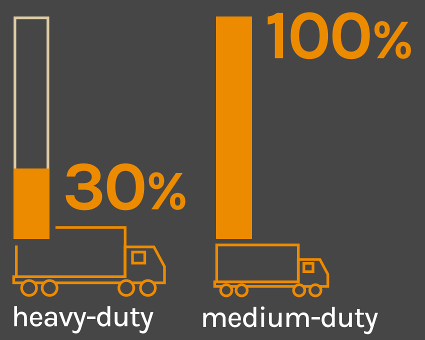
Group assurance: 40 internal and external assurance audits per year, most of which focus on health, safety and environmental performance.

Founding member of the **First Movers Coalition** to decarbonize heavy industry.

Goals:

At least **5%** of deep-sea shipping powered by zero-emission fuels by 2030

% of truck purchases to be zero-emission trucks by 2030:



Key commitments: ALP

Overall

Builds critical infrastructure for trade in emerging markets, helping them climb the global value chain.

Social

Education: supports digital skill building and other youth education projects in Kuwait, Saudi Arabia, Ghana and Côte d'Ivoire. ALP strives to make sure women and girls are equally represented alongside men and boys in all of its social programs.

Community: supports community projects in Kuwait that provide subsistence to disadvantaged families. In 2022, the ALP team reached almost 24,000 people with some form of assistance.

Environment

EDGE Certification: obtained the first EDGE Advanced Certification ever awarded for a warehouse in the GCC for the Riyadh logistics park in Saudi Arabia, demonstrating 40% more energy efficiency than the market. ALP is now exploring EDGE certification in additional markets including Ghana, Côte d'Ivoire, India, Bangladesh, Kuwait and Egypt.

District cooling in South Village:

With construction starting in 2022, the new Kuwait South Village logistics city project, led by S2, includes more than 1 million m^2 of logistics park real estate. The development's planned district cooling system, Kuwait's first in the logistics industry, will reduce electricity consumption from air-conditioning by more than **40%** compared to traditional air-conditioning systems — reducing operational GHG emissions and the project's overall carbon footprint.

People: fair labor & gender

Fair labor: trains 100% of employees in fair labor, and each operation conducts an annual assessment of its human rights and fair labor risks.

Sustainable procurement: In 2023 Agility ALP is implementing a sustainable procurement program that will aim to have all suppliers agree to Agility's ethics, human rights and environmental performance requirements. The goal will be for all ALP suppliers to agree to follow the Code of Business Ethics and Conduct, and sign Agility's Supplier Code of Conduct. All labor suppliers will be required to sign the Fair Labor Code and Human Rights declaration.

Five percent of all electricity supply will be solar, and **100%** of wastewater will be treated and used for cooling systems and irrigation — reducing dependency on fresh water.

Trains **100% of employees** in fair labor and human rights

Our material issues, risks and opportunities

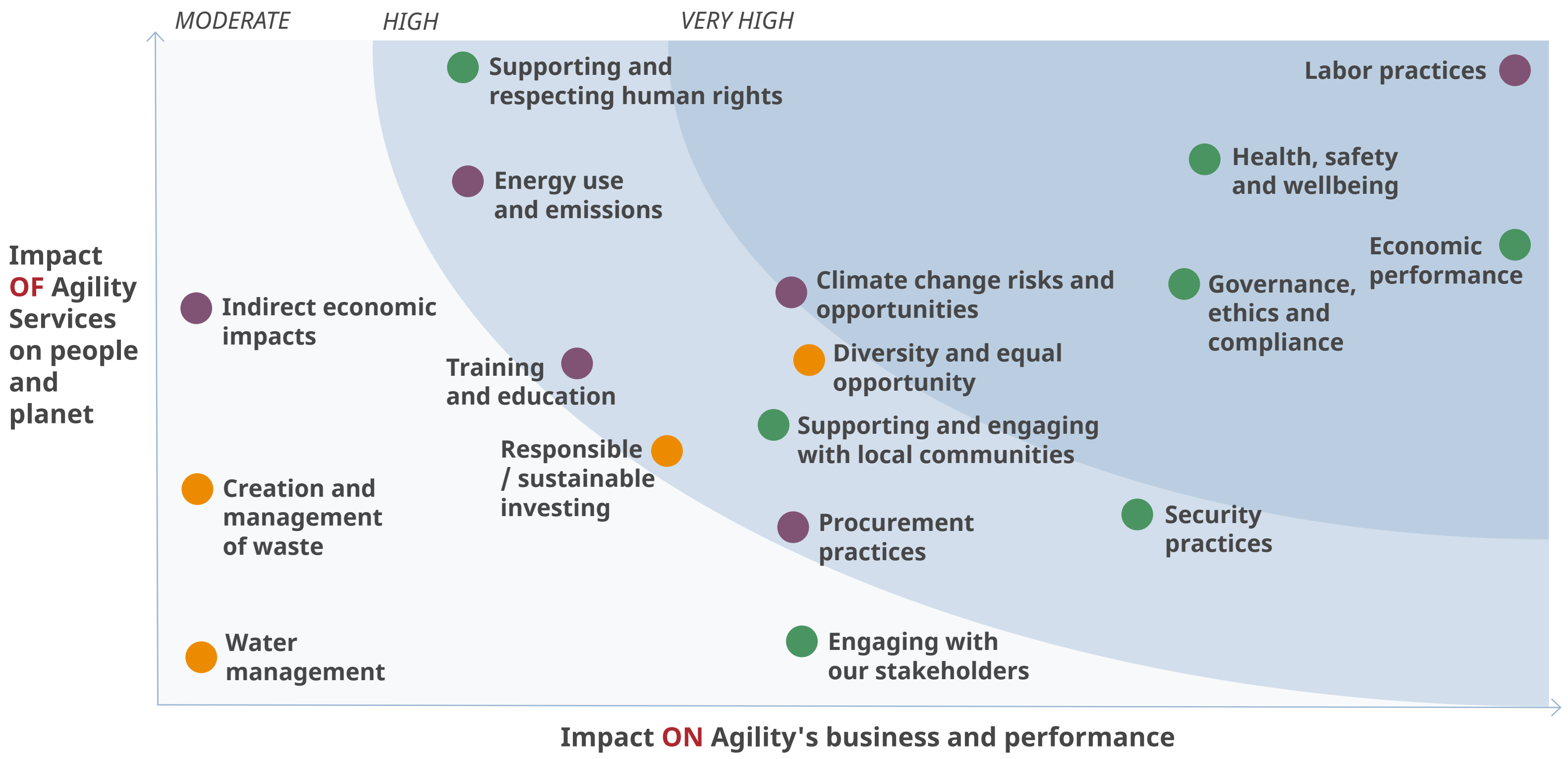
In 2022, we reassessed the social, environmental, economic, and governance issues relevant to our business — our "material" issues. This assessment was informed by interviews with key internal stakeholders and external partners, alongside a survey across our corporate business and subsidiaries. Here we share our Group-level assessment, which includes issues that were viewed as being high-priority because of the level of impact we have as a business on people or the environment, or because of the impact these issues have on our business performance.

Assessments specific to our most material subsidiaries are included in relevant sections later in this report.

AGILITY MATERIAL ISSUES

The color of the dots indicates **Agility's maturity** on dealing with these issues

- **Emerging** program, early in journey when it comes to this issue
- **Moderate** experience, processes and tracking to manage issue
- **Mature** program in place, robust processes and tracking to manage issue



Our approach to climate-related risks and opportunities

This year, we are beginning our journey towards reporting against the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We plan to develop our approach to TCFD reporting by undertaking a more detailed analysis of key risks and opportunities across our business in the context of different future scenarios, alongside strengthening governance and management processes.

Climate risks and opportunities will impact our subsidiaries and investments in different ways. For example, those engaged in infrastructure development, such as ALP, are likely to be more prone to physical risks. Those supporting currently fossil fuel dependent sectors, such as Menzies and Tristar, will face a higher level of risk — and opportunity — from the transition to a lower carbon future.

Read our current response to the TCFD recommendations on page 47. This includes:

- A summary of our current governance and management structures in relation to climate-related risks and opportunities, and our plans for strengthening these.
- An overview of our current assessment of physical and transitional risks and opportunities, based on our recent materiality assessment, and our plans to undertake a more detailed analysis in the coming year.
- A review of current metrics and targets, and plans for developing these further.

For almost 20 years, we have aimed to demonstrate leadership in **responsible business practices** across our sectors and regions.

3

2022 performance across our business

Key performance indicators

Our Group includes more than 12 subsidiaries and our corporate entity. The tables below provide an overview of key data and metrics in our collective sustainability journey.[1]

For more information on individual subsidiaries' commitments and progress, see page 26. Our Group GRI index is available here.

N/A = not applicable

N/R = not yet reported

		Menzies Aviation	Tristar	ALP	Agility Corporate	GCC Services	GCS	MRC	Shipa Delivery	Shipa Ecommerce	Shipa Freight	UPAC	All Agility
Governance & management systems	% employees that have completed ethics and anti-corruption training[2]	100%	100%	25%	48%	100%	2%	100%	32%	82%	100%	100%	**>90%**
	% headcount covered by ISO 14001 or equivalent standard	100%	100%	90%	See footnote 3	80%	0%	100%	0%	0%	0%	100%	**92%**
	% headcount covered by ISO 45001 / 18001 or equivalent standard	100%	100%	90%		91%	0%	100%	0%	0%	0%	100%	**92%**
Health & safety	% employees that have completed health & safety training	100%	100%	90%	0%	100%	100%	100%	100%	0%	N/A	36%	**98%**
	Rate of recordable injuries	Health and safety is a priority across our subsidiaries and each company uses its own reporting processes to track H&S performance and progress against established standards, goals, targets and KPIs. There were zero work-related fatalities across Agility Group in 2022. Based on data from across the subsidiaries, the rates of recordable and high consequence injuries are deemed to be low, but due to differences in data calculation methods we are not currently reporting these figures.											**See notes**
	Rate of high consequence injuries												
	Rate of fatalities												
Community investments	Number of people that will benefit from community investments made within the year	9,370	8,020	5,866	12,005	8,021	N/A	N/A	N/A	N/A	N/A	N/A	**43,282**
	% women benefitting from community investments	50%	9%	50%	53%	62%	N/A	N/A	N/A	N/A	N/A	N/A	**46%**

1. Community impact reporting includes data from all Agility entities that reported any community engagement during the reporting period. For high-level sustainability indicators related to ethics, human rights, health & safety, workforce composition and environment, we report on entities representing 98.87% of estimated operational footprint by headcount, and >90% of total revenue — this excludes data from AES, DGS and PWCT.

2. Figures show the % of all employees undertaking training in 2022. In some cases, not all employees are required to undertake ethics and anti-corruption training. For example, all GCS employees in executive, managerial and supervisory positions with email access – representing approximately 2% of the GCS wokrforce – have received ethics & anti-corruption training.

3. Agility Corporate occupies the same building as ALP in Kuwait. ALP is ISO 14001 and ISO 45001 certified for these operations. Corporate follows ALP standards and processes covered by those certificates. 85% of Agility Corporate employees work in these facilities covered by ISO or equivalent standards.

Continued on next page

KEY PERFORMANCE INDICATORS: *continued*

N/A = not applicable
N/R = not yet reported

		Menzies Aviation	Tristar	ALP	Agility Corporate	GCC Services	GCS	MRC	Shipa Delivery	Shipa Ecommerce	Shipa Freight	UPAC	All Agility
Gender	% new hires that are female	30%	4%	10%	33%	26%	1%	3%	37%	36%	36%	0%	**29%**
	% total workforce that is female	27%	3%	7%	24%	18%	2%	1%	18%	30%	30%	10%	**23%**
	% total management that is female (split by middle/upper/top management)	27%	4%	7%	20%	23%	9%	0%	18%	26%	26%	33%	**19%**
	% female top management (VP and above)	7%	17%	0%	22%	0%	33%	0%	0%	0%	0%	50%	**13%**
	% female upper management (director)	21%	0%	5%	11%	13%	0%	0%	25%	14%	14%	0%	**15%**
	% female middle management	31%	4%	9%	26%	26%	7%	0%	17%	38%	38%	29%	**20%**
	% female professional and support	27%	3%	7%	26%	17%	2%	1%	17%	31%	31%	7%	**23%**
	% board that is female	20%	N/A	N/A	14%	N/A	14%	0%	N/A	N/A	N/A	20%	**See businesses**
Fair labor & human rights	% employees that have completed human rights training	90%	100%	69%	73%	53%	61%	100%	9%	67%	8%	100%	**84%**
	% of suppliers that have signed Fair Labor & Ethics Codes of Conduct[1]	100%[2]	100%	5%	0%	100%	0%	0%	N/R	0%	0%	0%	**See businesses**
	% headcount covered by human rights risks self-assessments if available	75%[3]	0%	95%	100%	88%	100%	100%	100%	100%	100%	100%	**68%**
Environment[4]	Scope 1 emissions (tons CO_2e)	36,648	238,260	518	N/A	7,399	N/R	N/R	3,625	0	N/R	6	**286,456**
	Scope 2 emissions (tons CO_2e)	8,035	619	2,367	N/A	1,059	66	N/R	827	36	N/R	11,777	**24,786**
	Scope 3 emissions (tons CO_2e) if available	Data to come[5]	Data to come[5]	970	N/A	2,158	24	N/R	1,258	11	N/R	4,305	**Data to come[5]**

84%
of all Agility employees
have completed human rights training

1. We are working with subsidiaries to roll out supplier engagement on our codes of conduct.

2. All Menzies suppliers are asked to agree to the code of conduct as part of the onboarding process, but do not sign the code.

3. Includes NAS; excludes Menzies.

4. Emissions are reported proportional to Agility's share of ownership; in particular, only 65% of Tristar's total emissions are shown here. Menzies emissions are calculated proportionally to the length of ownership (five months). See page 46 for further notes on our emissions reporting.

5. We anticipate that Menzies and Tristar will report Scope 3 emissions by June 2023 and we will update Scope 3 figures once we have the data.

Community Impact

Through long-term partnerships and investments, our corporate business and subsidiaries aim to create sustained positive impact in and beyond the communities where we operate. We apply four key principles to this work:

1 **Focused**: we prioritize education and training, employment readiness, and entrepreneurial skills development.

2 **Partnership-based**: we work with registered charities to amplify our impact.

3 **Long-term**: we strive for iterative impact, through partnerships of three years or more.

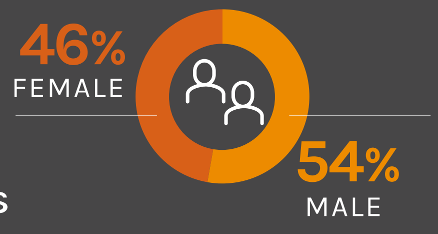
4 **Local**: we focus on our key operational markets, combining financial investment with the skills, expertise, and volunteering of our teams.

Read more about our community partnerships throughout this report.

COMMUNITY INVESTMENT IMPACTS[1]

TOTAL IMPACT IN 2022

43,000+ people reached in 13 countries, plus global projects



CUMULATIVE IMPACT SINCE 2014

1.5+ million people reached

675,000+ young people's education supported

1. Impact is difficult to measure. We define it as any Agility support that positively impacts any beneficiary or project participant. There is no differentiation in the scope of impact. For example, if Agility provides one meal to one person, that is one person impacted. Equally, if Agility provides four months of training to one person, we count that as one person impacted. Additionally, for projects where we donate materials or infrastructure, we base impact on the total number of people that will benefit from the infrastructure over an estimated depreciation schedule. For example, if we donate a bathroom to a school with 300 children, we estimate that the bathroom will be used by 300 children per year over a period of 10 years.

Our commitment to humanitarian relief and support for refugees

Current estimates suggest more than 1% of the world's population have been forced to leave their homes due to conflict, war or persecution. Many of our operations are located in regions where communities and our stakeholders are significantly impacted by and engaged in issues surrounding the growing global refugee population.

Since 2016, we have worked with the UN High Commissioner for Refugees (UNHCR) to help ensure refugee children and young people have access to education, and to enable adults to develop job skills and access employment opportunities. Our partnerships with UNHCR and other organizations have provided support for 12,000 Rohingya refugees in Malaysia, and additional support for refugees in Jordan and Turkey, and refugees in several other countries such as Egypt, Lebanon and Uganda.

Egypt

In 2022, we partnered with UNHCR to support the education of **1,788** refugee school-age refugee children in Egypt, by covering tuition fees for public and community schools, transportation costs, and school supplies.

LONG-TERM PARTNERSHIP WITH UNHCR 2016-PRESENT

Jordan

Supported a matching program that brings Syrian refugees together with potential employers, reaching **2,500** people

Malaysia

Supported two UNHCR outreach centers bringing critically needed services to **12,000** Rohingya refugees

Ukrainian refugees

Supported Ukrainian refugee response, reaching **250** people

Uganda

Supported displaced people in Uganda, donating the transport of **50,000** surgical kits

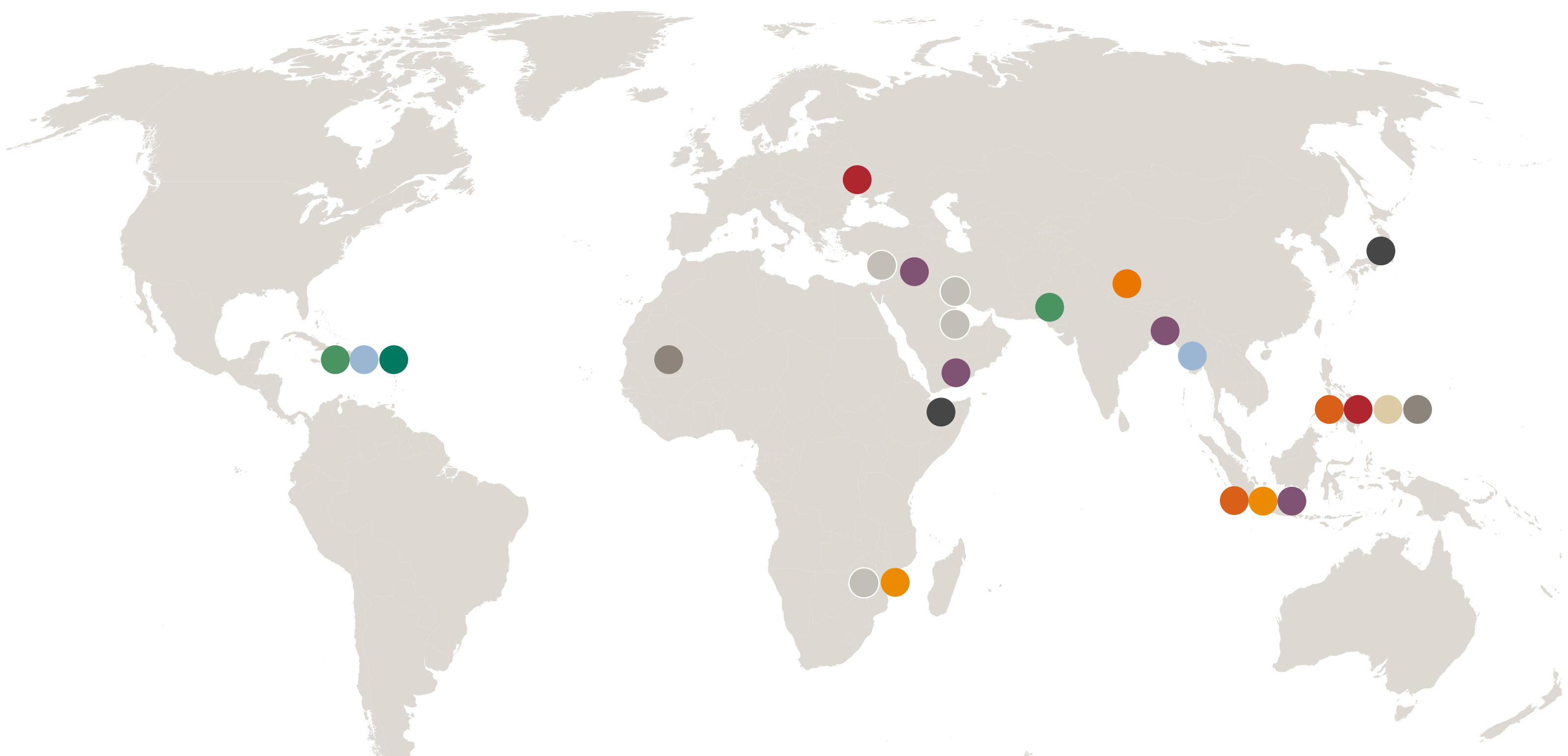
Humanitarian relief

Critical emergencies caused by extreme weather events and health emergencies present the need for rapid response to support communities in crisis. An estimate 70% of humanitarian spend worldwide is on logistics — ensuring the critical supplies and people reach disaster zones as quickly as possible. Agility works with global and local partners to provide logistics support where it is needed most.

We are part of the Logistics Emergency Team (LET) alongside UPS, Maersk and DP World. The LET supports the UN World Food Program's logistics cluster, and works to ensure humanitarian organizations reach communities in need. In 2022, we worked with UPS to develop the EDUARDO platform. EDUARDO uses data from Google Flights to produce an accurate shortlist of possible flights for emergency aid to reach its destination, based on cargo requirements, and makes alternative routes easier to identify.

HUMANITARIAN LOGISTICS SUPPORT DURING THE WORLD'S MOST CRITICAL EMERGENCIES

Agility has reponded to **75+ humanitarian crisis in 15+ countries**



2007
Indonesia: Earthquake

2008
Haiti: Tropical storms Fay, Gustav, Hanna & Ike
Myanmar: Cyclone Nargis

2009
Indonesia: Earthquake
Philipines: Typhoon

2010
Haiti: Earthquake
Pakistan: Flooding

2011
Horn of Africa: Famine
Japan: Tohoku earthquake & tsunami

2012
Philipines: Typhoon Guchol/ Butchov

2013
Philipines: Typhoon Haiyan/ Yolanda

2014
Philipines: Typhoon Koppu/ Landa
West Africa: Ebola

2015
Nepal: Gorkha earthquake

2016
Haiti: Hurricane Matthew

2018
Indonesia: Sulwesi earthquake & tsunami, Java tsunami
Bangladesh: Refugee support
Yemen, Syria & Iraq: Conflict

2019
Mozambique: Cyclones Idai & Kenneth

2020-2021
Kuwait, Mozambique, Bahrain: Covid-19 pandemic response
Beirut: Port explosion

2022
Ukraine: Transportation of relief goods for refugees

For 16 years, Agility has collaborated with the United Nations World Food Program logistics cluster and other private sector partners to bring the resources of some of the world's leading supply chain companies to the world's most severe humanitarian emergencies.

4 Kuwait highlight

Helping to strengthen Kuwait's economy

Several of our businesses play key roles in supporting critical infrastructure and services in Kuwait.

Building infrastructure for trade and economic development

Advanced logistics parks

Agility supports more than

1,000+ business customers

in its leading logistics parks and light-industrial infrastructure in Kuwait.

The ALP Kuwait South Village logistics project (S2 logistics city) incorporates high-level specifications and world-leading standards.

SME support

ALP supports **500 small and medium enterprises (SMEs)** in its logistics parks in Jahra, Sulabiya and Fahaheel, with light industrial facilities and crafts workshops. For example, the Fahaheel facility offers more than 9,500m^2 of dedicated space for SME workshops and workspaces. Of the SMEs operating out of Fahaheel, 42% are women-led businesses.

Software skills

Agility E Services and the developers behind GCS and ICS software bring leading edge skills and expertize in software development to Kuwait.

Efficient borders

GCS helps Kuwait use technology to better control borders, increase revenues, speed commerce, and comply with international trade agreements by developing and modernizing its customs business. The company offers customs training and capacity building, e-government solutions, port management, facilities management, and canine detection security services. By digitizing systems, the company **strengthens the government's anti-corruption efforts and reduces inefficiencies,** while avoiding the use of 19 million sheets of paper annually and reducing human intervention. Each of these services and efficiencies enable economic development.

Smart campus services

ALP will develop smart campus services in Kuwait, Saudi Arabia, Egypt and Ghana to accelerate time-to-market for data center owners. **The campuses will provide stable power with redundant energy back-up, fiber connectivity, building permits, strong sustainability features and high security,** enabling to clients to become operational, speed growth, and improve their competitiveness.

Reducing the environmental footprint of local infrastructure

Smart logistics infrastructure

South Village, the S2 logistics city, will include a cooling system that aims to reduce electricity consumption by

40% using ammonia instead of CFCs for refrigeration.

Additionally, 100% of wastewater will be treated and used for cooling systems and irrigation, and five percent of all electricity supply generated from solar power.

Hybrid vehicles

In 2022, **Shipa Delivery** partnered with a major customer to introduce hybrid vehicles in Kuwait for last-mile deliveries, as part of a long-term initiative to electrify the fleet.

Better recycling

MRC's (Metal Recycling Company) new recycling plant will potentially include the installation of solar panels, a wastewater treatment solution, and ventilation systems to ensure the control of dust from the PVC (polyvinyl chloride) recycling process. There are also potential plans to locate a shredder at the city's main scrapyard to optimize efficient transportation of metal to the facility and reduce associated carbon emissions.

Strengthening aviation and passenger transport

Aviation services

Menzies Aviation is a key partner in the global aviation industry, delivering complex and time-critical aviation services at more than

250 locations in 58 countries, including Kuwait.

Globally, Menzies provides the full suite of aviation services such as ground services, including passenger, lounge and ramp services; air cargo services, including handling, warehousing and wholesale freight forwarding; and fuel services, including fuel farm management and into-plane fuelling.

KuwaitMosafer is an online platform facilitating travel to and from Kuwait. It includes features like PCR test booking, flight check in, travel insurance, vaccine certificates, and uploading of test results.

Facilities management

UPAC is a facilities management and commercial real estate development company operating in Terminal 1, Terminal 4 and the Sheikh Saad Terminal at the Kuwait International Airport. The company provides critical services including real estate development, maintenance and facilities management, as well as consultancy and project management.

Waste management and recycling

Medical waste

MRC provides waste management and recycling services in Kuwait. As the largest provider of medical waste disposal services in the region,

MRC safely disposes of more than 7,000 metric tons in a typical year.

All medical waste is incinerated, which is the legal requirement in Kuwait, to avoid contamination risks associated with landfill.

Recycling

Planned to be operational in 2023, **MRC**'s relocated recycling facility will continue to offer processing for a variety of metals and plastics. Historically, each year the company recycled more than

60,000 metric tons of scrap metal and 4,500 metric tons of plastics.

Raising food health and safety standards

Food safety

LABCO is Kuwait's leading microbiological and chemical testing facility, providing third-party quality control and assurance services as well as environmental analysis, testing and monitoring. With clients that include providers of food and beverages, and carton manufacturers,

LABCO is helping to raise food health and safety standards in Kuwait.

Connecting and empowering communities in Kuwait

Agility's community partnerships have positively impacted nearly 7,000 people in Kuwait in 2022. More than than 50% of those supported were women and girls.

CodED

ALP's partnership with CodED Academy enables undergraduate students to learn coding and software development through the UniCODE program.

335 students supported in 2022

LOYAC

Agility continued to support LOYAC, a Kuwait-based youth development NGO that helps young people develop entrepreneurial and work readiness skills. Agility employees mentor students through the LOYAC KON Entrepreneurship program in collaboration with Babson College, Boston, USA.

12 years of partnership

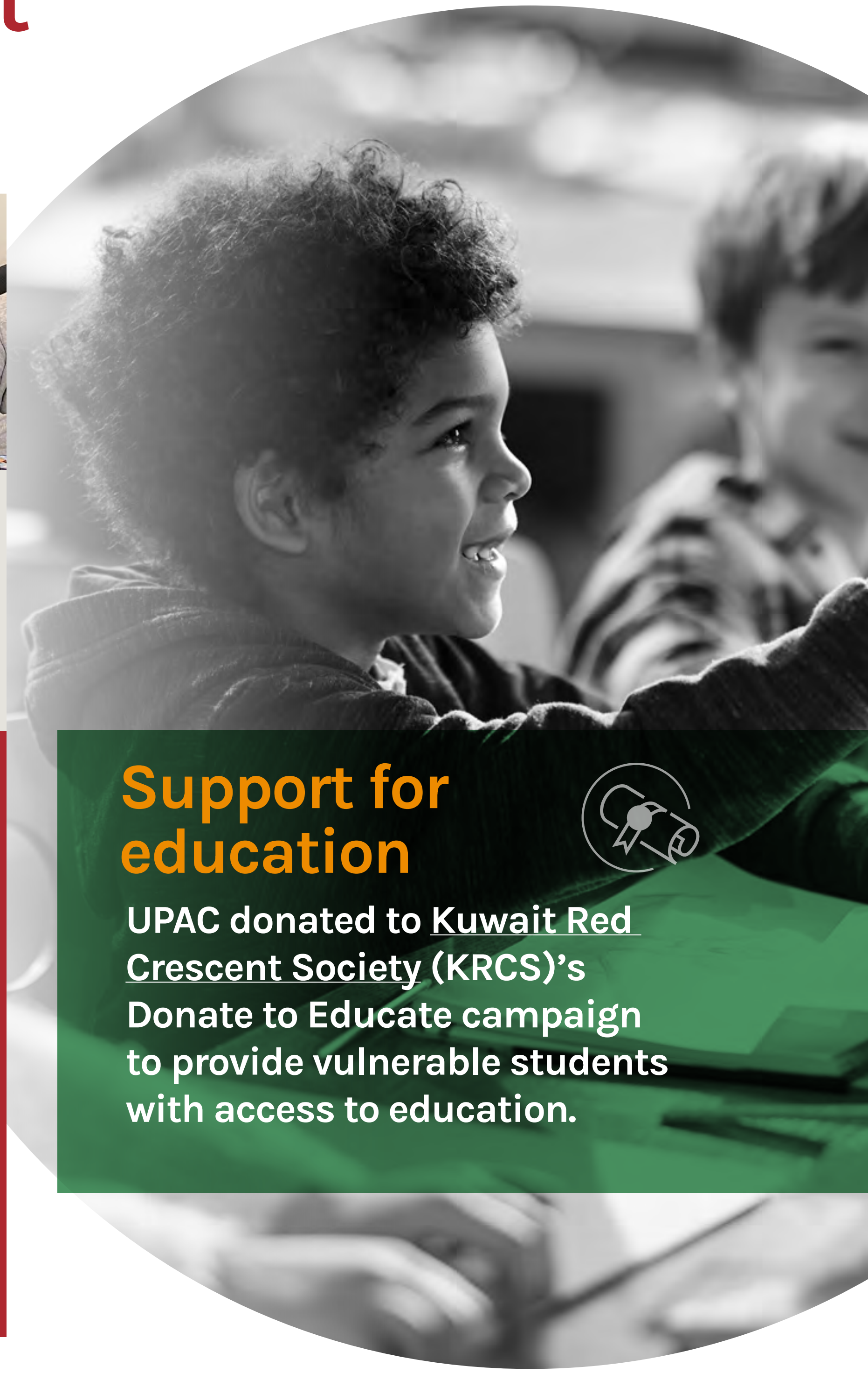
1,000+ young people supported to prepare for a changing economic environment in Kuwait in 2022.

INJAZ

Each year, Agility supports Kuwait-based NGO INJAZ, which helps young people develop skills to start their own businesses and work in the private sector.

15 years of partnership

3,000+ young people supported (cumulatively) with preparation to start their own businesses and succeed in a changing Kuwait work environment that will focus more on privatization.



Support for education

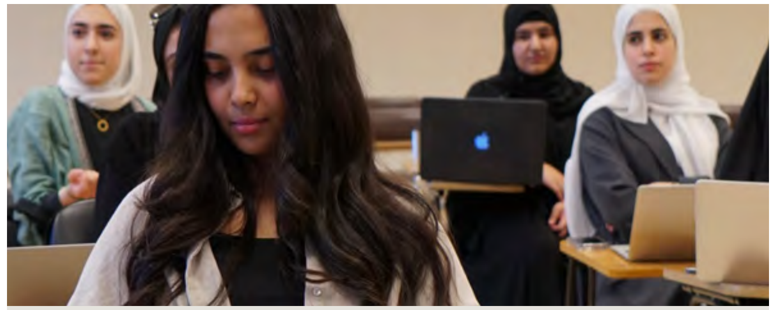
UPAC donated to Kuwait Red Crescent Society (KRCS)'s Donate to Educate campaign to provide vulnerable students with access to education.

Al Ber Foundation

The Al Ber Foundation is a Kuwait-based charity that provides food and other assistance to 14,000 registered families in Kuwait.

ALP contributed racking that will be used to store donated foods, supporting an estimated 2,000 people per year.

ALP and Agility supported "Machla" charitable meal donations to 500 families during Ramadan



Ministry of Industry

The ALP team partnered with the Kuwait Youth Public Authority (YPA) to provide free facilities management training to young people and recent college graduates to help them prepare for employment in the real estate and facilities management industry. The free training was part of the YPA program "Industry and Work" to help train youth in many professional fields, help them choose career paths, and prepare them for work in different industries. This program aligns with Agility's long-standing commitment to support of education in the geographies where it operates, as well as supporting the Kuwait national development plan.

36 young people received 86 hours of training over a 4 week period

Kuwait Society for the Handicapped

This was the final year of Agility's three-year partnership to develop and equip the first sensory gym in the country — built to international standards.

1,000 children with access to new sensory gym

We estimate our partnerships in 2022 positively impacted nearly 7,000 people in Kuwait

More than 50% were women and girls

5

Our subsidiaries

Menzies Aviation

Menzies Aviation is the leading service partner to the world's airports and airlines. The company delivers the full suite of complex and time-critical aviation services: ground services, including passenger, lounge and ramp services; air cargo services, including handling, warehousing and wholesale freight forwarding; and fuel services, including fuel farm management and into-plane fuelling.

MENZIES AVIATION

58 countries

250+ locations

6 continents

4 million+ flights served annually

2 million+ tons of cargo handled annually

In August 2022, **Agility acquired Menzies** and combined it with its **National Aviation Services (NAS)** business. The combined company operates as Menzies Aviation. The integration process embedding NAS into Menzies is ongoing.

Approach to sustainability

Menzies launched its "All In" sustainability plan in 2020, which includes high-level goals across four key pillars: environment, people, safety, and ethics.

Safety: Safety is the top priority. Menzies' health and safety program is aligned with industry best practices. The organization is committed to improving reporting capability and training to help ensure zero injuries, investing in technology and employee training to avoid damage to aircraft, and promoting an effective safety culture through the Menzies Operating Responsibly Safely Effectively (MORSE) Code & Charter. Twice a year Menzies runs MORSE Week, a week of initiatives spotlighting the importance of safety, and safety training is continuously deployed to raise employee awareness.

Environment: Recognizing the urgent need to decarbonize the aviation industry — responsible for around 2-3% of global anthropogenic CO_2 emissions — Menzies is committed to achieving carbon neutrality by 2033 (Scope 1 and 2), to analyze and reduce Scope 3 greenhouse gas (GHG) emissions, and to continuously engage with and support the wider industry's move to become net zero. The company will set Science Based Targets (SBTs) for GHG emissions reduction in 2023, in line with limiting global warming to 1.5˚C above pre-industrial levels, as called for in the Paris Agreement. Menzies supports the use of Sustainable Aviation Fuel (SAF) and is a signatory to the Clear Skies for Tomorrow Coalition, which aims to put the global aviation sector on the path to net-zero by 2050.

Diversity and inclusion: To help create a future where equity, inclusion and fairness are experienced by all, Menzies is committed to optimizing training, increasing development opportunities, improving colleague engagement and building a diverse and balanced workforce and leadership team. Its Women in Leadership Program supports the advancement of women employees across the business by developing their confidence and clarity on career direction, and fostering new relationships. The company aims for 25% female senior leadership by 2025, and 40% in middle leadership by 2033.

Ethics: Menzies commits to zero tolerance for unethical behavior, and to ensuring an ethical supply chain, operating in full compliance with legislation, and continually improving the confidentiality and integrity of its systems, data and services.

Engagement and partnership: In 2021, Menzies became a signatory to the UN Global Compact (UNGC). It shared its first UNCG Communication on Progress in 2022. Menzies published its first Task Force on Climate-related Financial Disclosures (TCFD) report in 2022 as part of its 2021 annual report. As a Strategic Partner of the International Air Transport Association (IATA), Menzies aims to build and strengthen relationships with key stakeholders to drive progress towards a more sustainable air transport industry.

MENZIES AVIATION MATERIAL ISSUES

1. Ethical business
2. Legally compliant
3. Employee engagement
4. Risk management
5. Human rights
6. Health & safety
7. Community support
8. Diversity & inclusion
9. Effect of climate change on Menzies
10. Our environmental impact
11. Water usage
12. Waste management

2022 progress

The acquisition by Agility and subsequent integration with NAS was a core focus in 2022. The first Menzies-NAS joint leadership summit was held in Scotland in November 2022. Significant progress was made in further developing and embedding the All In plan into the company's overall business strategy and decision-making processes. Also in 2022, Menzies:

- Implemented a new **Third Party Risk Management solution**, to be rolled out in 2023. This will enable improved risk assessment and ESG due diligence to be undertaken across its global supplier population, covering human rights, ethics, data privacy and security, environment, and overall sustainability. Going forward, this will support a more sustainability-focused and resilient supply chain, as well as the company's Scope 3 analysis and targets.
- Launched a new **Enterprise Risk Management system** to support its updated risk framework, providing greater oversight and more advanced management of its risks, including climate risks.
- Participated in two **UN Accelerator programs** — Target Gender Equality and UN Climate Ambition Accelerator — and began a third, the UN Sustainable Development Goal (SDG) Ambition Accelerator.

Environmental

- **Jet Zero:** Menzies joined the Mission Possible Partnership (MPP) — an alliance focused on decarbonizing some of the world's highest-emitting industries, which published an Aviation Transition Strategy to achieve net-zero aviation by 2050.
- **Digitization and data:** The company made progress on its climate risk and strategy project, including analysis of Scope 3 emissions through the introduction of the ESG 360 system — a platform for capturing all emissions data and modelling physical risks, decarbonization pathways, and more. Scope 3 data is currently being gathered, and will include data on employee travel via an engagement survey.
- **Electrification of equipment:** Menzies continued electrifying its fleet and working with ground support equipment (GSE) suppliers — adding more than 140 electric units in 2022, with over 100 on order for 2023. In the US, Menzies partnered with a company that supplies batteries to enable the electrification of diesel equipment. These batteries will be rolled out across the fleet in the US and Canada. Menzies expanded a project in California trialing a new lithium repower system to power baggage tractors and belt loaders.

KEY ENVIRONMENT DATA[1]

Scope 1 emissions (tons CO_2e): **36,648**

Scope 2 emissions (tons CO_2e): **8,035**

Scope 3 emissions reported from 2023

1. See page 46 for further notes on our emissions reporting.

People

- **Gender:** Menzies participated in the UN Accelerator program Target Gender Equality to help drive progress towards gender equity within the industry and beyond. The company will sign the UN's Women Empowerment Principles in early 2023, supporting business efforts to improve gender equality. As part of its Women in Leadership Program, Menzies held seminars to discuss challenges in achieving gender equality in the workplace and specifically in positions of leadership.

KEY PEOPLE DATA

27% of the **total** workforce are women

31% of **middle** leadership are women

21% of **senior** leadership are women

- **Employee engagement:** The annual We Are Menzies Awards attracted over 1,200 nominations worldwide, recognizing colleagues for their commitment to Menzies values and continued focus on delivering great customer service and operational excellence.

- **Sustainable procurement:** Menzies' new third-party risk management system will enhance and automate supplier and contractor due diligence, and capture supplier emissions. Data on current Menzies suppliers will be transferred onto the system and all new suppliers will be onboarded via the platform. NAS suppliers will also be transferred to this system. Menzies' Supplier Code of Conduct will also be updated. This will strengthen the due diligence process around issues such as human rights, fair labor, data privacy and compliance, as well as capturing Scope 3 emissions.

- **Employment for refugees:** Menzies became a member of the TENT partnership for refugees, to help recruit refugees into the workforce — the recruitment program is in development. In addition, the company built a website to advertise jobs for Ukrainian refugees seeking employment. As part of that effort, it contacted all Ukrainian airports and ground handling companies, offering jobs for their employees within Menzies' network, alongside funding local language courses. Challenges with obtaining security clearance for airport passes limited the number of refugees onboarded. Menzies introduced around 20 people into its operations in Prague and London.

Communities

To help engage with and support local communities in its countries of operation, Menzies contributes to numerous projects every year. Examples in 2022 included:

- **John Maxwell Menzies (JMM) Community Fund:** The JMM Fund encourages employees to participate in charitable, voluntary and community-related activities either on an individual basis or as part of a team. Menzies supported more than 25 applications in 2022, and will update the fund in 2023 to cover its new combined employee population and include new sponsorship opportunities for local community events and children's sports teams.

- **Emissions-reduction development projects with Climate Impact Partners:** In addition to supporting the transition to a low-carbon global economy, these projects have community benefits and balanced out over 15,000 tons of Menzies' 2022 greenhouse gas emissions. Projects supported include: a clean water and cooking project in Guatemala; an Orb household solar project in India; a community reforestation project in Ghana; and an improved forest management project in the US.

- **Trees for Life:** As a corporate partner of Trees for Life, Menzies supports the mission to rewild the Scottish Highlands by enabling the restoration of the globally unique Caledonian Forest, which once covered much of Scotland. This will provide space for wildlife to flourish and communities to thrive. As well as tree planting and rewilding support, Menzies is looking forward to volunteering in 2023.

- **Support for Pakistan flood relief:** Together with SPARS Group (shareholders of Menzies Aviation's joint venture in Pakistan, Menzies-RAS), Menzies partnered to build 100 homes in Pakistan following the devastating flooding that impacted millions of people in 2022. Alongside the homes, a school and medical clinic, a solar plant capable of powering the entire village and a tube-well for water have also been built. Nine thousand saplings of local indigenous trees were planted around the construction site to complete the village.

SUPPORTING EDUCATION

Tanzania

Menzies continued to support the Born to Learn academy, benefitting 400 students in 2022. The program included the provision of new IT equipment, the construction of a bathroom for the school, and the outfitting of a music classroom with equipment such as benches, desks and instruments.

~4,000
students supported over 10 years

Côte d'Ivoire

The Menzies team continued to support the rebuild and refurbishment of l'École Primaire Publique — a school serving about 250 students. In 2022, the focus was refurbishment and construction of new classrooms, to provide the students with a healthier and more comfortable learning environment. Menzies is also funding the school's internet and computer maintenance, and providing three scholarships to enable talented students in need to attend high school, college and university.

~2,000
students supported over ten years

Learning and future priorities

Menzies will continue to focus on embedding sustainability across its whole business and supply chain, through its All In plan that includes raising awareness of the SDGs among employees, partnering and onboarding ESG-focused suppliers, and collaborating with airline partners and other key stakeholders on driving industrywide progress.

- **SBTs:** Menzies will set Science Based Targets (SBTs) in 2023 and integrate the ESG 360 system across thewhole value chain. It will also continue digitizing processes to reduce paper consumption and has set a 2023 target to reduce paper printing by 15%. The company has engaged with IATA to take part in the IATA Environmental Assessment (IEnvA) program in 2023, a new industry-specific environmental assessment program and management system for ground service providers and cargo operators, aligned with ISO 14001. Menzies is aiming for certification within 12 months.

- **People:** Driven by its evolving Equity, Inclusion and Belonging working group, Menzies aims to empower its countries of operation to set targets and implement initiatives locally, to take account of differing regional contexts. The company has put particularly focus on promoting gender equality amongst employees, with the key theme of allyship. Menzies is moving to set targets beyond gender to support diversity, equity and inclusion. Key learnings from the employee engagement survey will be actioned.

- **Suppliers:** In 2023, Menzies' Third Party Code of Conduct will be refreshed and reshared with all suppliers as part of its new Third-Party Risk Management program, which includes wider risk-based ESG due diligence on issues such as emissions and environment, data privacy, information security, sanctions, and fair labor and human rights. In 2023, 100% of Menzies suppliers will be analyzed for human rights risk, and all those identified as high-risk will be assessed and rated on human rights performance using the Menzies supplier due diligence platform.

- **Innovation:** Menzies is pursuing new innovative solutions to pilot to improve working environments and reduce energy consumption.

Tristar

Tristar supports critical infrastructure in delivering reliable energy and innovative solutions with clients ranging from industry to governments and international organizations. The company is a fully integrated energy logistics platform offering road and maritime transportation, fuel farms, commercial aviation refueling, remote fuel supply, and specialized warehousing.

Approach to sustainability

Business for purpose: Tristar's vision is to become a business-for-purpose that provides stakeholder returns. The company is committed to reducing its carbon footprint, positively impacting communities around the world through job creation and skills development, and supporting the transition to a lower carbon economy across emerging markets. Its sustainability roadmap includes short- and long-term goals for environmental, social and governance activities.

Governance: Tristar's governance framework shapes its engagement with stakeholders and communities to reduce its environmental impact and benefit people. The company reports to CDP[1] and is a signatory to UN Global Compact (UNGC) — sharing its learnings and best practices with other members to accelerate the adoption of sustainability principles. Tristar is also part of the WEF First Mover Coalition to decarbonize heavy industry and a member of the Global Logistics Emissions Council (GLEC). For more information, read Tristar's latest sustainability report.

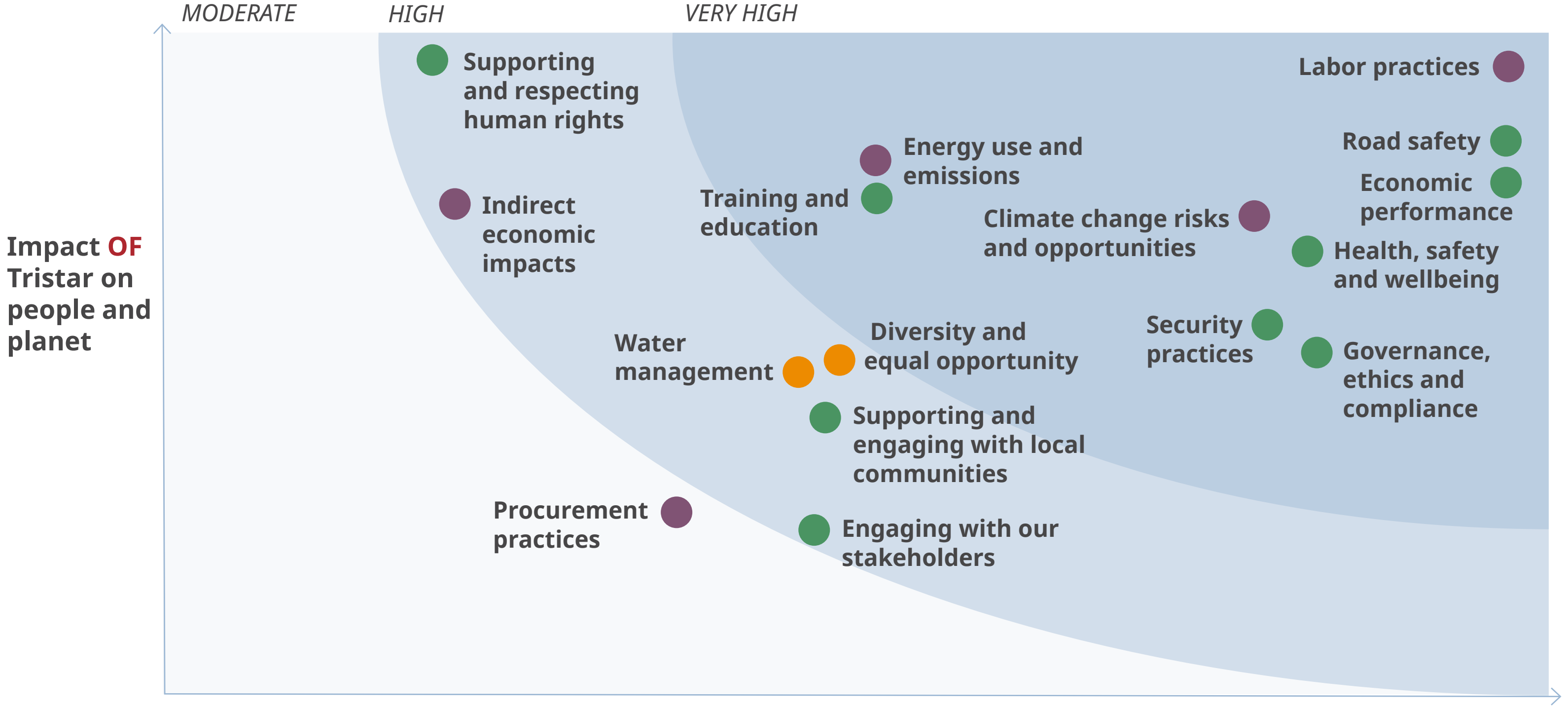
Health and safety: Tristar is committed to providing essential energy supply services reliably and safely for all stakeholders. Health and safety are placed firmly at the center of company operations, and customers, employees and visitors' wellbeing are prioritized in all activities.

1. Previously named the Carbon Disclosure Project.

TRISTAR MATERIAL ISSUES

The color of the dots indicates **Tristar's maturity** on dealing with these issues

- **Emerging** program, early in journey when it comes to this issue
- **Moderate** experience, processes and tracking to manage issue
- **Mature** program in place, robust processes and tracking to manage issue



AWARDS RECEIVED BY TRISTAR IN 2022

14-time winner of the RoSPA Health and Safety Award

Golden Peacock Award for Sustainability and CSR

First runner-up in **Arabia CSR Awards** Large Business Category, for the second consecutive year

Social impact of commercial operations

Customers depend on Tristar for critical energy supplies in often fragile and complex contexts. For example, the company supplies fuel to humanitarian relief and peacekeeping operations in countries such such as Central African Republic, South Sudan and Mali – providing the means for stability and development.

2022 progress

Governance and engagement activities in 2022

2022 Leadership Summit

Tristar held a two-day Leadership Summit in June 2022 under the theme '**Transition Towards Energy**'. The Summit was attended by over 100 executives including members of the senior management team, country managers and department heads.

10th Tristar Sustainability Report

In June 2022, Tristar launched its 10th annual Sustainability Report which covered the year 2021.

8th annual stakeholder workshop

Tristar conducted its annual external stakeholder workshop, with more than **40 customers, suppliers, private companies, media institutions and NGOs** participating in evaluating the company's environment, social and governance activities.

Environment

- **Electric vehicles for corporate fleets:** Tristar aims to reach net zero with future technologies and alternative energy sources. In 2022, the organization planned to moved towards electric vehicles (EVs) for corporate offices and will replace about 10 cars with EVs by the end of 2024. It is also growing the share of lower-emission trucks in its fleet. Through this venture, the company intends to eliminate 2,000 tons of CO_2 annually through the use of EVs.
- **Onsite solar installation**: Through onsite solar installations, Tristar has reduced its operational CO_2 emissions by 450 tons with one solar project in a year. The company has generated more than 791,000 kWh to date since the 2021 installation of solar panels at one facility, and has a plan to roll out solar at more facilities in the UAE.
- **Environmental impact**: Tristar works with conservationists and communities to restore ecosystems and protect habitats. The company uses recycled water to conduct tank hydrotesting operations, which provides both financial and water savings. It has also stopped using plastic bottles in all offices and limits the use of plastics in all UAE offices.
- **GHG emissions reductions**: Tristar continued to make reductions in the maritime fleet's overall GHG emissions, in line with regulations coming into effect in 2023. Since 2021, Tristar has monitored its Carbon Intensity Indicator (CII) for all vessels to identify and take opportunities for improvement.

30% of electricity from solar in 2022

KEY ENVIRONMENT DATA[1]

Scope 1 emissions (tons CO_2e): **238,260**

Scope 2 emissions (tons CO_2e): **619**

80% of all operations have a sustainable procurement program in place

80% of all operations have a sustainable waste management program in place

1. See page 46 for further notes on our emissions reporting.

People

- **Road safety:** Road safety is a priority for Tristar, and all drivers join quarterly safety meetings to identify risks and best practices. The company works with the International Road Transport Union (IRU) to promote and improve sustainable road transportation, operational efficiency and road safety, and with GreenRoad to improve delivery fleet driver safety through driver behavior technology. All incidents are reported, recorded and followed up by a meeting with all those involved the next day. Action is taken immediately following the incident, lessons learnt are captured and employees are trained daily through Tool Box sessions.
- **Employee inclusion and wellbeing:** Alongside all Agility businesses, Tristar is committed to elevating its employees' welfare through employee safeguarding, equal work opportunities and diversity and inclusion initiatives.
- **Safety at Sea:** Tristar hosted the annual Safety at Sea Conference for the fourth time, under the patronage of the UAE Ministry of Energy and Infrastructure, attended by 1,700 seafarers on average per year. The company is a Neptune Declaration signatory to protect seafarers and seafarer rights.

KEY PEOPLE DATA

100%

of employees have completed training on ethics & anti-corruption, health & safety, and human rights

Communities

Tristar is committed to supporting local communities and providing relief to those facing challenging situations. Examples in 2022 include:

- **Pakistan flooding:** Tristar provided support to residents who lost their homes and lands during the flood in June 2022 by distributing food in the country's most affected remote areas.
- **Diversity and inclusion:** Tristar hosted the Special Needs Future Development Center (SNF) pop-up shop at its head office in Jebel Ali as part of Dubai Chamber's Give and Gain Initiative of 2022 on April 20. The purpose of the pop-up shop was to build the students' communication skills and confidence through interaction with different private and public groups while they promoted the handicrafts they had created or enhanced.

In early 2023, Tristar CEO Eugene Mayne was a panelist at the **UN International Women's Day Panel.**

He spoke about accelerating progress on SDG5, specifically providing Perspectives on the Future of Women in Workplaces & Communities.

Learning and future priorities

- **Emissions reduction:** Looking ahead, Tristar is exploring additional opportunities to reduce GHG emissions in line with its 2023 and 2025 targets. Promising avenues include partnerships with customers on lower carbon and alternative fuel solutions, effective hull paints and hull design modifications, propeller boss cap fins (PBCF), and carbon capture technologies.
- **Renewables:** In its premises, the company intends to add solar installations, explore containerized battery storage of solar power, increase electric vehicle use and develop grey water treatment plants. Current plans are to expand solar installations and increase the number of warehouses fully powered by solar, bringing the total to three warehouses by the end of 2023.
- **Engagement:** The upcoming COP28 hosted by the UAE in November 2023 is an opportunity for Tristar to continue its sustainability engagement and share its support of the UAE's 2050 net-zero commitment.

Tristar reports to CDP and is a signatory to the United Nations Global Compact (UNGC)

Agility Logistics Parks

Agility Logistics Parks (ALP) owns and develops Class A warehousing and light industrial parks, offering 24/7 facility management, security, uninterrupted energy, and IT connectivity.

Agility
Logistics Parks

Approach to sustainability

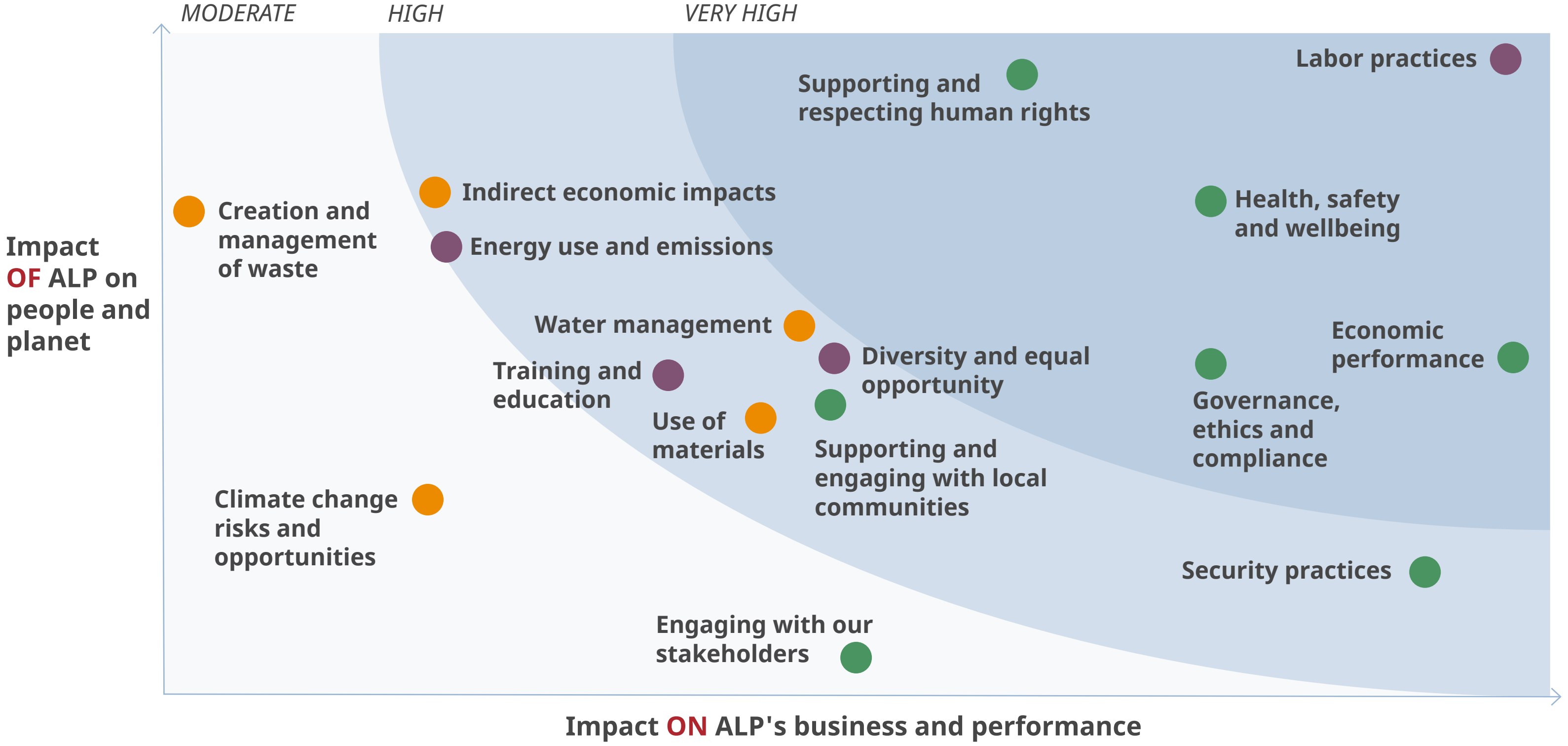
ALP aims to support sustainable global trade by helping businesses enter, grow, and manage risks in emerging markets through the provision of reliable, high-quality infrastructure. ALP's warehousing and logistics facilities deliver international standards and sustainable design features to high-growth emerging economies, maximizing efficiencies while decreasing costs.

ALP implements energy-saving initiatives and innovative approaches to construction. The company's unique design model for its warehouses includes specifications for LEDs, sensors, energy efficient appliances, and water-saving devices. Following EDGE-certification of the Riyadh logistics park, other sites will follow.

ALP MATERIAL ISSUES

The color of the dots indicates **ALP's maturity** on dealing with these issues

- **Emerging** program, early in journey when it comes to this issue
- **Moderate** experience, processes and tracking to manage issue
- **Mature** program in place, robust processes and tracking to manage issue



ALP obtained the first

EDGE

Advanced Certification

ever awarded to a warehouse in the GCC for the Riyadh logistics park in Saudi Arabia

Demonstrating

40%

more energy efficiency than the market

Edge

KEY SUSTAINABILITY FEATURES OF ALP'S WAREHOUSING

1. **Recycle zone**
Support customers' efforts to minimize impact to the environment.

2. **Solar panels**
Designed to turn underutilized rooftops to sources of clean energy.

3. **Xeriscaping and drought-tolerant plants**
Reduce use of water in landscaping.

4. **Green Building Certification**
Agility's warehouse complex in Riyadh was the first facility of its kind in the GCC to be EDGE Advance certified, demonstrating 40% more energy efficiency than the market.

5. **Skylights**
Reduce electricity usage for daytime lighting.

6. **Roofing and walls**
Selected to ensure the greatest efficiency for the local climate. Dust-free indoor storage space. Repels heat, lower indoor air temperature.

7. **Low-emitting paint**
Reduces health risks associated with emissions from conventional paint products.

8. **LED lighting (interior/exterior)**
Lowers environmental impact and reduces energy costs for customers.

9. **Regionally sourced building materials**
Reduce transportation-related greenhouse gas emissions and boost local economy.

Social impact of commercial operations

KSA Highlight

- **Contributing to Vision 2030:** In Saudi Arabia, ALP contributes to the Saudi government's Vision 2030 strategy, which aims to drive international trade across Africa, Asia and Europe by transforming the country into a sustainable global logistics center. In support of the strategy, ALP incorporates sustainability considerations in the facilities it designs and builds, and sponsors the 'It's my Business' program that develops young people's business skills. ALP is helping international and local companies expand in the kingdom and benefit from the country's investment and unique geographical location. The company is building a 576,760m^2 logistics park for storage and distribution near Jeddah, due to open in Q1 2025. ALP will invest 611 million SAR there and operate operate the park for 25 years.

Kuwait Highlight

- **Supporting small and medium-sized enterprises (SMEs):** In Kuwait, ALP supports 550 SMEs in its logistics parks with light industrial facilities and crafts workshops. In its Fahaheel facility, more than 9,500 square meters of space is dedicated to SME workshops and workspaces. Forty-two percent of SMEs in the Fahaheel facility are headed by women.

Africa highlights:

- **Supporting foreign direct investment:** ALP attracts foreign investment into Africa by providing ready-built warehouse parks that meet international standards. This essential infrastructure enables companies to easily enter African markets and establish operations with a low capital risk and within shorter timeframes.
- **Assisting local champions and SMEs:** ALP supports local businesses by offering accessible terms and conditions, such as requesting only 90 days' advance rent from tenants (the typical market requirement is 6 to 12 months' deposit), to facilitate the uptake of services by small organizations. ALP also enables SME customers to meet international compliance standards — a requirement for those aiming to supply large businesses or international export markets.

Free trade:

The 2019 Africa Continental Free Trade Agreement created the world's largest free trade area and will enable ALP to expand its footprint on the continent.

ALP participated in the first transaction under the agreement which involved moving batteries from Kenya to Ghana.

2022 progress

KEY ENVIRONMENT DATA[1]

Scope 1 emissions (tons CO_2e): **518**

Scope 2 emissions (tons CO_2e): **2,367**

Scope 3 emissions (tons CO_2e): **970**

1. See page 46 for further notes on our emissions reporting.

Environment

ALP is committed to improving the environmental footprint of its warehousing and logistics facilities. The company aims to integrate Excellence in Design for Greater Efficiencies (EDGE) certification in all new projects across India, Africa and the Middle East — enabling emerging markets to scale up resource-efficient buildings in a fast and affordable way.

2022 highlights:

- **EDGE Certification in Saudi Arabia:** Agility's Riyadh logistics park in Saudi Arabia was the first warehousing facility in the Gulf Cooperation Council (GCC) to receive EDGE Advanced certification as a green building. The construction is at least 40% more energy efficient than the national average and is a 'zero-carbon ready' structure.
- **District cooling in Kuwait:** The Kuwait South Village logistics project incorporates high-level specifications and world-leading standards. Infrastructure works will be completed by January 2024, followed by Phase 1 buildings by the end of that year.
  - Cooling system aims to reduce electricity consumption by 40%
  - No CFCs for refrigeration
  - 100% of wastewater will be treated and used for cooling systems and irrigation
  - 5% electricity from solar power
- **Solar in India:** In Nagpur, India, ALP shifted to using renewable energy for its warehouse by installing solar panels.
  - 3,000 m2 of roof
  - Up to 350 kWp
  - >50% reduction in energy costs
- **Waste management in Africa:** In fast-growing markets, waste management continues to be a challenge on the African continent due to a shortage of experienced suppliers and reliable infrastructure. To address this issue, ALP is auditing its collector supply chain to ensure responsible disposal and continues to search for the most qualified contractors.

People

- **Fair labor:** ALP trains 100% of employees in fair labor, and each operation conducts an annual assessment of its human rights and fair labor risks.

Communities

ALP is committed to developing economic opportunities and workforce skills in the communities where it operates. Whenever possible, ALP partners with external organizations to provide educational courses and trainings to various stakeholders in Agility's warehouses:

- **Ghana:** The company works with Oiada International and Soronko Academy to offer technical and vocational training to local students and enable women to develop coding skills.
- **Kuwait:** ALP's partnership with CodED Academy enables undergraduate students in Kuwait to learn coding and software development through the UniCODE program. The company also collaborates with the Engineering Systems Group (ESG) to deliver facility management training to young people and university graduates.
- **Saudi Arabia:** ALP partners with INJAZ on the 'It's My Business' program, which provides entrepreneurial business skills training for middle and high schoolers.

Côte d'Ivoire

Together with the International Rescue Committee (IRC), ALP provides funding, classrooms, internet access and computers to support a wide array of training for youth in Abidjan.

More than **300** beneficiaries

66% of whom are female

Learning and future priorities

ALP will continue to adopt a local-first approach, expanding access to services and building the skills and opportunities of the communities it is embedded in. ALP's priorities for the coming years include:

- Expanding solar in Africa and India: Solar panels will be installed in additional warehouses in Pune, Chakan and Bangalore, India, as well as in African markets, where there is currently no solar capacity and where investments in local infrastructure will have to be made.
- Expanding EDGE in additional markets: EDGE certification is in progress in India (Bangalore) and Côte d'Ivoire for 2023.
- Developing smart campus services: ALP will develop smart campus services in Saudi Arabia, Kuwait, Egypt and Ghana to accelerate time-to-market for data center owners. The campuses will provide power allocation, fiber connectivity, building permits, strong sustainability features and high security, enabling to clients to speed growth and improve their competitiveness.
- Strengthening health and safety: The company will continue to work with employees and tenants to reinforce the importance of health and safety standards across all operations.

KEY PEOPLE DATA

95% of headcount covered by human rights risks self assessments

GCC Services

GCC Services (GCC) is an integrated remote services company, providing remote infrastructure support, camp construction and catering, and integrated facilities management in some of the most challenging environments in the world. The company serves customers across a range of sectors including energy, mining, peacekeeping, NGOs, defense, government and more.

GCC SERVICES
Home Away From Home

Approach to sustainability

Partnership: GCC is a signatory to the UN Global Compact (UNGC). Its business strategy, culture and operations focus on fair labor standards, environmental protection, transparent contracting and a strong commitment towards local communities and improving local employment opportunities.

Fair labor and human rights: The company works to maintain the highest international standards of human rights across all business operations, and is committed to upholding the Universal Declaration of Human Rights principles. Employees regularly complete human rights training modules such as protecting human rights in the supply chain, fair labor practices, and combatting trafficking. UNGC awareness is incorporated into employee orientation programs.

Sustainable procurement: Working in some high-risk regions, GCC takes a rigorous approach to supplier due diligence to ensure the protection of human rights and fair labor practices across its supply chain. Each contract includes targets for employment of local staff and procurement of local goods and services — including food for camp catering.[1] Signing the Fair Labor and Ethics Codes of Conduct is part of the due diligence process for onboarding new suppliers.

HSE: GCC implements high quality environmental, occupational health and safety, and food safety (QHSE) management systems, with certifications including ISO 9001, 14001, 18001 and 22000. The company aims to achieve 'Goal Zero' by attaining zero injuries, fatalities, occupational illnesses or significant incidents, and zero harmful impact on the environment. All employees complete health and safety training.

Environment: GCC aims to reduce the environmental impact of the materials it uses, with a focus on GHG emissions reduction, waste management and green construction. The company conducts regular audits of its energy consumption patterns and has implemented systems to measure and track CO_2 emissions data. A comprehensive water management program ensures prioritization of water efficiency and reduced consumption where possible, compliance with local regulations and best practice around treating water discharge, and regular assessment of the water-related impacts of the company's operations, products and services.

Social impact of commercial operations

GCC plays a crucial role in challenging environments by supplying critical necessities like food, energy, water, and accommodation, as well as contributing to and establishing vital community infrastructure. In various complex regions across Africa, the organization assists peacekeeping missions by delivering logistical aid, provisions, and backup services, while also fostering regional community growth through non-peacekeeping activities such as local supply engagement and local workforce development. Additionally, GCC is involved in building a system of hospitals and health centers to improve access to medical care in Africa.

AWARDS RECEIVED BY GCC IN 2022

Dubai's Taqdeer Award
recognizing best practice in global labor protection.

British Safety Council International Safety Award with Distinction
for commitment to health, safety and well-being.

1. GCC defines local staff, goods and services as those within the same country of operation or border-sharing countries, or the country in which the first port of entry is situated.

2022 progress

Integrating sustainability across the business

Embedding sustainability into the day-to-day business strategy and engaging with stakeholders to align with **UN Global Compact (UNGC)** reporting were significant areas of improvement for GCC in 2022.

The company established a formal sustainability governance framework with a dedicated sustainability department, to engage employees and suppliers, identify focus areas, and help implement sustainability initiatives throughout the business.

Employees undertook a two-day training course on the importance of sustainability and how to embed it into their roles. An e-learning training module is also being developed. To ensure the UNGC is understood and practiced by employees, GCC will incorporate UNGC awareness into employee orientation programs and annual training.

Environment

- **Energy and emissions:** GCC updated its environmental data systems in 2022, and CO_2 emissions data is now available for Scopes 1, 2 and 3. Emissions are measured and tracked in real time using digital tracking software. Camp sites are powered by solar panels where possible.
- **Water:** GCC also started tracking operational water consumption and implementing water footprint assessments; using this data, the company aims to set water consumption targets by early 2024. To continuously improve its approach to minimizing water-related impacts, GCC regularly engages with suppliers, local communities and other stakeholders to implement best practice and protect water resources.
- **Biodiversity:** None of GCC's operational sites are located in or adjacent to areas with habitats or species listed on the IUCN Red List or national conservation lists. The Tilenga project in the Buliisa and Nwoya districts in Lake Albert, Uganda is the only GCC operation located in an area of high biodiversity value, where TotalEnergies operate. TotalEnergies has implemented stringent measures to ensure everyone working on the project abides by strict environmental protection standards.

KEY ENVIRONMENT DATA[1]

Scope 1 emissions (tons CO_2e): **7,399**

Scope 2 emissions (tons CO_2e): **1,059**

Scope 3 emissions (tons CO_2e): **2,158**

1. See page 46 for further notes on our emissions reporting.

People

- **Diversity and inclusion:** In 2022, GCC subscribed to the UN's Women Empowerment Principles and is committed to applying these principles to its work — for example, by ensuring at least one woman is interviewed for every open management position and that a female employee is present on every interview panel. The company also launched the EMPOWER program to further raise awareness and take action on equality. GCC increased the percent of women in to director level roles to 13% in 2022, as part of its efforts to increase the number of women in senior positions.
- **Training:** GCC implemented its Human Rights and Fair Labor program, including in-person or online training of all employees on the topic by the end of 2022 and roll-out of fair labour assessments. All employees completed online ethics training.

KEY PEOPLE DATA

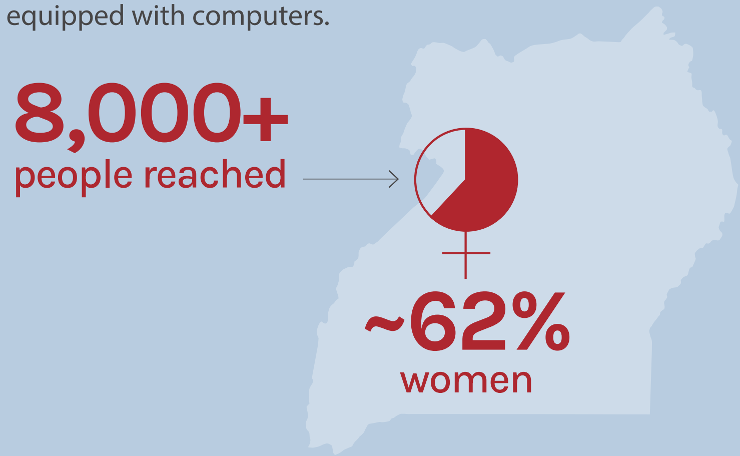
100% of suppliers have signed our Fair Labor & Ethics Codes of Conduct

18% of total workforce and 26% of new hires are women

Communities

IMPROVING HEALTHCARE AND EDUCATION FOR THE BULIISA COMMUNITY

Community engagement is one of GCC's core focus areas, and it aims to ensure the implementation and funding of one major community project per year. In 2022, the company supported the Buliisa community in Uganda to improve local healthcare and education facilities. Hospital beds were provided — to be used by around **350 patients per year** — as well as sanitary pads and guidance on menstrual health and hygiene. **850 young women** received women's empowerment training, and hygiene and sanitation training was given to hospital staff. A school of around **1,000 students** was connected to the local electricity grid and equipped with computers.



SUPPORTING TRAINING PROGRAMS FOR DISABLED PEOPLE IN NAIROBI

GCC partnered with Agility Kenya to support the National Industrial Training Authority's (NITA's) program **providing training for disabled people** in Nairobi. The program includes nine-month vocational training courses such as electrical wiring, motor vehicle mechanics, food production and information, and communications technology. Students were provided with tuition, fees, protective equipment and daily meals. Upon course completion, students will further their training with internship opportunities at Agility Kenya. GCC renewed the partnership with NITA to provide further sponsorship for students in 2023.

21
people reached by end of 2022

Learning and future priorities

GCC is committed to embedding sustainability into every business function and employee role — to support strong sustainability performance, meet stakeholder expectations, and prepare for the future. Looking ahead, GCC will focus on increasing employee training, setting KPIs, improving sustainability governance and preparing for its own sustainability report.

United Projects for Aviation Services Company (UPAC)

UPAC is a facilities management and commercial real estate development company operating in Terminal 1, Terminal 4 and the Sheikh Saad Terminal at the Kuwait International Airport. The company provides services including real estate development, maintenance and facilities management, as well as consultancy and project management, to a variety of customers such as retail outlets, food and beverage stores, banks, hotels, airline offices, cargo service providers and travel companies.

UPAC is also a key investor in the $1.3 billion Reem Mall project in Abu Dhabi, UAE and has partnered with Al Farwaniya Property Developments on the project.

UPAC UNITED PROJECTS CO. FOR AVIATION SERVICES | K.S.C.P

Approach to sustainability

UPAC is committed to driving both corporate profits and societal growth by acting sustainably and ethically. Throughout its operations, UPAC focuses on employees, customers, and stakeholders, as well as the natural environment and local communities. It reports on its progress and challenges using international frameworks and standards, and is a signatory to the UN Global Compact.

2022 progress

Environment

- **Environmental practices:** UPAC aims to minimize its environmental impact through the adoption of sustainability practices and various collaborations with environmental organizations. UPAC also collaborates with Green Hands Environmental Team to plant trees, and purchase water pipes, specialized watering systems and over 1,000 plants for gardens.

KEY ENVIRONMENT DATA[1]

Scope 1 emissions (tons CO_2e):	6
Scope 2 emissions (tons CO_2e):	11,777
Scope 3 emissions (tons CO_2e):	4,305

1. UPAC shares large, common facilities with multiple organizations and does not control energy consumption in these facilities. We estimate that the reported emissions are higher than actual, however we are taking a precautionary approach to reporting these figures. We aim to improve the accuracy of this data in 2023.

See page 46 for further notes on our emissions reporting.

A smart mall with a lower environmental footprint

The $1.3 billion Reem Mall was developed using the **Equator Principles**, ensuring the construction addresses community and environment impacts in its risk assessment. The Reem Mall was awarded an **Estidama 2 Pearl Design Rating**, which is given to initiatives that promote responsible social, cultural, economic, and environmental development. In particular, the waste management, materials, air conditioning and lighting are all designed with sustainability in mind. During the development process:

70%+ onsite wastewater was recycled

20% of materials were sourced within a 500 km radius of the mall

People

- **Labor practice:** UPAC is a people-focused business, with a strong commitment to labor protections and human rights. To help employees reach their full potential, UPAC supported 100% of its employees with development and training programs in 2022. Topics included compliance governance, ethics, data privacy, fair labor, and anti-corruption practices.
- **Gender equity:** UPAC also supports gender equity and promotes gender parity within the organization.

KEY PEOPLE DATA

At the end of 2022, a third of senior executive positions **(3 out of 9)** were held by women.

Communities

As an organization with regional roots, UPAC is strongly committed to the local environment as well as communities near and far, supporting both national and international charities:

- **Education:** UPAC donated to Kuwait Red Crescent Society (KRCS)'s Donate to Educate campaign to provide vulnerable students with access to education.

- **Health:** UPAC allocated funding to the breast cancer awareness campaign supported by the New Mowasat Hospital, Al Salam International Hospital, and Taiba Hospital as well as donations to United Nations International Children's Emergency Fund (UNICEF) 'Vaccines for All' campaign, aimed at providing children with vaccines.
- **Support for refugees:** The company contributed to the UN High Commission for Refugees' (UNHCR) work to provide food, water, medical care, shelter, and resettlement to Ukrainian refugees in addition to United Nations Relief and Works Agency (UNRWA)'s Gaza Crisis Appeal to give Palestinian refugees healthcare, food, monetary relief, infrastructure and educational support.

Learning and future priorities

- **Footprint:** UPAC aims to expand its regional footprint with additional projects and customers to manage extrinsic risks and disruptions to business.
- **Diversity and inclusion:** The company continues to push for gender equality through trainings and inclusive hiring practices as well as through its support to NGOs.
- **Digital showroom:** In 2023, UPAC plans to launch a digital showroom as part of the Reem Mall's overall digital program. This curated space will enable brands to physically display products and engage with customers via the marketplace. The showroom allows smaller businesses to present their products to the marketplace and test the market response prior to taking on the full investment risk.

Global Clearinghouse Systems (GCS)

Global Clearinghouse Systems (GCS) has a 25-year joint-venture agreement with the Kuwait government to provide customs services. As the joint venture is led by the government, GCS's operational impact is determined by the government's policies, standards, procedures and decisions. Through its work to digitize and increase process efficiency, the company contributes to the government's energy-saving strategy, aiming to minimize energy and water consumption as well as GHG emissions.

GCS helps Kuwait use technology to better control borders, increase revenues, and comply with international trade agreements by developing and modernizing its customs business. The company offers customs training and capacity building, e-government solutions, port management, facilities management, and canine detection security services.

GCS uses proprietary technology to create a single platform that offers a technology-led, one-stop solution to improve customs management, open borders and connect countries. By digitizing systems, the company strengthens the government's anti-corruption efforts and reduces inefficiencies, while avoiding the use of approximately 19 million sheets of paper annually and reducing human intervention.

Public sector training and capacity building:

1,620 high-quality courses on key skills to almost **15,000** customs workers

Paper reduction:

Avoided use of **19 million** sheets of paper, equal to more than **2,280 trees**

Inspection and Control Services (ICS)

Inspection and Control Services (ICS) is a Kuwait-based company providing global e-government solutions to facilitate trade and improve customs and tax revenues. Its flagship product, **MicroClear®**, offers governments a platform for multi-agency collaboration and facilitates paperless cross-border trade, speedier customs processing, and greater transparency and visibility. The platform provides the necessary high-level security controls inherent to this sector.

ICS focuses on providing strategic advice to governments to promote trust with citizens and businesses by offering secure and transparent systems that contribute to reducing corrupt behaviors.

Shipa

The Shipa companies help businesses of all sizes to engage in global trade and access new markets. They offer flexible, digitized solutions that enable customers to move goods quickly and easily over any distance, improving their economic resilience.

SHIPA

Shipa Ecommerce

Shipa Ecommerce's proprietary B2C technology solution is carrier and partner agnostic, which enables cross-border trade via leading air freight forwarding partners, along with customs clearance and returns. Sustainability is included in its selection criteria for new suppliers. In 2022, Shipa Ecommerce partnered with a waste management company specializing in e-waste recycling to minimize waste of undelivered packages by recycling and refurbishing as much materials as possible.

Waste management

New partnership with a specialist waste management firm to recycle and refurbish undelivered packages.

Shipa Freight

Shipa Freight digitizes international freight forwarding services to simplify global logistics and facilitate trade. In 2022, the company extended its market coverage to include Canada, India and the Dominican Republic, further enabling global trade for SMEs — its core customer base. Committed to gender equity, the majority of Shipa Freight's workforce is women.

To reduce waste and CO_2 emissions, Shipa Freight has minimized the size of customer packaging labels and become paperless in its own offices, while increasing online working to reduce travel. In 2023, it plans to partner with an external organization that offers both an emissions-calculation platform and CO_2 offsetting projects — to enable customers to understand and mitigate the carbon footprint of their package deliveries. Once in use, the platform will be rolled out for all Shipa Freight customers.

Emissions tracking

New partnership with an emissions-calculation platform to enable customers to understand and mitigate delivery carbon footprint.

Shipa Delivery

Shipa Delivery provides on-demand and cross-border deliveries to customers in the GCC region and beyond. It is now an end-to-end service provider having expanded its services to include fulfilment. This increases the package lifecycle efficiency by enabling more localized fulfilment, which in turn can help to reduce the environmental footprint of a package.

- **Environment:** In 2022, Shipa Delivery partnered with a major customer to introduce hybrid vehicles in Kuwait for last mile deliveries, as part of a long-term initiative to electrify fleet. It also partnered with a major tech company to introduce a tool that increases delivery efficiency by optimizing routes and driver capacity, reducing carbon emissions. This tool is being rolled out across the whole fleet. While lower-carbon offerings are not in large demand from customers in the current economy, Shipa Delivery will continue to introduce and scale these options for the necessary systems to be in place when demand increases. This process includes seeking regulatory approval for its customers to use electric vehicles in the UAE and aiming to trial electric vehicles in its own fleet in the region.
- **Fair labor:** To ensure supplier fair labor practices, supply chain due diligence trainings continued to be implemented and improved in 2022.
- **Communities:** Every year, Shipa Delivery participates in food distribution to local communities during Eid and Ramadan.

Hybrid vehicles

Partnership with a major customer to introduce hybrid vehicles in Kuwait for last mile deliveries.

MRC

MRC (Metal Recycling Company) provides waste management and recycling services in Kuwait.

As the largest provider of medical waste treatment services in the region, MRC safely manages the final treatment and disposal of more than 7,500 metric tons in a typical year. All medical waste is incinerated, which is the legal requirement in Kuwait, to avoid contamination risks associated with landfill. Medical waste recycling is currently challenging, as it can pose health and safety risks to workers involved in the recycling process. MRC adheres to rigorous health and safety standards in accordance with Kuwait's Environment Public Authority (EPA) regulations, including those related to waste incineration and air quality monitoring. The company is exploring the potential to generate renewable electricity from the waste heat of one of its incinerators.

Planned to be operational in 2023, MRC's relocated recycling facility will continue to offer processing for a variety of metals and plastics. It plans to continue recycling around 60,000 metric tons of scrap metal and to grow its plastic recycling capacity to over 12,000 metric tons annually. Recycling 60,000 metric tons of steel contributes to the avoidance of 20,000 – 90,000 metric tons of CO_2e emissions, as steel is a particularly energy-intensive sector. Possible measures to reduce the site's environmental footprint include installation of solar panels, a wastewater treatment solution, and ventilation systems to ensure the control of dust from the recycling process. The company is also exploring the use of balers to optimize efficient transportation of scrap vehicles to its shredding facility, now located closer to the steel mills, reducing carbon emissions resulting from transport of raw material and finished goods.

MRC
Environmentally Committed

KEY ENVIRONMENT, PEOPLE AND COMMUNITIES DATA

100%
employees trained on health and safety and human rights

100%
headcount covered by human rights risks self-assessments

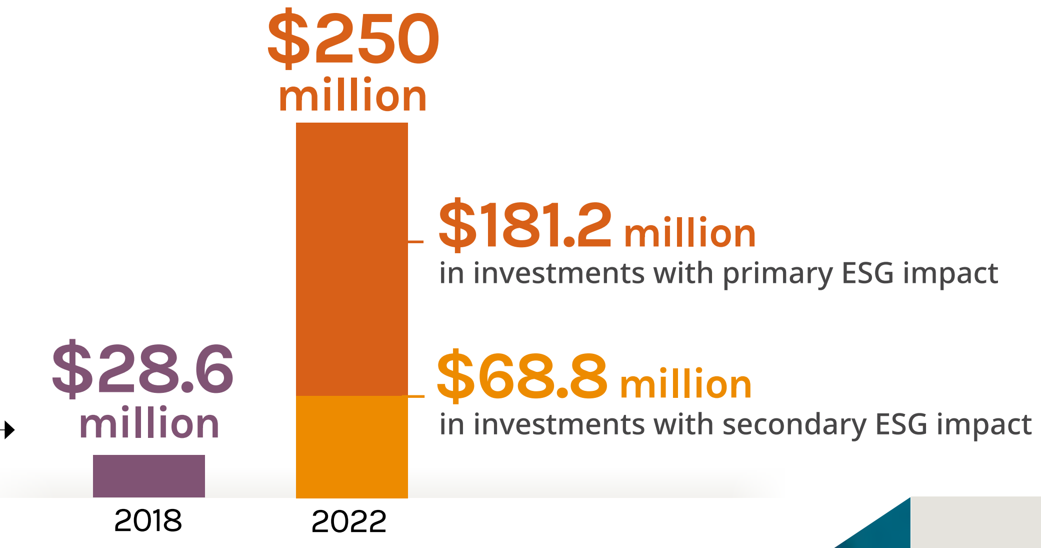
Our subsidiaries are at varying stages of their decarbonization and wider sustainability journeys. All are focused on continuous improvement in their efforts to support the transition to a **more sustainable future.**

6

Investing in the future

Our approach to investment

INVESTMENT IN COMPANIES WITH A SUSTAINABILITY FOCUS BETWEEN 2018-2022:



Our investments support our position as a diversified business — both geographically and from a business sector perspective. We focus on companies with the potential for strong returns and growth, many of which also support the transformation of global supply chains by driving innovation and decarbonization within their sectors.

Agility invests in both publicly listed and non-publicly listed companies. The net asset value of our investments at the end of 2022 was approximately KWD 1.1 billion, and our investments represent 43.5% of our total assets. Our largest investment is in DSV, in which we hold an 8.8% share.

Ventures

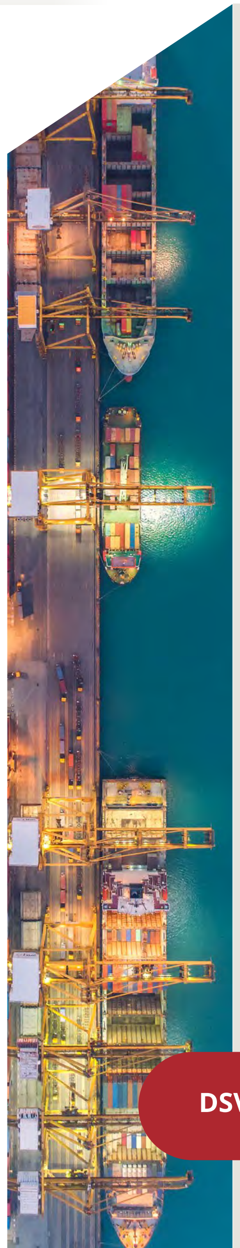
Agility Ventures — our corporate venture arm — invests in technology companies with disruptive business models. As of end of 2022, our portfolio of ventures investments includes logistics and transportation, as well as technologies and partnerships that support e-commerce, online freight, low greenhouse gas (GHG) emissions mobility, agriculture and health-tech.

Integrating ESG

In 2022, we organized a workshop for key members of our investments team to discuss the sustainable investment landscape and agree on a way forward. Following this workshop, we will introduce a systematic process for screening investments against environment, social, and governance (ESG) factors as part of our broader due diligence and to enable engagement with our investments as they mature.

We are committed to embedding sustainability considerations throughout our investment process by building on our ESG due diligence process. Moving forward, we will focus on integrating ESG into our investments by further strengthening our approach to investment screening.

Several of our current investments are centered around reducing the carbon footprint of transport and infrastructure, while others enable efficient logistics. By providing funding, a global network of resources, and market access, we can support industrywide progress in decarbonizing the sectors in which we operate.



DSV, Denmark

We are DSV's second largest shareholder, holding an 8.8% stake in the company. The third largest freight forwarder in the world, DSV is a global transport and logistics company with more than 75,000 employees working in over 80 countries.

DSV is committed to achieving net-zero GHG emissions by 2050 and, as an asset-light company, it is collaborating with its partners to reduce its Scope 3 emissions. To do that, it developed DSV Green Logistics which offers a range of solutions, including CO_2 reporting, green supply chain design, low carbon fuel and carbon offsetting, to help customers decarbonize their supply chains.

Read more about DSV's sustainability performance.

DSV is an EcoVadis Gold company

Examples of investments with a primary ESG focus or impact[1]

To date, we have invested $181.2 million in companies with a clear focus on environmental or social performance, and/or a quantified positive impact.

These companies include those for which there is a relevant FTSE Russell **Green Revenues Classification System (GRCS)** description.

In some cases, the company provides impact data that further supports the classification.

Volta, Sweden (non-listed)

Volta offers fully electric trucks that not only reduce CO_2 emissions and air pollution, but also protect road users and driver safety with innovative safety features including optimum visibility, easy visual communication, and central seating. The Volta Zero features Europe's first use of a truck e-Powertrain, with the removal of the internal combustion engine enabling a complete redesign of the established vehicle concept.

Transport Equipment, Tier 1 — Road Vehicles (General)

TVP Solar, Switzerland (non-listed)

TVP Solar produces solar panels using vacuum technology to provide the highest performing and most affordable solar thermal energy in the world. TVP's technology is suitable for industrial and manufacturing applications where heat and cooling energy is required.

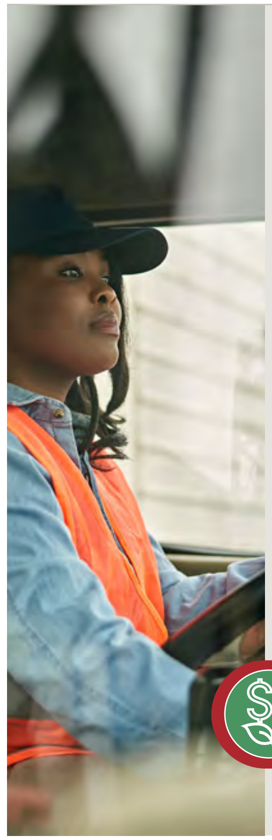
Energy Generation, Tier 1 — Cogeneration (Renewable)

Hyliion, USA (listed)

Hyliion develops hybrid solutions for heavy duty trucks and trailers. The add-on hybrid systems can be installed in existing trucks and trailers, and use regenerative braking to capture and deliver power. Its systems are designed to improve performance, and lower total cost of vehicle ownership and emissions, while leveraging existing and future alternative fuel infrastructure.

Transport Equipment, Tier 1 — Road Vehicles (General)

1. Featured companies listed in this report are not an exhaustive list of companies Agility has invested in with primary or secondary ESG characteristics.



Frete.com, Brazil (non-listed)

Frete offers a digital platform connecting shippers with transportation providers and truck drivers, making trucking capacity available to those who need it and increasing efficiency. Frete states that it enables trucking companies to reduce emissions through better asset utilization and improved routing.

Transport Solutions, Tier 3 — Road Vehicles (General)

Loop, USA (non-listed)

We recently invested in Loop, a company that provides hardware and software for electric vehicle (EV) charging stations. Loop operates in more than 20 countries.

Loop offers high performing electric vehicle charging station solutions for commercial, multifamily residential, and municipal markets. Its aim is to make EV charging affordable and accessible to everyone. The company offers a range of options, including simplified solutions designed for homes, high-powered solutions designed for fleet vehicles, and ultra-fast solutions designed for on-the-go convenience.

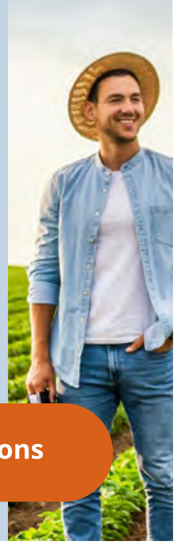
Transport Solutions, Tier 3 — Road Vehicles (General)

Examples of investments with secondary ESG impact

Farmers Business Network, USA (non-listed)

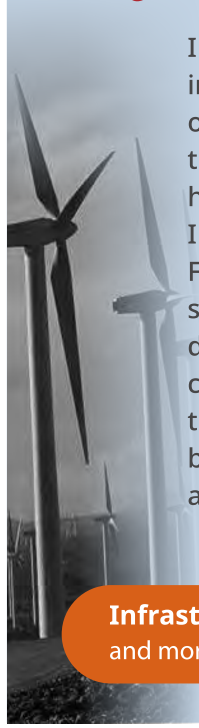
Farmers Business Network (FBN) provides a multi-offering platform and peer-to-peer network enabling farmers to have access to transparent pricing, agronomics data, logistics infrastructure and delivery, and financing options. Products include:

- FBN Direct, an online marketplace for farmers to purchase crop inputs, such as seeds, crop chemicals, and fertilizer
- FBN Finance, offering solutions for equipment financing, crop input financing, and insurance services
- FBN Crop Marketing/Risk Management, a market intelligence platform providing advisory services for both commodity and specialty crops.



Agriculture tech solutions

ISQ's Global InfraTech Fund



I Squared Capital is an independent global infrastructure investment manager focusing on energy, utilities, telecommunications and transport in North America, Europe and select high-growth economies. Agility has invested in I Squared's Infratech fund — Global InfraTech Fund — which seeks to invest in growth-stage opportunities aimed at enhancing or disrupting traditional infrastructure value chains and assets by leveraging proven technologies, including artificial intelligence, big data analytics, internet of-things devices, and robotic automation.

Infrastructure technology, including for smarter and more sustainable physical infrastructure

Zid, Saudi Arabia (non-listed)

Zid has developed a SaaS-based solution that helps merchants and entrepreneurs create online stores with ease and connects them with suppliers and partners. It integrates shipping and payment for increased efficiency. Zid's solutions enable merchants to seamlessly connect with suppliers and improve inventory management and inventory efficiency, as well as end-use sales.

SME empowerment

Shiprocket, India (non-listed)

Shiprocket offers last-mile delivery aggregator and order management platform, enabling efficient and inclusive last-mile delivery across India by consolidating invoices, offering lower prices, and locating fast, reliable courier services. The efficiencies produced by Shiprocket enable goods to be delivered using less energy, which reduces CO_2 emissions.

Transport efficiency

7

About this report

Entities covered

This 2022 update on Agility's sustainability progress covers activities and data for Agility-branded organizations during the year 1 January 2022 to 31 December 2022. All data have been gathered from Agility's subsidiaries, covering the full year unless otherwise stated, with relevant scope defined in each case.

Data quality and coverage

We have made every effort to ensure the accuracy of information and data presented herein, and we are continuously working to improve the quality of the data and data management systems to capture and report on non-financial information. The limitations of the data, measurement techniques and basis of calculation are detailed below and in other relevant places in this report. Find more detailed data in our latest GRI index.

- Financial figures are given in United States dollars unless otherwise stated.
- Revenue and emissions data include five months of Menzies data, proportionate to the period of ownership within 2022. Revenue and emissions data for subsidiaries where Agility has a partial stake are reported proportionate to percentage ownership (e.g. 65.12% for Tristar).
- We currently report Scope 1 and 2 carbon emissions for 91% of the company based on headcount. Reporting entities include Menzies, Tristar, ALP, GCC, UPAC, and Shipa Companies. More than 90% of total sites at these businesses are covered. Non-reporting entities include GCS and MRC, which account for 5.6% of total headcount. We use headcount as a proxy for operational impact because this typically correlates to the size of operations.
- We currently report Scope 3 carbon emissions for 11.16% of the company based on headcount in this report, and when Menzies and Tristar publish their Scope 3 emissions reporting in June 2023, this will bring total operations (by headcount) reporting Scope 3 emissions to 98%. All reported Scope 3 emissions are from upstream emissions related to electricity and fuel consumption. Reporting entities include ALP, GCC, Shipa companies and UPAC. It is anticipated that Menzies and Tristar will report Scope 3 emissions later in 2023, and that these emissions will include some supply chain related emissions. If these Scope 3 emissions are reported, Agility will update its report and associated GRI table accordingly.
- We will complete a full emissions baseline in 2024 once the full integration of Menzies is completed and after Tristar and Menzies have completed at least one Scope 3 reporting cycle.
- Community impact reporting includes data from all Agility entities that reported any community engagement during the reporting period. For high-level sustainability indicators related to ethics, human rights, health and safety, workforce composition and environment, we report on entities representing 98.87% of estimated operational footprint by headcount, and >90% of total revenue — this excludes data from AES, DGS and PWCT.

External assurance

We have not pursued external validation for this report. Information presented in this report has been reviewed by relevant subject matter experts within Agility and signed off by the senior management team.

External frameworks

This report contains disclosures from the updated GRI Sustainability Reporting Guidelines. Read our latest GRI index.

We align our sustainability efforts and reporting with the UN Sustainable Development Goals (SDGs), set by the United Nations General Assembly in 2015.

Appendix: TCFD index

This year, we are beginning our journey towards reporting against the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We plan to develop our approach to TCFD reporting by undertaking a more detailed analysis of key risks and opportunities in the context of our different businesses and in different future scenarios, alongside strengthening management and measurement processes.

OUR APPROACH TO CLIMATE-RELATED RISKS AND OPPORTUNITIES

Governance: The organization's governance around climate-related risks and opportunities	
a. Describe the board's oversight of climate-related risks and opportunities.	Our Risk Management Committee oversees strategies and policies relevant to significant risks and presents periodic reports on the nature of risks surrounding the company to the Board of Directors. See our Annual Report 2022 for more details on the committee's role and our corporate governance processes. The Board also has a dedicated sustainability sub-committee.
b. Describe management's role in assessing and managing climate-related risks and opportunities.	Our corporate sustainability function is responsible for sustainability governance, including reviewing climate-related risks and opportunities at a corporate and subsidiary level. This function reports directly to the CEO.

Strategy: The actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	
a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Climate risks and opportunities will impact our subsidiaries and investments in different ways. For example, those engaged in infrastructure development, such as ALP, are likely to be more prone to physical risks. Those supporting currently fossil fuel dependent sectors, such as Menzies and Tristar, will face a higher level of risk — and opportunity — from the transition to a lower carbon future. See page 49 for an initial analysis of the climate related risks and opportunities relevant to our business. We plan to build on this initial assessment and undertake a more detailed review of the risks and opportunities relevant to each of our businesses.
b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	See page 49 for an initial analysis of the impacts of climate related risks and opportunities relevant to our business. We plan to build on this initial assessment and undertake a more detailed review of the risks and opportunities relevant to each of our businesses.
c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	We plan to build on our initial assessment and undertake a more detailed scenario-based analysis in future years.

OUR APPROACH TO CLIMATE-RELATED RISKS AND OPPORTUNITIES *continued*

Risk management: The processes used by the organization to identify, assess, and manage climate-related risks.

a. Describe the organization's processes for identifying and assessing climate-related risks. b. Describe the organization's processes for managing climate-related risks. c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Our current understanding of key risks and opportunities is informed by conversations with key internal stakeholders and our materiality assessment process. Our corporate sustainability team updates the Board on climate-related risks and opportunities. We have developed an initial framework to map our climate-related risks and opportunities and plan to populate this further with details of risk management processes and responsibilities. Our aim is to develop this framework into a tool for ongoing management of climate-related risks and opportunities across our business.

Metrics and targets: The metrics and targets used to assess and manage relevant climate-related risks and opportunities.

a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks. c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Following a period of significant change for the structure of our business, we are in the process of strengthening our data systems to enable consistent compilation of comparable data from across our subsidiaries. We currently report greenhouse gas emissions data from our most material subsidiaries. In addition, some of our subsidiaries have climate-related goals and reporting practices. For example, Menzies is committed to carbon neutrality for scope 1 and 2 emissions by 2033 and is in the process of setting science-based targets for all scopes. Tristar discloses through CDP. We have developed an initial framework to map our climate-related risks and opportunities and plan to populate this further with details of metrics and targets.

INITIAL ANALYSIS OF OUR CLIMATE RISKS AND OPPORTUNITIES

Business Risk or Opportunity Description	Climate Risk or Opportunity Type	Material Issue	Business Impact[1]
Transition risks — short term (<5 years)			
Enhanced emissions-reporting obligations	Policy and Legal	Governance, ethics & compliance	Operations
Costs to transition to lower emissions technology	Technology	Economic performance	Operations Products and services
Substitution of existing products and services with lower emissions options	Technology	Economic performance	Products and services
Unsuccessful investment in new technologies	Technology	Responsible / sustainable investing	Investment in research and development
Transition risks — medium term (>5 <15 years)			
Changing customer behavior	Market	Economic performance	Products and services
Increased pricing of GHG emissions	Policy and Legal	Economic performance	Operations Products and services
		Procurement practices	Supply chain and/or value chain
Mandates on and regulation of existing products and services	Policy and Legal	Governance, ethics & compliance	Products and services
Stigmatization of sector	Reputation	Economic performance	Operations
Transition risks — long term (>15 years)			
Exposure to litigation	Policy and Legal	Economic performance	Access to capital
		Governance, ethics & compliance	Operations

1. Operations include types of operations and location of facilities

INITIAL ANALYSIS OF OUR CLIMATE RISKS AND OPPORTUNITIES *continued*

Business Risk or Opportunity Description	Climate Risk or Opportunity Type	Material Issue	Business Impact[1]
Physical risks — short term (<5 years)			
Increased severity of extreme weather events such as cyclones, drought, extreme heat and floods	Acute	Economic performance	Operations
Physical risks — medium term (>5 <15 years)			
Changes in precipitation patterns and extreme variability in weather patterns	Chronic	Economic performance	Operations
Rising mean temperatures	Chronic	Economic performance	Operations
Opportunities — short term (<5 years)			
Use of supportive policy incentives	Energy Source	Economic performance	Operations
Use of public-sector incentives	Markets	Economic performance	Operations
Development and/or expansion of low emission goods and services	Products & Services	Economic performance	Products and services
Development of new products or services through R&D and innovation	Products & Services	Economic performance	Products and services
		Responsible / sustainable investing	Acquisitions or divestments
Shift in consumer preferences	Products & Services	Economic performance	Products and services
Participation in renewable energy programs and adoption of energy efficiency measures	Resilience	Energy use and emissions	Operations
Move to more efficient buildings	Resource Efficiency	Economic performance	Operations / Products and services
Reduced water usage and consumption	Resource Efficiency	Water management	Operations
Use of more efficient modes of transport	Resource Efficiency	Energy use and emissions	Operations / Products and services
Use of more efficient production and distribution processes	Resource Efficiency	Energy use and emissions	Products and services
Use of new technologies	Resource Efficiency	Responsible / sustainable investing	Acquisitions or divestments

1. Operations include types of operations and location of facilities

INITIAL ANALYSIS OF OUR CLIMATE RISKS AND OPPORTUNITIES *continued*

Business Risk or Opportunity Description	Climate Risk or Opportunity Type	Material Issue	Business Impact[1]
Opportunities — medium term (>5 <15 years)			
Participation in carbon market	Energy Source	Economic performance	Products and services
Shift toward decentralized energy generation	Energy Source	Energy use and emissions	Operations Products and services
Use of lower-emission sources of energy	Energy Source	Energy use and emissions	Operations
Access to new markets	Markets	Economic performance	Products and services
Ability to diversify business activities	Products & Services	Economic performance	Operations Products and services
Development of climate adaptation and insurance risk solutions	Products & Services	Economic performance	Operations
Resource substitutes/diversification	Resilience	Economic performance	Operations Products and services
		Responsible / sustainable investing	Investment in research and development

1. Operations include types of operations and location of facilities

Shaping the Future of Global Supply Chains

Agility Sustainability Report FY22

Agility