



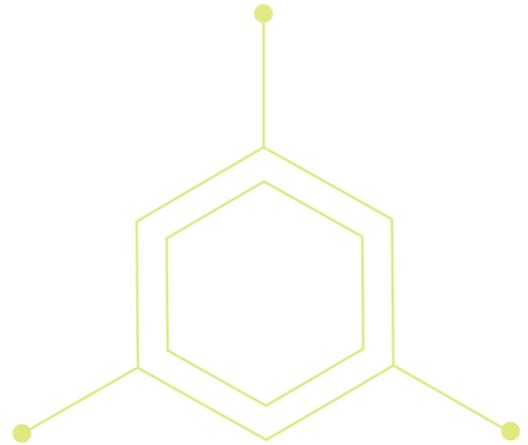
اليه سات yahsat

Elevating Sustainability in SpaceTech Solutions

Yahsat Sustainability Report 2023

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Message from Chairman

"It is with great pleasure that we present to you Yahsat's third Annual Sustainability Report for the year 2023. The report provides a summary of how we integrate, progress, and manage sustainability throughout the organisation, while contributing to the local, national, and international frameworks such as the United Nations Sustainable Development Goals. It also reinforces Yahsat's position as a leading player in the SpaceTech sector by providing technologically advanced satellite communication solutions in over 150 countries."



Musabbah Al Kaabi
Chairman of the Board

In 2023, Yahsat proudly continued its mission to elevate and integrate sustainability into our core business operations, culture, and strategic objectives. As we navigated another year of advancing SpaceTech for a sustainable future, our commitment to sustainable development has never been more robust or more integral to our identity.

Our sustainability strategy, which was launched the previous year, outlined our plan to become a frontrunner in promoting sustainable development and delivering value to our stakeholders, and within 2023 we achieved notable success in driving our sustainability agenda. Moving forward with this strategy, combined with our materiality assessment and Sustainability Framework, we are well equipped to prioritise and focus our efforts on achieving specific, quantifiable goals that will propel our sustainability initiatives. Further strengthening our commitment, Yahsat established an Environmental, Social and Governance (ESG) function to provide thought leadership to ESG and sustainability

factors and support the implementation of various ESG programmes within Yahsat. A comprehensive ESG Policy has been developed and approved by the Board, based on the Yahsat Sustainability Framework built upon five pillars. This policy guides and supports implementation of our Sustainability Framework in coordination with the relevant departments, ensuring a cohesive and integrated approach to our sustainability effort.

A crucial element of our sustainability initiatives is our engagement in significant local, national, and international sustainability agendas, particularly where we can have a substantial impact. This includes aligning with the Abu Dhabi Economic Vision 2030, the UAE National Space Strategy, the United Nations Sustainable Development Goals (SDGs) and the United Nations Global Compact (UNGC).

At the heart of any thriving and sustainable organisation lies strong and effective governance. In 2023, Yahsat upheld an exemplary record, reporting no breaches of customer data and privacy, no

incidents of bribery, corruption, discrimination or human rights violations, and successfully completed external audits of our business continuity and risk management processes. Such achievements bolster the confidence of all our stakeholders in the strength of our corporate governance framework, which adheres to the highest international standards.

As the UAE's flagship provider of satellite communications solutions, Yahsat recognises its important role in supporting communities both regionally and globally. We deliver essential communication services that unite communities and individuals. Advancing our efforts, this year saw the development of our Corporate Social Responsibility (CSR) Strategy Framework, which is closely aligned to our Sustainability Framework and sets out our ambitions to be at the forefront of social responsibility in the SpaceTech sector. In 2023, we continued to provide efficient communication solutions to various communities across the world, including regions such as the Middle East, Africa, and Southwest Asia. Furthermore, Yahsat consistently upheld a

99.9 percent availability rate for its Satellite Network/Service across its coverage, which was crucial in helping to swiftly respond to disaster events and contributed to saving 129 human lives.

2023 was the UAE's Year of Sustainability, and during this period our innovative SpaceTech solutions as well as our employees played a pivotal role in environmental stewardship. As the host country for COP28, the UAE saw Yahsat play a crucial role by exhibiting its SpaceTech-based climate solutions. Yahsat's senior management proactively shared industry expertise in eight COP28 sessions, demonstrating SpaceTech solutions to accelerate climate actions. Furthermore, Yahsat is committed to the long-term sustainability of space and is aligned to various international guidelines including the United Nations Committee on the Peaceful Uses of Outer Space (COPUOS) and the Inter-Agency Space Debris Coordination Committee (IADC) space debris mitigation guidelines.

This year, Yahsat received multiple accolades, notably being listed in Forbes Middle East's Top 100 Sustainability Leaders, a recognition of Group CEO Mr. Ali Al Hashemi's efforts to promote sustainability in the SpaceTech sector. Additionally, Yahsat was awarded the prestigious 2023 Future Workplace Award as the 'Best Employer of the Year.' As an organisation, we recognise our workforce as our most valuable asset and, by fostering a work atmosphere that is safe, egalitarian and rewarding, while ensuring diversity and actively supporting Emiratisation, Yahsat aims to attract and retain an exceptionally skilled workforce. This commitment is reflected in our achievement of 52% UAE nationals among our full-time direct employees and an 82% employee engagement score in our People Survey. We also upheld an outstanding performance in health and safety, recording no fatalities or lost-time injuries among our employees or contractors.

As we look to the future, we are excited by the opportunities and challenges ahead. Our ongoing

investments in technology, people, and partnerships are geared towards driving sustainable growth and making a positive impact on the world. We remain committed to exploring new frontiers in satellite technology, enhancing our contributions to global sustainability efforts, and supporting our communities and stakeholders.

The journey of sustainability is a continuous one, and at Yahsat, we are more motivated than ever to advance our mission. We thank our stakeholders for their trust and support.



About this Report

This is the third Annual Sustainability Report issued by Al Yah Satellite Communications Company PJSC ("Yahsat") and its subsidiaries (collectively referred to as the "Group"). The report demonstrates Yahsat's environmental, social, governance and economic performance, progress, and initiatives from 1st January 2023 to 31st December 2023. We have disclosed our sustainability performance for the material topics as per the materiality assessment results of 2023.



1 Information Covered

The report's sections and content are aligned with the Yahsat Sustainability Framework five key pillars. The core sections include Yahsat's efforts and commitment towards Reliable Corporate Governance, Serving Customers and Communities, Investing in People, Promoting Environmental Protection, and Developing Business Partnerships.



2 Reporting Framework

Yahsat's 2023 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. GRI is the most widely used and recognised global sustainability reporting framework. The report is also aligned with the United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC), Sustainability Accounting Standards Board (SASB), UAE National Space Strategy 2030, Abu Dhabi Economic Vision 2030, and the Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidelines.



3 Material Topics

At Yahsat, we undertake a detailed materiality assessment every two years and conduct a refresh exercise in the alternate years. The last comprehensive assessment was carried out in 2021, followed by a refresh in 2022, which resulted in no change to the material topics from the preceding year. For the year 2023, Yahsat conducted a comprehensive materiality assessment by engaging with its internal and external stakeholders to identify the topics that influenced their assessment and decisions of Yahsat; and those that were of significant impact across Yahsat's business operation in 2023. The most material topics form the focus of Yahsat's 2023 Sustainability Report.



4 Reporting Topics Boundaries

The material topics' boundaries include Yahsat and its subsidiaries (collectively referred to as the "Group") within Yahsat's direct control.



5 Restatements

In the 2023 Sustainability Report, we have made three restatements which are provided below:

- Restatement for use of petrol and diesel consumption in Yahsat. In the Sustainability Report 2022, it was mentioned that petrol and diesel were used in both vehicles and operations, however the corrections are made in the 2023 Sustainability Report on their actual use within Yahsat, which is provided below:

#	As per 2022 Sustainability Report	Correction in 2023 Sustainability Report
a.	Petrol consumption from operations & vehicles (litres)	Petrol consumption in vehicles (litres)
b.	Diesel consumption from operations & vehicles (litres)	Diesel consumption from operations (back-up power) (litres)

With the improvements in the data collection process, defining appropriate boundaries, and consolidating the disclosures requirements, the corrections were made for direct energy use of petrol and diesel as appropriate.

- Adoption of a more accurate Greenhouse Gas (GHG) emission calculation method as per the GHG Protocol in 2023, and re-calculating the baseline emissions for 2022, with a redefined boundary considering Yahsat Headquarter (HQ) for scope 1 and scope 2 for which actual data was collected and used in the calculation. In the 2022 Sustainability Report, the boundary defined for scope 1 and scope 2 emissions was based on available data. In 2023, Yahsat performed a detailed GHG calculation considering the following:

- Boundary for emissions calculation was defined as Yahsat HQ for 2022 baseline covering scope 1 and scope 2. The same boundary is used for 2023 to assess Relevance, Completeness, Consistency, Transparency and Accuracy as per GHG Principles.

- Scope 1 emissions for Yahsat HQ was revised for 2022 by adding the details of emission sources unavailable prior, hence an increase in emissions is observed, as against the previously reported emissions in scope 1.
- Scope 2 emissions were revised and backcasted for 2020 and 2021 by using UAE specific emission factors from Emirates Water and Electricity Company (EWEC) as against to the earlier used emission factors from the Dubai Water and Electricity Authority (DEWA).
- Scope 2 emissions for 2022 are revised and reported only for Yahsat HQ for the purpose of completeness and comparability. The same boundary is used for 2023 emission reporting.
- GHG emission intensity for 2022 is revised and Yahsat HQ is considered as the boundary for calculation.
- For the reporting period 2020 and 2021, due to insufficient scope 1 data for Yahsat HQ, GHG emission intensity could not be calculated with accuracy, hence it is not reported.
- Scope 3 emissions for 2022 is reported for the first time in the current Sustainability Report as detailed calculations were conducted in 2023 for the year 2022.
- The indirect energy consumption (GJ) data reported for 2022 in the Sustainability Report 2022 is corrected from 72,360 GJ to 69,999 GJ in the Sustainability Report 2023. The correction was made after using the right conversion factor from kWh to GJ.

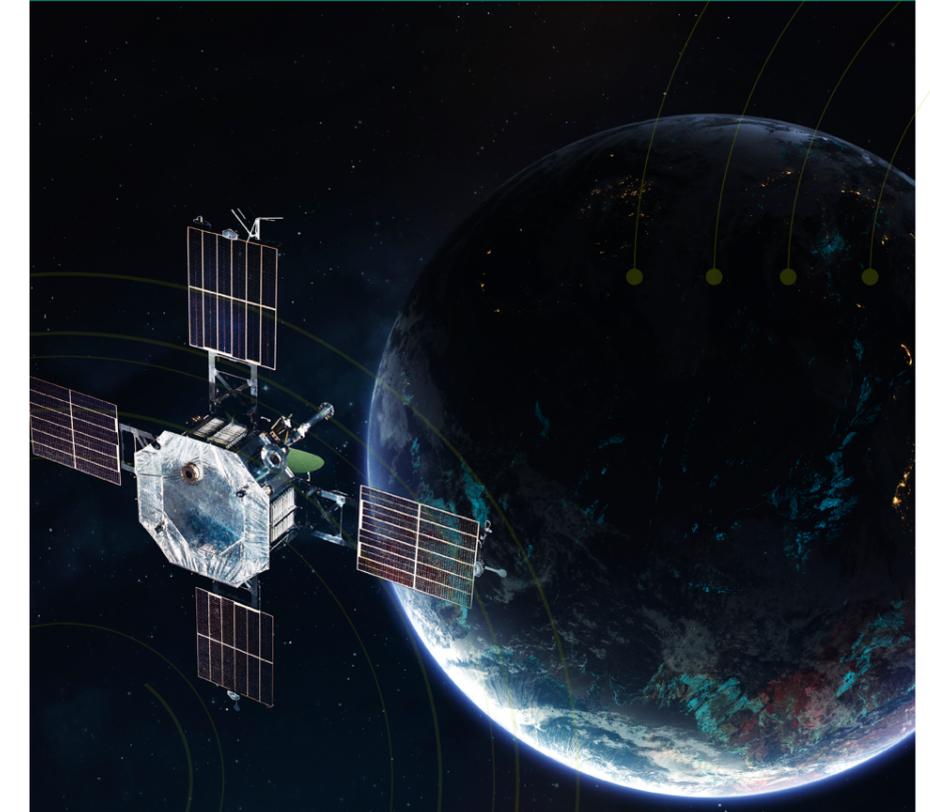
In order to align with the best practices as recommended in GRI 2: General Disclosure 2021, we have provided the restatements which were made to help Yahsat improve and disclose its sustainability performance with utmost accuracy, and to ensure completeness and consistency in future reporting.



6 Feedback and Suggestions

The report is available on Yahsat's website. For any inquiries or feedback regarding this report, please contact the Yahsat ESG Team:

Telephone: +971 2501 0000
Email: sustainability@yahsat.ae
Website: www.yahsat.com



About Yahsat

Al Yah Satellite Communications Company P.J.S.C. (Yahsat) is a public company listed on the Abu Dhabi Securities Exchange (ADX) and a subsidiary of Mubadala Investment Company, offering multi-mission satellite services in more than 150 countries across Europe, the Middle East, Africa, South America, Asia, and Australasia.

Yahsat provides multipurpose satellite solutions (government and commercial) for broadband, broadcast, defence, and communications use. Headquartered in Abu Dhabi, UAE, Yahsat is the first public entity in the Middle East and Africa to offer multipurpose satellite services.

Yahsat's fleet of five satellites reaches more than 80% of the world's population, enabling critical communications including broadband, video broadcasting, backhauling and mobile voice and data solutions. Yahsat provides a wide range of C, Ku, Ka, and L-band solutions for land, maritime and aero platforms to consumers, governments, and enterprises.



Our Vision: To be the global partner of choice for reliable, innovative, and affordable satellite solutions.

Our Mission: To deliver exceptional value to our customers, shareholders, and partners by focusing on the following:



Quality

Being an industry centre of excellence for our customers and partners by offering innovative, reliable, and affordable satellite solutions.



Human Capital

Empowering our employees to succeed and become proud role models in their communities.



Growth

Anticipating and fulfilling the satellite communications needs of government, corporate and individual customers across regions.

Overview of Our Services

Our Business Lines



Overview of Service Offerings

Provides highly secure satellite connectivity and communications services for defence, government, and mission-critical applications for land, sea, and air.

Yahsat's mobility business, offering state-of-the-art communication solutions in over 150 countries. Thuraya is the only mobile satellite services operator with roaming arrangements with more than 370 Mobile Network Operators. It also provides innovative and reliable direct-to-device voice and data solutions to a variety of sectors including energy, government, broadcast media, maritime, defence, aerospace, and humanitarian NGOs.

Yahsat's data solutions arm, serving 45 countries across Africa, the Middle East, and Southwest Asia. YahClick's primary objective is to provide broadband connectivity to unserved and underserved regions around the world.

Provides end-to-end solutions for internet service providers and telecommunications carriers with high-capacity IP requirements. The solution provides satellite bandwidth and equipment, including installation and maintenance for large bandwidth requirements.

Direct-to-home television broadcasts to more than 20 markets across the Middle East, North Africa, Southwest Asia, and Europe.

Major Awards

Yahsat received several prestigious awards and accolades during the year from leading organisations and esteemed forums acknowledging the Company's commitment and efforts in sustainability initiatives through innovation and empowerment. These include:



Yahsat was listed in Forbes Middle East's Top 100 Sustainability Leaders, highlighting Group CEO Mr. Ali Al Hashemi's advocacy for sustainability in the SpaceTech sector.



Yahsat won the Fast Company Middle East's Most Innovative Company Awards 2023 in the Social Good category, acknowledging its dedication to providing satellite-enabled solutions for sustainability and climate change challenges.



Yahsat won the Mobile Satellite Users Association's (MSUA) 2023 Mobility Satellite Innovation Award in the Land Innovation category for the Thuraya Push-To-Talk solution from its mobility arm, Thuraya.



Yahsat's Human Capital Department received the prestigious Women Empowerment Award at the GCC GOV HR Awards 2023. This is a testament to the companies' efforts to advance women's empowerment in the workforce by increasing female representation in both technological and leadership capacities.



Yahsat was recognised with the most coveted 2023 Future Workplace Award for the 'Best Employer of the Year'.

Assessment from ESG Rating Agencies

In 2023, Yahsat's Sustainability Performance was also reviewed by various **ESG rating** agencies and the results of the assessment are presented next



Yahsat achieved 'AA' by the MSCI ESG Rating in the Leader Category



Sustainalytics rated Yahsat with a Medium Risk, achieving a score of **23**.

Negligible	Low	Medium	High	Severe
0 - 10	10 - 20	20 - 30	30 - 40	40+



Yahsat increased its average score to **47** out of 100 in Corporate Sustainability Assessment.

Sustainability Highlights of 2023

Reliable Corporate Governance

0

Breaches of customer data or privacy

0

Competitive behaviour, corruption, discrimination or human rights violations reported

2

Business disruption events recorded with no material impact on services and revenue

50%

Board Committees chaired by women

100%

Employees completed mandated training on Yahsat's Code of Ethics

Serving Customers & Communities

12%

Reduction in average service closure time for Thuraya related services

1,906

Schools helped with internet connectivity in Africa
(850 in Zimbabwe, 636 in Ghana, 400 in South Africa, and 20 in Rwanda)

99.9%

Satellite transponder availability maintained

129

Lives saved through "Yahsat Save Lives" programme

165

Hours volunteered by Yahsat employees in the mangrove plantation initiative

Investing in People

82%

Employee engagement score in our People Survey, above the top-in-class benchmark

0

Fatalities or lost-time injuries for employees and contractors / consultants

833

Health and Safety training hours completed across the Company

52%

UAE nationals among full-time direct employees within Yahsat

159

Employees attended Yahsat CSR Strategy Framework training and awareness session

Promoting Environmental Protection

45%

Waste generated was recycled

22

EV Charging Stations installed across Yahsat assets in the UAE

100%

GHG inventory and accounting conducted for Yahsat HQ covering all emission scopes and sources

86.51%

Reduction in energy consumption in our Africa data centre

500

Mangroves planted through employee volunteering

Developing the Right Business Partnerships

124%

Increase in the number of local suppliers engaged in 2023

18%

Increase in local procurement spending in 2023 as compared to 2022

0

Incidents of controversial sourcing

209

AED million procurement spend on local suppliers

100

Business Partners attended Yahsat's Business Partner Events in Asia and Africa

Our Approach to Sustainability

“Yahsat achieved the “AA” Leader rating for 2023 from the MSCI. This underscores the huge strides made by Yahsat in recent years to accelerate our efforts towards a more innovative, efficient, and sustainable company across all our operations. It recognizes us as a leader in ESG within our industry and highlights how making bold changes can be beneficial, for the society, environment and for sound business decision-making. We are determined to continue driving excellence in sustainability and ESG.”



Ali Al Hashemi
Group Chief Executive Officer, Yahsat

Yahsat is committed to evolving into a purpose-driven organisation and a globally recognised leader in promoting sustainable development. The Company has made significant strides in embedding sustainability within its corporate ethos and decision-making framework, contributing actively to the nationwide sustainability initiatives in 2023, the UAE’s Year of Sustainability.

Yahsat Sustainability Strategy and Sustainability Framework

Our sustainability strategy is based on the five-pillar Sustainability Framework created in 2022, which outlines all the focus areas that Yahsat is integrating to implement sustainability into its day-to-day business operations. Yahsat’s Sustainability Framework guides us to identify areas within our business where we can make the most significant sustainability impacts, helps us drive our sustainability strategy, and identify

potential areas of improvement across all our operations. On a regular basis, we aim to review the sustainability areas impacting our business, as well as how we address each of these areas through our framework. This process helps us ensure that we continue to identify and assess new or evolving material sustainability topics and to subsequently adjust our framework, as necessary.



Sustainability Governance and Alignment with National and International Sustainability Frameworks

In line with the UAE 2023 Year of Sustainability, Yahsat demonstrated its unwavering commitment to sustainability and implemented several projects to reflect its accountability to positively impact people and the planet. Yahsat formed an Environmental, Social and Governance (ESG) function to provide thought leadership in ESG and sustainability matters and to support the implementation of various

ESG programmes within Yahsat. A comprehensive ESG Policy has been developed and approved by the Board, based on the Yahsat Sustainability Framework and built upon five pillars. Key objectives and high priority action items for each pillar, as identified in the Sustainability Framework Roadmap, were implemented in coordination with the relevant departments. At the management level, the ESG function

provides key updates on progress to the Board on a quarterly basis. The Board is ultimately responsible for approving the Sustainability Report and other sustainability-related governance documents and processes within Yahsat. The Board, supported by the ESG function and ESG Committee, has an oversight on the execution of sustainability initiatives across the organisation. The objectives and action items from the Yahsat Sustainability

Framework are implemented to advance how Yahsat addresses the most pertinent sustainability issues in its industry and contributes to notable sustainability goals, including the Abu Dhabi's Economic Vision 2030, the UAE National Space Strategy 2030, the United Nations Global Compact (UNGC) Principles and the United Nations Sustainable Development Goals (UN SDGs).



Abu Dhabi Economic Vision, 2030

The Government's long-term plan is focused on the transformation of the Emirate's economy with a reduced reliance on oil as a source of economic activity and a greater focus on knowledge-based industries. The Yahsat Sustainability Framework is aligned with the 'Policy Priorities' and 'Policy Focus' of the Abu Dhabi Economic Vision 2030, and it is also captured in the respective sections of the report.

UAE National Space Strategy, 2030

The Strategy aims to enhance the space sector's contribution to the national economy and promote the UAE's regional and international presence in the sector. Yahsat's Sustainability Framework is in alignment with the 'Strategic Goals, Programmes, and Initiatives' of the UAE National Space Strategy 2030, and it is also captured in the respective sections of the report.

United Nations Sustainable Development Goals (UN SDG), 2030

A set of interlinked objectives that serve as a "shared blueprint for peace and prosperity for people and the planet now and in the future". Yahsat's Sustainability Framework is aligned with the 'Goals, Targets, and Indicators' of UN SDG 2030, and the alignment is also captured in the respective sections of the report.

United Nations Global Compact (UNGC)

The ten principles of the UNGC focus on corporate sustainability by practicing a principles-based approach to do business by meeting a minimum fundamental responsibility in the areas of human rights, labour, environment, and anti-corruption. Yahsat joined the UNGC in 2023 and is integrating the ten core UNGC principles. Alignment with these principles is also captured in the respective sections of the report.

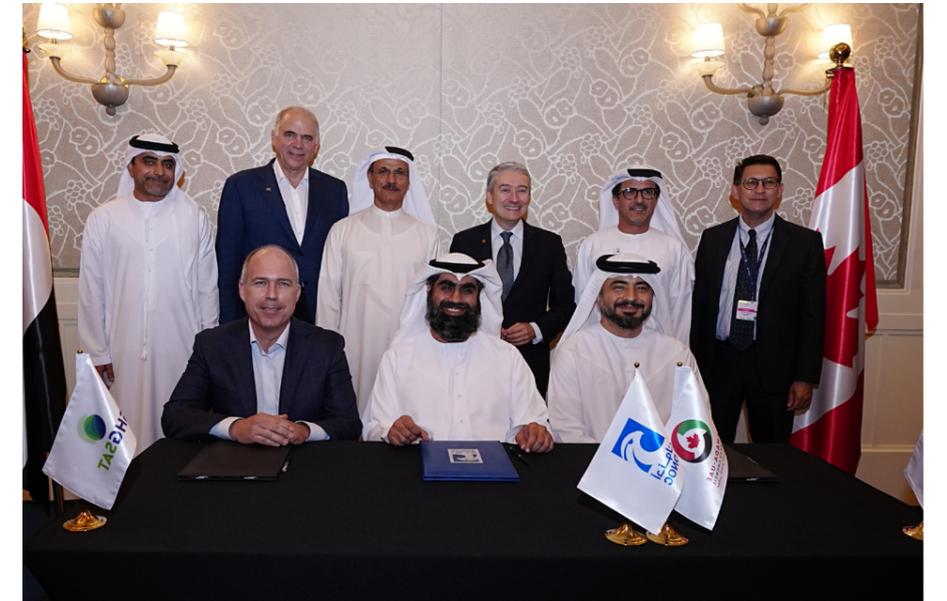
Additionally, Yahsat joined two UN Climate Action Taskforces, committing to the adoption and dissemination of industry-leading practices to address climate change effectively.

Contribution to the United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP) 28

The UAE hosted the 2023 UNFCCC COP28 and Yahsat played an integral role driving the 'Space Sustainability Agenda' with a focus on climate tech and showcasing satellite communications solutions in the service of sustainability. Yahsat hosted two sessions in the 'Technology and Innovation' hub at COP28 on the 'Nature, Land Use, and Oceans' thematic day. One of the two sessions hosted was a knowledge-sharing session on "Empowering at-risk and Indigenous Communities

through Capability Building and Technology for Climate Adaptation and Mitigation". The second session was a panel discussion on the "Role of Technology to Support Ocean Biodiversity and Safety of Fishermen Community". In total, Yahsat's senior management proactively shared industry expertise in eight COP28 sessions, demonstrating technologically advanced space solutions to accelerate climate action implementation at the country, regional, and global

level. During COP28, Yahsat provided senior representative secondment to create a platform for the space industry sector for the first time. Yahsat also signed a strategic collaboration with Greenhouse Gas Satellite (GHGSAT) and Abu Dhabi National Oil Company (ADNOC), aimed at reducing methane emissions from the global energy sector which was recognised at COP28 as a flagship 'lighthouse project'.



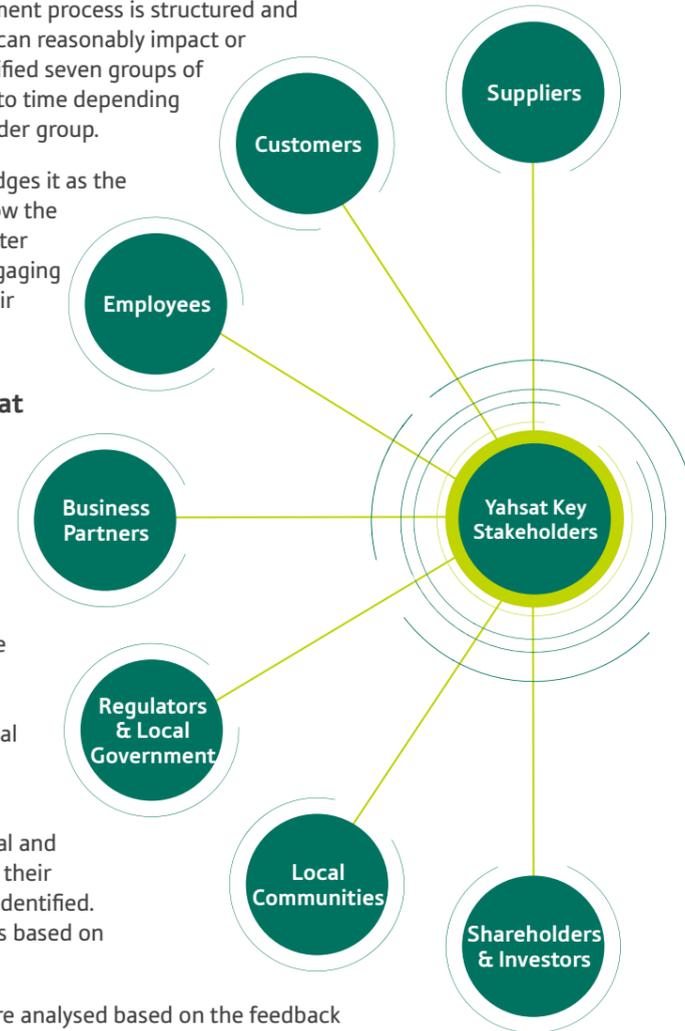
Stakeholder Engagement & Materiality Assessment

Our stakeholders are at the core of our strategy, and we align our operations and business decisions in line with the stakeholder expectations. Our stakeholder engagement process is structured and holistic which provides us a view of the stakeholder groups that can reasonably impact or be impacted by Yahsat's activities and operations. We have identified seven groups of stakeholders as presented, and we engage with them from time to time depending on the nature of our work and relationship with a given stakeholder group.

Yahsat understands the importance of materiality and acknowledges it as the cornerstone of the sustainability strategy and reporting. We follow the principles of sustainability reporting standards to showcase greater transparency and accountability towards our stakeholders by engaging with them periodically to identify the key material topics and their potential impacts on the stakeholders.

As part of our materiality assessment in 2023, Yahsat followed a three-step process detailed below:

- 1. Identification of material topics** – Yahsat reviewed all the applicable regulatory requirements, relevant sustainability reporting standards (such as Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), the ESG Disclosure Guidance by ADX, existing national and international sustainability-related ambitions, ESG disclosure expectations from ESG rating agencies, the sustainability areas being addressed by selected Yahsat's peers, areas of interest identified from Yahsat's key stakeholders, and internal risks and opportunities, to arrive at the list of 21 material topics.
- 2. Stakeholder engagement** – Yahsat engaged with its internal and external stakeholders by conducting a survey to understand their expectations related to the 21 sustainability material topics identified. Stakeholders were requested to prioritise the material topics based on potential impacts and working relations with Yahsat.
- 3. Finalising the materiality for 2023** – The survey results were analysed based on the feedback received from internal and external stakeholders. The results of the 2023 stakeholder engagement and materiality assessment are presented below.



Materiality Matrix - 2023

Most Important

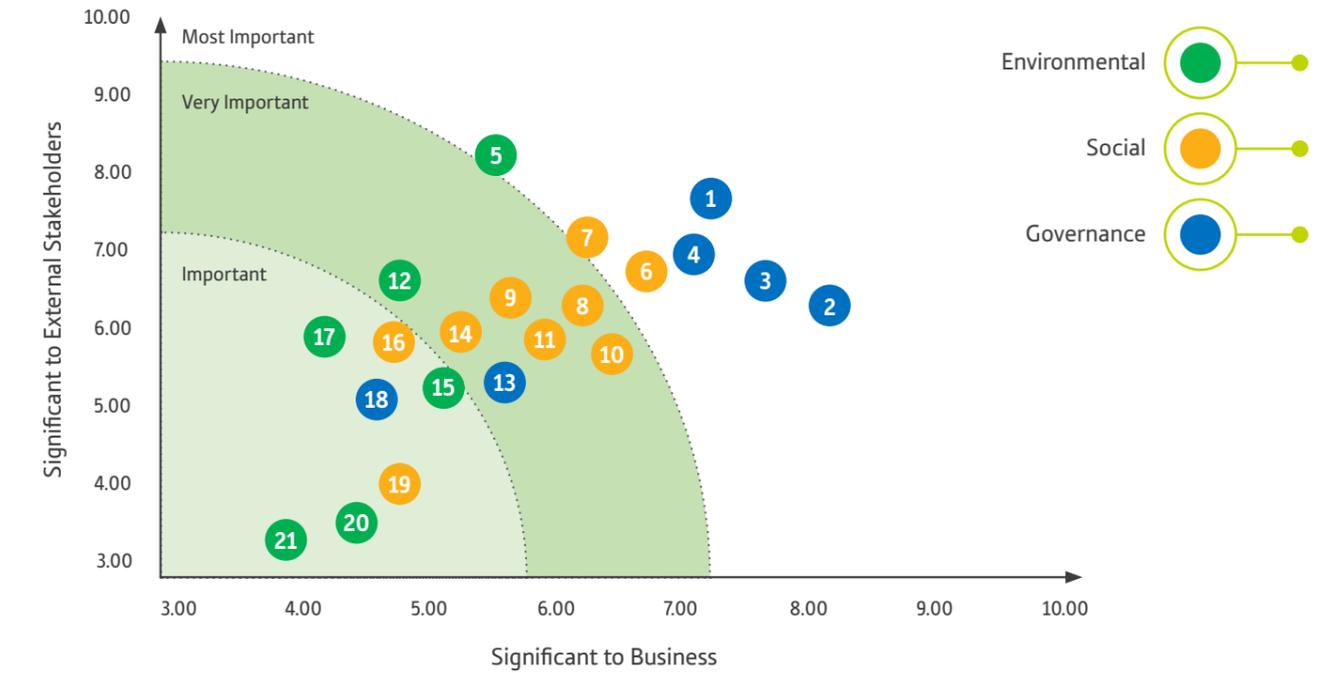
- 1 Data Privacy & Security
- 2 Corporate Governance
- 3 Business Ethics
- 4 Business Continuity & Risk Management
- 5 Product, Innovation & Lifecycle Management
- 6 Customer Relationship Management
- 7 Health & Safety

Very Important

- 8 Access to Communications & Connecting Communities
- 9 Employee Engagement, Diversity & Inclusion
- 10 Disaster Response
- 11 Talent Attraction, Retention & Development
- 12 Carbon Emissions & Climate Strategy
- 13 Supply Chain Management
- 14 Human Rights

Important

- 15 Environmental Management
- 16 Community Investment
- 17 Energy Management
- 18 Competitive Behaviour
- 19 Responsible Sourcing
- 20 Sustainable Use of Space
- 21 Biodiversity



In 2023, we added a new material topic that is Biodiversity. The table below provides the change in the material topics priority in 2023 as compared to 2022. In 2023, the most material topics were:

- Data Privacy and Security
- Corporate Governance
- Business Ethics
- Business Continuity and Risk Management
- Product, Innovation & Lifecycle Management
- Customer Relationship Management
- Health and Safety

In 2023, Product Innovation and Lifecycle Management witnessed the highest jump due to the launch of multiple AI and technology powered Yahsat products for various applications on Land, Sea and aeronautical applications for our customers. The next highest rise was observed for Carbon Emissions and Climate Change due to awareness created through carbon accounting and an alignment exercise with Task Force on Climate-Related Financial Disclosures (TCFD).

Rank	Material Topics	Change in Materiality Ranking in 2023	Rank in 2022
1	Data Privacy & Security	↑ 1	2
2	Corporate Governance	↑ 3	5
3	Business Ethics	↓ 2	1
4	Business Continuity & Risk Management	↓ 1	3
5	Product, Innovation & Lifecycle Management	↑ 8	13
6	Customer Relationship Management	↑ 2	8
7	Health & Safety	↑ 4	11
8	Access to Communications & Connecting Communities	↓ 4	4
9	Employee Engagement, Diversity & Inclusion	↑ 3	12
10	Disaster Response	↓ 4	6
11	Talent Attraction, Retention & Development	↓ 4	7
12	Carbon Emissions & Climate Strategy	↑ 7	19
13	Supply Chain Management	↑ 1	14
14	Human Rights	↑ 1	15
15	Environmental Management	↑ 3	18
16	Community Investment	↔ No Change	16
17	Energy Management	↑ 3	20
18	Competitive Behaviour	↓ 9	9
19	Responsible Sourcing	↓ 2	17
20	Sustainable Use of Space	↓ 10	10
21	Biodiversity	↔ New Topic	-

Reliable Corporate Governance

“Yahsat believes in robust governance processes to satisfy stakeholders’ aspirations and societal expectations. Our approach to corporate governance extends beyond compliance with laws and regulations. We critically analyse our governance practices to consistently achieve the highest standards of ethical and responsible conduct that contribute towards the long-term sustainability of the Company.”



Gary Thomas Hodgson
General Counsel, Yahsat

We are committed to operating with integrity and maintaining the highest professional and ethical standards in every aspect of our business. Through our established and evolving governance structures, we aim to ensure all our operational activities are performed as intended,

including compliance with local and international regulations, improving business performance, and ensuring stakeholders interests continue to be met.

Material Issues Covered

- Business Ethics
- Business Continuity & Risk Management
- Competitive Behaviour
- Corporate Governance
- Data Privacy & Security

UAE National Space Strategy 2030

- Ensure a supporting legislative framework and infrastructure to match the future developments in the sector

Abu Dhabi Economic Vision 2030

- Develop a sufficient and resilient infrastructure capable of supporting the anticipated economic growth

Sustainable Development Goals



United Nations Global Compact Principle – Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Corporate Governance

Yahsat believes that robust corporate governance practices are essential for generating enduring value for our shareholders and the wider world. We hold our corporate values in high regard, emphasising integrity and maintaining a strict stance against any form of malpractice. Our Corporate Governance Framework is comprehensive, aligning seamlessly with relevant regulatory guidelines. It adheres to the corporate governance standards mandated for joint stock companies listed on the Abu Dhabi Securities Exchange (ADX), as prescribed by the UAE Securities and Commodities Authority (SCA). Our Corporate Governance Framework serves as a cornerstone for overseeing the effective implementation of laws, regulations, policies, and procedures relevant to Yahsat. It plays a pivotal role in aiding management in proactively addressing and mitigating the spectrum of risks that Yahsat encounters, all within the confines of a robust internal control framework. Within our corporate governance structure, key governance documents that help manage the various risks and controls in our corporate governance include:



Board Structure, Responsibilities and Conflict of Interest

The Yahsat Board comprises of nine distinguished individuals who bring together a diverse and effective blend of skills, experience, and perspectives. This composition is aligned with the Group's strategic priorities, and well equipped to navigate through the opportunities and challenges in an ever-evolving industry. As of 31st December 2023, the Yahsat Board comprised of non-executive members only,

out of which 67 percent were independent. The categorisation of an independent Director adheres to the definitions used by SCA. Since becoming a publicly listed company in July 2021, Yahsat's Board members remain unchanged and have held their positions. Collectively, the Board draws on a wealth of experience, as each Director holds, or has held, leadership positions in reputable organisations

across a range of relevant industries, including telecommunications, space, defence, security, military, manufacturing, artificial intelligence, media, finance, and government sectors. For additional information, please refer to the 2023 Corporate Governance Report on Yahsat's website.



				
Musabbeh Al Kaabi Chairman	HE Tareq Al Hosani, Vice Chairman	HE Maryam Al Mheiri, Director	Peng Xiao Director	HE Rashid Al Ghafri Director
				
Badr Al Olama Director	HE Masood M. Sharif Mahmood Director	Adrian Steckel Director	Gaston Urda Director	

Board of Directors	2020	2021	2022	2023
Total number of Board members	8	9	9	9
Total number of independent members	N/A	6	6	6
Total number of non-independent members	N/A	3	3	3
Total number of executive members	0	0	0	0
Total number of non-executive members	8	9	9	9
Total Board seats occupied by men	6	8	8	8
Total Board seats occupied by women	2	1	1	1
% of Board Committees chaired by men	-	75%	50%	50%
% of Board Committees chaired by women	-	25%	50%	50%
% of Board seats occupied by independent members	N/A	67%	67%	67%

Board decisions are executed through two channels – either at formal and quorum-reaching Board meetings or via circulated resolutions endorsed by a majority of Directors. As outlined in the Board of Directors Charter, Board meetings are scheduled at least quarterly, with Directors having the option to participate in person or virtually. In 2023, the Board held nine meetings, eight of which were held virtually, with an attendance rate of 90 percent.

The Board derives its authority from the UAE Companies Law and Yahsat's Articles of Association (AoA), with its responsibilities further outlined in the SCA Corporate Governance Guide. In accordance with the Board of Directors (BoD) Charter, the Yahsat BoD holds the pivotal role of defining the strategic direction of the Group, which includes endorsing or approving the Company's strategic plan, annual budget, capital expenditures and investment, funding requirements, selecting and evaluating the Chief Executive Office (or equivalent), developing succession plans for senior management, providing risk oversight, setting the ethical 'tone at the top'

and providing oversight of the overall system of internal control, governance and compliance. The formulation and refinement of the Company's strategy are collaborative efforts between the Board and management, with the Board ultimately responsible for decision-making. While the Board holds the principal responsibility for strategic matters, day-to-day business operations are delegated to the Group's management, facilitated by a comprehensive Delegation of Authority (DoA) document.

The Board is ultimately responsible for approving the Sustainability Report and other sustainability-related governance documents and processes within Yahsat, including the Yahsat Sustainability Framework, Yahsat ESG Policy and the Yahsat CSR Strategy Framework. Furthermore, it monitors the execution of sustainability initiatives across the organisation. The Corporate Key Performance Indicators (KPIs) Scorecard includes the group-wide ESG KPI, which is further integrated into departmental and functional KPIs, forming an essential component of both Board and executive performance evaluations and incentives.

At the operational level, the ESG function and ESG Committee, overseen by Yahsat's Board, provide governance over the Sustainability Report process, the Sustainability Framework pillars, and the progress of their implementation through various projects and initiatives. It is important to highlight that Yahsat complies with the UAE SCA Corporate

Governance Guide, and its Group CEO is prohibited from serving as the Board Chair.

In order to avoid any situation of conflict of interest, the Directors are asked individually, on a quarterly basis or on an ad hoc basis, to provide responses to a detailed questionnaire regarding independence, conflicts of interest, and other matters relevant to Yahsat or their continued eligibility or suitability as a Director. This is conducted as an update to the previous responses and is administered by the Board Secretary.



Board Training, Evaluation and Remuneration

At the time of appointment, all necessary awareness and training is provided to the Board members about the Group's business, the satellite industry, Yahsat's strategy, its financial position, and all aspects of corporate governance relating both to the Company/Group and the role of a Director of an ADX-listed company.

The Board training is evaluated on a case-by-case basis, considering the recent trends and developments. The Board training can be formal, or part of a

discussion at a Board meeting or retreat. In October 2023, Corporate Governance Training was provided to the Board by a reputable external Law firm. The training included various aspects of Directors' responsibilities associated with mergers and acquisitions, Directors' duties, and potential liability. Seven out of nine Board members attended the training along with four members from Yahsat Senior Management.

In November 2023, ESG and Sustainability training was provided to the Board by a sustainability consultant updating on the latest ESG trends, ESG investing and market drivers, the importance of embedding ESG into business operations, alignment with the Sustainable Development Goals, along with recommendations on key priority areas for ESG implementation at Yahsat. All Board members, along with Yahsat's Senior Management members, attended the training on ESG and Sustainability.

The Board's performance is evaluated at least every three years. The Board is required to invite a suitably accredited independent professional entity to assess effectiveness and operation of the BoD, its members, and the Board's Committees. The findings are communicated to the Board and furthermore are made available to the shareholders through an appropriate channel, including the Company's Annual Report.

Routine evaluation of Corporate Governance is also carried out by an assurance function internally at Yahsat. The Directors are also afforded an opportunity to provide feedback through an annual questionnaire regarding the effectiveness of the Directors individually, and the Board collectively, the functioning of meetings, and the quality of information presented. This multifaceted evaluation process ensures a thorough and continuous review of corporate governance practices within the organisation, promoting transparency, accountability, and ongoing improvement.

The Director and Board Committee remuneration is benchmarked against the SCA Corporate Governance Guide, following a thorough benchmarking process. Yahsat issued the Board of Directors' Remuneration Policy during the Annual General Meeting held in April 2022, aligned with the SCA Corporate Governance Guide. The Company adheres to providing full disclosure on matters related to fees, additional allowances, salaries, Board and Committee remuneration, shareholdings among Board members and their immediate relatives, dividends, and quarterly ad-hoc disclosures by Board members.

Board Committees

To ensure efficient governance, Yahsat has instituted two Board-level Committees: the 'Audit, Risk and Compliance Committee (ARCC)' and the 'Nomination and Remuneration Committee (NRC)'.



1. Audit Risk and Compliance Committee (ARCC)

The Audit, Risk and Compliance Committee (ARCC) is governed by the ARCC Charter and provides invaluable support to the Board by overseeing governance, risk management, and internal controls including ESG planning and implementation. The ARCC structure adheres to the UAE Securities and Commodities Authority (SCA) Corporate Governance Guide. It is composed of five members, three of whom are independent non-executive Directors and two non-Director members. One of the independent non-executive Directors serves as the Chairman of the ARCC. In 2023, the ARCC held five duly constituted and quorate meetings. The attendance rate of the ARCC was 84 percent in 2023.



2. Nomination and Remuneration Committee (NRC)

The NRC plays a pivotal role in addressing various human resource matters, including matters related to independence, conflict, and the remuneration of Board members. The NRC assists the Board in the efficient management of compensation and general human resources matters. The NRC regulates and oversees the nomination of the members of the Board and verifies the ongoing independence of the independent members of the Board. The NRC seeks to ensure that the Group attracts the most suitable Board members and Officers and that such persons are retained, through appropriate structuring of the Group's compensation plans, policies, and programmes, providing incentives for such persons to perform to the best of their abilities for the Group and promoting the success of the Group's businesses. The NRC structure adheres to the SCA Corporate Governance Guide and consists of five members, four of whom are non-executive Directors and one non-Director member. Of the four non-executive Directors, two are independent members, one of whom serves as the Chairman of the NRC. In 2023, the NRC held three duly constituted and quorate meetings. The attendance rate of the NRC was 80 percent in 2023.



Business Ethics and Competitive Behaviour

Yahsat's Ethics and Compliance (E&C) function takes the lead in developing and supporting all aspects of the ethics and compliance programme throughout the Yahsat Group. This function is responsible for supervising adherence to the Yahsat Code of Ethics within the organisation, ensuring compliance with relevant laws, regulatory requirements, policies, and procedures. Additionally, it

strives to enhance the value and efficiency of Yahsat's operations and activities. The E&C function regularly reports to the ARCC on matters related to compliance and integrity in Yahsat's day-to-day business operations. It is important to note that Yahsat's Code of Ethics applies to all individuals, including employees, Directors, officers, and representatives of the Yahsat Group, encompassing both Yahsat itself and its controlled

subsidiaries. We also require our contractors, partners, consultants, and suppliers to adhere to the Yahsat Business Partner Code of Conduct. The Code of Ethics is supplemented and supported by a number of policies, which prescribe standards of conduct and offer further detailed guidance on how the principles enshrined in the Code of Ethics are to be applied. All such corporate governance policies include:

- Conflict of Interest Policy
- Anti-Bribery and Corruption Policy
- Business Partner Due Diligence Policy
- Personal Trading Policy
- Securities Trading Policy
- Data Privacy Policy
- Corporate Communication Policy
- Investor Relations Policy
- Export Control and Sanctions Compliance Policy
- Competition Law Policy
- Related Party Transactions Policy
- Risk Management and Internal Control Policy
- Fraud Risk Management Policy
- Information Securities Policy
- Dividend Policy
- Compliance Guide Relating to Inside Information
- Financial Reporting Manual and Accounting Policies Manual

The Ethics & Compliance (E&C) function continuously engages with employees throughout the year. In 2023, the E&C function designed an e-learning module for all employees which included a range of topics such as:

- Introduction to Ethics and Compliance
- TicTak Gamified e-learning covering 'Conflicts of Interest', 'Speaking up', 'Business Partner Due Diligence', 'Anti Bribery and Corruption', 'Personal Trading', and 'Ethical Values'
- Fraud Risk Awareness
- Internal Audit Awareness
- Export Control Awareness
- Information Security Awareness
- Refresher on the Yahsat E&C Application
- Health Safety and Environment (HSE) Awareness
- ESG Policy Awareness
- Reporting and Investigation of E&C Matters

In 2023, **100%** of our employees completed mandated training on **Yahsat's Code of Ethics.**

The E&C function also provided specific awareness training on Export Control for staff working closely with controlled items and for Export Control Champions.

The Yahsat E&C function also obtained an acknowledgement from all employees to ensure that everyone across the Group is fully committed to our values and ethical principles. The acknowledgement covered areas including conflicts of interest disclosures as well as acknowledgement of the Code of Ethics and associated policies.

As per Yahsat's Code of Ethics, we are committed to conducting business in accordance with the highest ethical standards and prohibit all forms of Bribery and Corruption. We follow global anti-bribery and corruption laws and avoid the appearance of any conflict of interest that might violate applicable laws, harm relationships or impact organisational reputation. We are also mindful of forming strategic partnerships with governments and of the special risks and responsibilities those relationships carry. We follow international commercial laws and standards, including intellectual property protections, insider trading and anti-competitive conduct prohibitions, and provisions governing imports, exports, and international trade. We do not involve Yahsat, directly or indirectly, with any form of political or electoral activity. Any lobbying activities must be legal, for legitimate reasons, and ethical. Gifts must not consist of a charitable donation or donation to a political party. Yahsat's E&C function along with the Risk Management

and Internal Control (RMIC) Framework strives to assist the organisation and integrate risk management and internal control into all its activities and functions, including any aspect of corruption and bribery as outlined in the Yahsat Code of Ethics.

Yahsat's Code of Ethics is intended to enable the Group to achieve its commercial goals while operating with the highest levels of integrity. In 2023, no instances of corruption, competitive behaviour, discrimination, or human rights issues were reported.

Whistleblowing and Helpline

We have a reporting platform and mechanism in place to report any violation on the Code of Ethics using our ethics and compliance helpline. Additionally, there is a dedicated email address through which employees can raise concerns or seek clarifications. An external-facing email address has also been set up, to enable external parties or business partners to raise any concerns.

Helpline no: **02-507 6446**

Internal email: **ethics@yahsat.ae**

External email: **compliance@yahsat.ae**

In 2023, we introduced Yahsat Voice, a third party managed whistleblowing portal which aims to provide a secure

and confidential channel for individuals to report any concerns, misconduct, or unethical behaviour occurring within Yahsat. It serves as a medium where employees, stakeholders, or external parties can share information regarding activities that may be detrimental, in violation of rules, or inconsistent with Yahsat's values. Yahsat Voice's primary objectives include promoting transparency, accountability, and ethical behaviour within the organisation. By offering a secure and anonymous avenue for individuals to voice their concerns, Yahsat Voice facilitates the early identification and resolution of issues, cultivating a culture of integrity and ensuring that problems are addressed in a just and responsible manner. For additional information please refer to the 2023 Corporate Governance Report on Yahsat's website.



Business Continuity and Risk Management

Business Continuity (BC)

Yahsat has a comprehensive Business Continuity Management System (BCMS) Manual which is aligned with the 'ISO 22301:2019 Security and resilience – Business continuity management system Requirements', 'National Emergency Crisis and Disaster Management Authority (NCEMA) – The National Standard for Business Continuity Management System (Specifications) AE/SCNS/NCEMA 7000:2021', and the 'Telecommunications and Digital Government Regulatory Authority (TDRA)'.



Business Continuity Performance

In 2023, Yahsat's Business Continuity Management (BCM) function focussed on three principle Key Performance Indicators (KPIs) and achieved the yearly targets in line with its 2023 plan. The BCM function successfully completed 100 percent testing, achieving above the 80 percent target of the annual BC testing plan.

#	BCM KPIs	Target	Actual
1	Compliance against planned business impact analysis activities	100%	100%
2	Level of testing achieved against annual BC testing plan	80%	100%
3	Continuous Improvement activities carried out for the BC programme	80%	84%

The BCM function continuously reviews and monitors the major BC related threats. As of 2023, seventeen major BCM threats have been identified as per the library of BCM threats categories, such as earthquakes, floods, sandstorms, extreme temperatures, water leakages, pandemic, building collapse, fire, power outages, vandalism, sabotage, cybersecurity incidents, loss of key personnel, etc. Our BCM practice incorporates comprehensive measures to address such threats and this approach equips Yahsat with the necessary tools to respond effectively to diverse emergency situations.

The risks associated with the COVID-19 pandemic continue to be monitored as per government guidelines, and we continue to provide two working schedules with flexible timings and options for remote working. In 2023, a small number of business disruption events were recorded, however none of the events reported caused any material losses to Yahsat, its Partners and its customers. In 2023, Yahsat swiftly recovered from a significant technical issue at one of its gateways and thwarted a Distributed Denial of Services (DDoS) cyber-attack, both without any material impact on services or revenue.

Business Disruption Events	2020	2021	2022	2023
Total number of Business Disruption Events	1	3	2	2
Technical failure	-	2	2	1
Cyber attacks	-	-	-	1
Weather events, natural disasters	1	1	-	-

This is a testament of Yahsat's internal controls and comprehensive BCP and BCMS that stand resilient against operational challenges observed in the SpaceTech sector.

Case Study

Information Technology Disaster Recovery (ITDR) Solution

In 2023, the BCM function procured, built, and implemented a brand-new ITDR Solution. It is located at the Sharjah PGW Office to geographically separate the primary and backup sites. Previously, the ITDR solution was hosted by a third party at their Headquarter in Abu Dhabi. This project contributed to the 'Serving Customers and Communities' pillar of the Yahsat Sustainability Framework and offers efficient backup and disaster recovery solutions to the customers and communities that Yahsat serves. This new solution provides the following benefits to Yahsat:

- Provides a brand-new state-of-the-art infrastructure and application within Yahsat.
- Offers a geographical separation increase of over 400% from 30Km to 130Km.
- Provides 100% daily backup of all the data, providing an efficient and effective data backup system.
- Supports failover and resume critical corporate applications within the defined Recovery Time Objectives.
- Reduces dependency on third parties and increases self-sufficiency and internal capabilities in terms of activation and maintenance of the solution.

Yahsat has already completed two successful corporate level IT drills for failing over of the services to the PGW site. A critical services drill is planned for 2024.



Risk Management

Yahsat has implemented an integrated Risk Management and Internal Control (RMIC) Framework. The underlying methodology is based on relevant principles set forth

by the International Organization for Standardization (ISO) and the Committee of Sponsoring Organisations of the Treadway Commission (COSO). Yahsat's

approach has been developed in accordance with the Three Lines Model of the Institute of Internal Auditors (IIA). It is objective-centric and aims to ensure

the effective management of risks that have the potential to obstruct Yahsat from achieving its strategic objectives.

The internal risk and control system is embedded across the Yahsat Group at three levels:

- 01 Management's duty to effectively identify, assess and manage the main risks for Yahsat ("first line").
- 02 The risk, internal control, information security, business continuity, health and safety, and compliance functions facilitate the business in assessing their risks by the development, communication, training, and monitoring of governance, risk and compliance-related policies, processes, and frameworks ("second line").
- 03 Yahsat's internal audit function provides independent objective assurance and advice over Yahsat's operations ("third line").

Yahsat RMIC is aligned with the Sustainability Framework and contributed to the 'Reliable Corporate Governance' pillar. In 2023, the RMIC function played a key role in implementing the Sustainability Framework by supporting the independent assurance of ESG related KPIs within the organisation. Additionally, it supported the development and assignment of 2023 ESG Action Plans based on the 3-Year Sustainability Framework Roadmap.

Yahsat RMIC is an assurance function established to create and safeguard value for the Group. The RMIC team endeavours to assist the Group in embedding risk management and internal control into existing/regular business processes, strengthening the first line. For risk

management activities, Yahsat has adopted the ISO 31000:2018 Risk management - Guidelines. For internal control, Yahsat applies the COSO Internal Control - Integrated Framework: 2013 principles. Yahsat's Internal Control over Financial Reporting (ICOFR) Framework complies with the requirements set forth in the Abu Dhabi Accountability Authority (ADAA) Resolution No. 1 of 2017. The RMIC function reports administratively to Yahsat's Group CEO and functionally to the ARCC.

In 2023, the RMIC function conducted training and capacity building of employees in the areas of Fraud Risk Management, Internal Audit Awareness, Tailored IT Audit Training for cross-functional groups in the Sharjah and Abu

Dhabi Offices, and Risk Management Awareness sessions for inductees.

During 2023, Yahsat has not been subject to any material fines or penalties imposed by any government instrumentality, statutory authority, or regulator. Additionally, no significant issues were identified concerning non-compliance with rules or regulations, compliance, and internal controls.



Data Privacy and Security

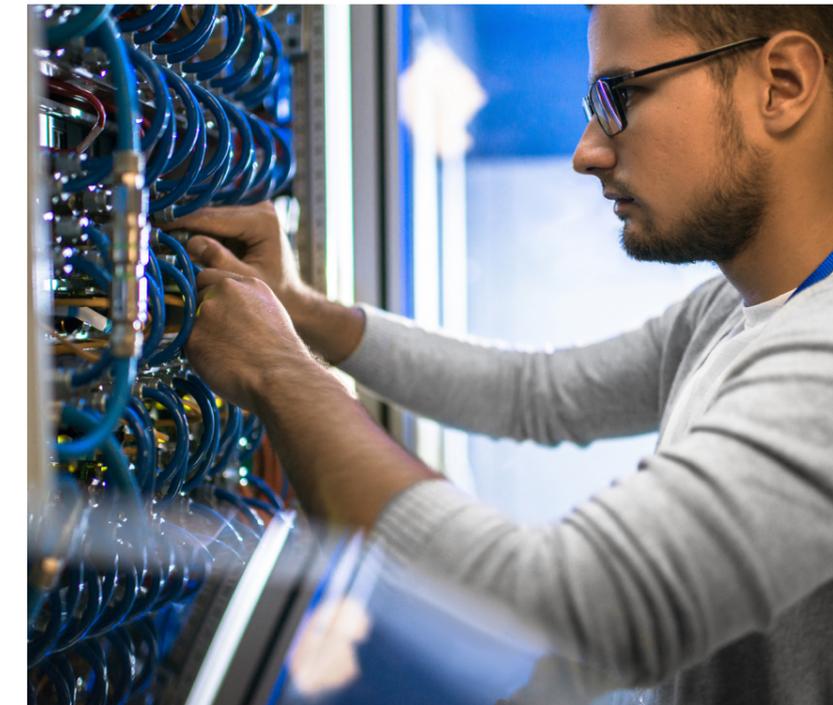
Yahsat understands the need for information security and data privacy for its customers and other stakeholders, particularly in the context of providing secured satellite communications. We adhere to the UAE Signal Intelligence Agency (SIA) (formerly known as National Electronic Security Authority - NESAs), as well as Mubadala's Information Security Forum (ISF) Security Frameworks. We have an Information Security Framework that is aligned with 'ISO/IEC 27000 family Information security management'. It is a series of mutually supporting information security standards that helps Yahsat comply with all relevant Information Security related regulations and policies,

as well as other related standards and frameworks, including the National Institute of Standards and Technology and the Centre for Internet Security. The Yahsat Information Security Framework, designed to comply with various regulatory and customer requirements, comprises of several individual policies which, together, provide a comprehensive framework to secure Yahsat's Information Technology (IT) environment and ensure proper handling of information. The Framework includes an Information Security Policy which is further supported by additional policies such as:

- Data Privacy Policy
- Data Classification and Protection Policy
- Information Asset Management Policy
- Data Centre Policy and Code of Conduct
- Access Control Policy
- Anti-Malware Management Policy
- Information Security Incident Management Policy
- Information Security and Training Policy
- Information Security and Data Retention Policy
- Third Party Security Policy
- Removable Media Protection Policy
- Secure Systems Development Procedure
- Change Control Management Policy and Procedure
- Information Security Risk Management Policy
- Vulnerability Management Policy
- Acceptable Use Policy

In 2023, the Information Security Framework contributed to the Sustainability Framework pillar of 'Reliable Corporate Governance' by providing strong corporate governance around the data privacy and security, 'Serving Customers and Communities' by providing resilient and secured data protection systems to avoid any data losses, and 'Investing in People' by providing mandatory training to all employees on the 'Information Security Framework'.

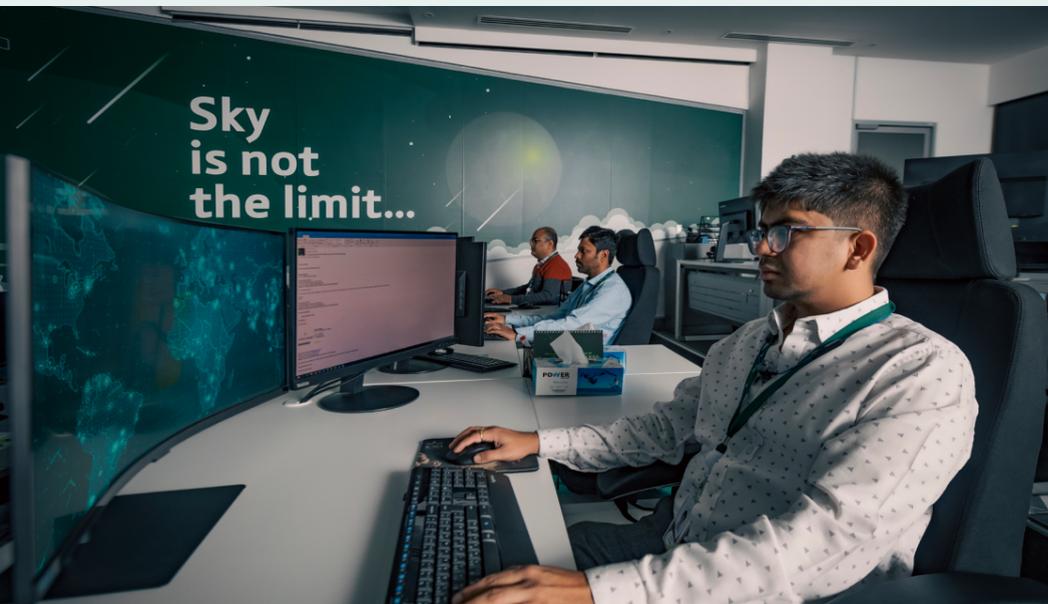
In 2023, Data Privacy and Security was one of the most important material topics for Yahsat. We recognise the criticality of the data privacy and information security of all our stakeholders and thus we have maintained a comprehensive governance structure as part of our Information Security Framework. Our relevant policies are aligned with General Data Protection Regulation (GDPR) to provide appropriate controls within our IT infrastructure.



Data Privacy and Security Performance

In 2023, no incidents of customer data leaks, theft, data loss, or breach of customer privacy were reported, and no incidents were reported for customer data being used for secondary purposes. Aligned with our policy, we have implemented comprehensive controls and maintained zero data privacy and information security incidents for four consecutive years by keeping a check on cyber threats, programming errors, phishing, and technical event outages of the satellites.

As per our Information Security and Training Policy, we strive to continuously provide training and raise awareness among the employees on any new developments and updates to the Information Security Framework. In 2023, 100% of our employees received training on the Ychsat Information Security Framework and policies. Internal communications are sent to employees periodically about various phishing emails clearly highlighting the instructions to be followed for reporting any incident, communication on technical outages, communication on the Information Security Framework, and the necessary controls.



Economic Impact

At Ychsat, economic performance plays a key role in contributing to the 'Reliable Corporate Governance' pillar of the Ychsat Sustainability Framework. Ychsat's financial performance is disclosed on an annual basis through the Annual Report which is available on Ychsat's website.

Since becoming a publicly listed company in 2021, Ychsat has developed and aligned various policies for financial and governance matters with the UAE Securities and Commodities Authority (SCA) Corporate Governance Guide. Ychsat has a comprehensive Financial Reporting Manual and Accounting Policies Manual, which helps the Financial Reporting team to provide complete, timely and reliable financial information. The Financial Reporting team utilises its robust processes, systems, tools, and effective internal controls to disclose and deliver the Financial Report, which is aligned with the International Financial Reporting Standards (IFRS), covering all the necessary disclosures of stakeholders' interests. The Financial Reporting Manual outlines the reporting framework and

Economic Performance

In 2023, the direct economic value generated because of Ychsat's operation was up by 10% as compared to 2022, and the overall economic value retained by the Company stood at USD 149 million which was 14% higher than 2022. Ychsat also made significant contribution in distributing the economic value which was also up by nearly 8% in 2023 as compared to 2022.

guidelines for the reporting function. At the same time, the Accounting Policies Manual elaborates on the Group's accounting policies, including practical guidance on key accounting topics that all Group entities must follow and consistently apply while preparing financial statements.

Ychsat has an Investor Relations Policy which showcases its commitment to deliver timely, impartial, and precise disclosures of significant information to the public, by adhering to the guidelines and regulations set forth by the UAE Securities and Commodities Authority (SCA), Abu Dhabi Securities Exchange (ADX), and contemporary industry standards. Ychsat has set up a dedicated Investor Relations function under the Finance department to effectively implement the Investor Relations Policy. This policy lays out the processes and values to ensure that information is communicated to investors and shareholders in a fair, timely, and accurate manner.

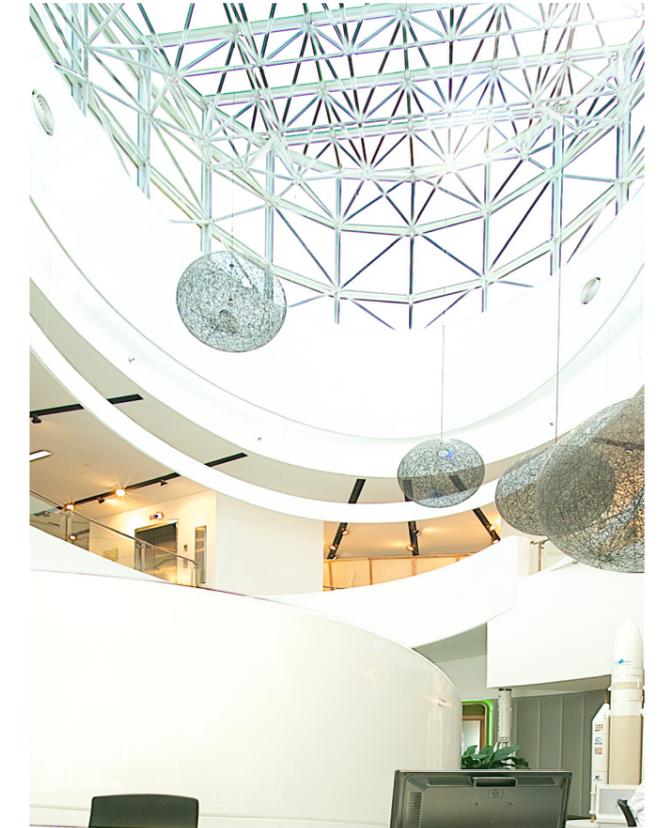
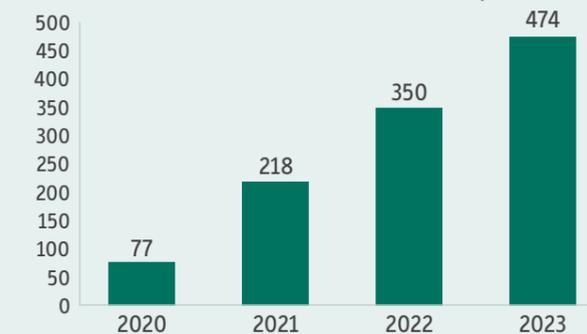
#	Direct Economic Value Generated	Unit	2020	2021	2022	2023
1.	Direct economic value generated (Revenues)	USD million	426	410	445	488
2.	Economic Value Distributed	USD million	265	334	314	339
a.	Operating expenses	USD million	92	84	93	111
b.	Employee wages and benefits	USD million	84	86	85	84
c.	Payments to providers of capital	USD million	76	150	116	120
d.	Payments to government (Total)	USD million	13	14	20	24
3.	Economic value retained (Direct Economic Value Generated' - Economic Value Distributed)	USD million	161	76	131	149

Ychsat's UAE National employees are entitled to retirement benefit plans, and expats are eligible for the end-of-service gratuity as administered by the Abu Dhabi Pension Fund. The contribution by UAE Nationals and Ychsat for the retirement plan has been consistent at 5 percent by the employee and 15 percent by the employer, respectively, since 2020. As the contributions for pensions and end-of-service benefits are mandatory as per the UAE Labour Law and Abu Dhabi Pension Fund Law, the level of participation is 100 percent by both the employee and the employer as applicable. The financial assistance received by Ychsat, and the extent of government shareholding in Ychsat is captured in detail in the Annual Report 2023 available on the Ychsat website.

In 2023, Ychsat contributed significantly to the indirect economic impact by investing in the infrastructure and services for offering leasing of satellite communication capacity, end-to-end integrated satellite communication and managed services, and providing fixed and mobile telecommunication services via satellites to customers. Investments in indirect economic impact witnessed a 35 percent increase in 2023 compared to 2022.

Ychsat aims to continue monitoring its economic performance to showcase its commitment to its shareholders and stakeholders. As we continue to expand Ychsat's services, we understand the need to continuously develop and enhance our financial systems to contribute to cost efficiency for internal processes.

Investment in Infrastructure and Services (USD million)



Serving Customers and Communities

“Yahsat has a strong customer-centric approach across all its operations by offering essential satellite communications. We are committed to provide reliable, efficient, and accessible rapid aid during crises in disaster-struck areas to save lives, offer connectivity to unserved and underserved communities and support environmental protection through our cutting-edge SpaceTech climate solutions.”



Khalid Abdalla Omar Al Kaf
Chief Operations Officer, Yahsat

Our commitment lies in delivering cutting-edge satellite solutions that are both innovative and cost-effective to customers and communities globally. Through our technological expertise and a customer-focused mindset, we aim to not only meet but exceed customer expectations, ensuring their utmost satisfaction with our

offerings. Furthermore, our goal is to establish ourselves as a pioneer in delivering dependable and swift disaster relief services. We are dedicated to bridging the digital divide by expanding connectivity and addressing the factors that have contributed to this divide.

Material Issues Covered

- Access to Communications & Connecting Communities
- Community Investment
- Customer Relationship Management
- Disaster Response

UAE National Space Strategy 2030

- Provision of competitive and leading space services
- Development of advanced local capacities in Space technology manufacturing and R&D

Abu Dhabi Economic Vision 2030

- Develop a sufficient and resilient infrastructure capable of supporting the anticipated economic growth

Sustainable Development Goals



United Nations Global Compact Principles – Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges.
- Principle 8: Undertake initiatives to promote greater environmental responsibility.
- Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

Customer Relationship Management

Yahsat is committed to customer service excellence through its centralised Customer Care Unit (CCU), implementing various programmes to ensure service quality, customer experience, and interaction assessment. The Company continuously enhances customer service through Customer Relationship Management (CRM) training, robust issue escalation protocols, and advanced CRM systems. Yahsat is dedicated to setting formal CRM commitments, targets, and KPIs, and aligning its strategies with global best practices to meet customer needs and uphold service excellence consistently.

Yahsat’s customer-centric approach in 2023 focused on enhancing interactions and service delivery, driven by our centralised CCU. We worked extensively on various business partnerships such as:

1. A partnership with Hughes Network Systems to provide operations/business support solutions for YahClick services.
2. A partnership with DM World, an ISO 9001:2015 (Quality management system Requirements) certified company, to focus on digital transformation. This collaboration aims to serve global enterprises by

offering the Freshdesk solution as an advanced ticketing system for Thuraya’s services.

3. A partnership with ManageEngine to develop service desk solutions to track incidents and change requests.

Our ongoing focus has been on the deployment of customer-centric initiatives, concentrating on quality assurance, customer satisfaction measurement, and quality assessments of customer interactions. We have optimised our customer care Interactive Voice Response (IVR) system by eliminating unnecessary language options ensuring smooth access to our agents. Additionally, we enhanced Thuraya’s online services for scratch card refills and implemented One-Time Passwords (OTP) for improved user convenience. Consequently, our dedication to enhancing network components, internal procedures, and systems has led to greater operational efficiency and network reliability, reducing the necessity for service partners to contact Customer Care.

Customer Care has been enhanced through the implementation of well-defined policies and procedures, which include a Service Level Agreement

(SLA) between Customer Care and Yahsat Operations teams. The SLA has helped in streamlining the process of closing the service requests or cases of escalations within the agreed turn-around time aligned to the Change Control Board (CCB) and Root Cause Analysis (RCA). The CCB is a set of governance procedures for performing planned system activities for situations of service interruption and sending timely notifications to the internal and external stakeholders. RCA is the channel to provide transparent reporting to our Service Partners for any unplanned incidents that may cause service interruption, and it supports in identifying preventive actions to avoid re-occurrence of the same event. The use of various communication channels, and a commitment to prompt acknowledgment, comprehensive investigation, and effective resolution of issues drives continuous improvements. As part of the process, the Customer Care Unit (CCU) periodically reviews the cases of recurring service requests to develop permanent solutions to prevent any future potential service disruptions.

Customer Relationship Management Performance

At Yahsat, we monitor Customer Satisfaction (CSAT) on an annual basis, and it is also considered as one of the most important metrics measured and tracked by our CCU. CSAT, refers to the satisfaction level of our customers for the products and services offered by Yahsat. In 2023, Yahsat proudly maintained a strong performance in the high 70s percentile for Customer Satisfaction (CSAT) for the Thuraya service while achieving an impressive 21 percent growth for YahClick compared to the previous year. The overall CSAT score for combined Thuraya and YahClick services improved by nearly 10 percent in 2023 as compared to 2022.

Customer Satisfaction (CSAT Scores)	1		2	
	Thuraya	YahClick	Thuraya	YahClick
2021	53%	37%		
2022	79%	52%		
2023	77%	73%		

For any complaint or request raised by the customers, there are two levels of support available. Yabsat's service partners offer the first level of support, and they handle the in-country sales and service operations for end users of Yabsat's products and services. If the first level of support is not able to resolve a complaint or answer a request, it is escalated to Yabsat which is the second level of support. In most cases, escalated complaints or requests are resolved by the first level of support by the respective service partners after appropriate guidance from Yabsat. In 2023, the number of customer complaints, issues or enquiries received by Thuraya witnessed a reduction for a second consecutive year. Similarly, YahClick reported a reduction of 155 complaints or issues received from customers in comparison to 2022, coupled with a 14 percent reduction in total inquiries and change requests, which indicates a positive trend in customer service efficiency.

Customer Complaints & Requests	2020	2021	2022	2023
Thuraya				
Total complaints/issues received (#)	3,950	4,200	3,933	3,917
Total enquiries or change requests received (#)	15,442	16,795	16,764	16,578
YahClick				
Total complaints/issues received (#)	4,194	3,653	3,730	3,575
Total enquiries or change requests received (#)	5,304	4,671	4,719	4,071

In 2023, Yabsat saw a 12 percent reduction in the average service closure time for Thuraya related services. Average waiting time for customers remained consistent at 10 minutes, while the average service time for the service request reduced by 14 percent on the average service time (average handling time) in comparison to 2022, down to just 66 minutes.

Thuraya - Average Service/Ticket Time	Unit	2021	2022	2023
Average Service Closure Time	Minutes	76	85	76
Customer Care – Average Wait Time	Minutes	10	10	10
Customer Care – Average Service Time (Average Handling Time)	Minutes	66	75	66

Satellite Availability Performance

In 2023, the Customer Care Unit (CCU) introduced a new Change Management and Incident Management Process. This enhancement allowed the Customer Care team to surpass the response time targets for Thuraya and YahClick tickets. Throughout the year, Yabsat consistently upheld a 99.9 percent availability rate for its Satellite Network/Service. For the fourth consecutive year, YahClick managed to reduce its service interruption time with an improved reduction of nearly 200 percent in service interruption between 2020 to 2023, whilst maintaining the same total number of annual service time hours.

Satellite Availability	2020	2021	2022	2023
Thuraya Availability (%)	99.97%	99.92%	99.98%	99.93%
Total Service Time (Hours)	8,784	8,760	8,760	8,760
Service Interruption Time (Hours)	2.96	7.36	1.58	6.48
YahClick Availability (%)	99.96%	99.97%	99.98%	99.99%
Total Service Time (Hours)	8,784	8,760	8,760	8,760
Service Interruption Time (Hours)	3.86	2.63	1.66	1.31

Satellite Transponder Availability

Satellites transmit data using transponders across various frequencies, including C, Ku, Ka, and L, within Yabsat's satellite fleet. The measure of transponder availability indicates the duration for which a satellite's transponders are functional and actively transmitting data. Factors like satellite anomalies, issues with incoming data, or configuration challenges can disrupt transponder functionality. Over the past four years, Yabsat's satellites have demonstrated exemplary performance, with average transponder availability surpassing 99.9 percent. Notably, almost all satellites achieved 100 percent availability throughout 2023.

Satellite	Band	2020	2021	2022	2023
AY 1	C- Band	99.87%	100%	100%	100%
	Ku - Band	99.80%	100%	100%	100%
	Ka- Band	99.85%	100%	100%	100%
AY 2	Ka- Band	100%	100%	100%	100%
AY 3	Ka- Band	100%	100%	100%	100%
T 2	L- Band	100%	99.96%	100%	100%
T 3	L- Band	100%	99.92%	99.99%	99.95%

Yahclick Gateway Availability

Satellite gateways, serving as ground stations linked to a network operation centre with internet connectivity, facilitate the exchange of data (both transmission and reception) with satellites in orbit. The reliability of these gateways, crucial for data exchange with Yabsat's satellites, has maintained an impressive average availability exceeding 99.9 percent over the past four years.

Satellite	Gateway Location	2020	2021	2022	2023
AY 2	Luxembourg	99.89%	99.98%	99.98%	99.97%
	Athens	99.93%	99.98%	99.98%	99.95%
	Madrid	99.94%	99.95%	99.98%	99.95%
AY 3	Abu Dhabi	99.98%	100%	100%	100%
	Athens	99.94%	99.98%	99.96%	99.97%
	Luxembourg	99.88%	99.97%	99.96%	99.98%

Disaster Response

Yabsat is at the forefront of supporting organisations in their efforts to mitigate humanitarian crises, providing state-of-the-art satellite communication solutions to both government and non-government entities. As a committed signatory of the UN Crisis Connectivity Charter, Yabsat is dedicated to improving its services, establishing firm commitments for disaster response, and fostering innovation in fields such as disaster warnings and rapid deployment, reaffirming its commitment to lead in crisis connectivity solutions.

Yabsat's approach to Disaster Response emphasises our commitment to providing reliable satellite communication services during natural disasters, ensuring

uninterrupted connectivity for emergency search and rescue missions. In November 2023, Yabsat unveiled its 'Disaster Response Commitment,' a comprehensive plan detailing proactive service request management, resource allocation, distress signal response, and collaboration with search and rescue entities. Furthermore, Yabsat pledges continuous monitoring, resource management, and data analysis for connection requests, maintaining updated records, and ensuring robust back-office support to enhance disaster response effectiveness. Yabsat's Disaster Response Commitment aligns with and enhances the 'Yabsat Saves Lives' programme, an operational support protocol established in the preceding year.

In 2023, Yabsat's contributions to disaster response were notably impactful. Our advanced satellite communications were instrumental in 8 natural disaster incidents such as earthquakes, flooding and distress calls at sea, where Yabsat satellite phones played a crucial role in the rescue operations saving the lives of approximately 129 individuals across various regions worldwide, including Morocco, Turkey, Japan, Italy, South China, Libya, and Afghanistan. Additionally, Yabsat provided support to more than 300 individuals facing distress situations resulting from human activities. Leveraging a combination of

Thuraya and Yabsat solutions, the team efficiently delivered multiple services, including activating sim cards and providing free talk-time to address the pressing requirements of the affected communities in a timely manner. Thuraya satellite phones were also deployed during the disaster response efforts in Malawi following Cyclone Freddy that impacted nations in Africa close to the south-west Indian Ocean.

These actions reflect our ethos of utilising our technological capabilities to serve communities globally, especially in times of crisis.



Date	Type of Incident	Area	Details	No. of People Assisted
February 2023	 Earthquake	Turkey	Yahsat satellite phones facilitated necessary communication for rescue and humanitarian support during an earthquake.	34
February 2023	 Distress call at Sea	Morocco (Southwest)	Yahsat's Global Network Operations Centre (NOC) was alerted to a distress call received from a customer in southwest Morocco, reporting a damaged boat at sea with around 56 passengers, predominantly elderly individuals, women, and children. The caller urgently requested immediate rescue due to the passengers' exhaustion, and the looming risk of the boat sinking if left adrift for much longer.	56
April 2023	 Distress call	North African Region	Yahsat satellite phones facilitated necessary communication for rescue and distress support.	306
May 2023	 Earthquake	Japan	Yahsat satellite phones facilitated necessary communication for rescue and humanitarian support during an earthquake.	5
May 2023	 Distress call at Sea	Italy	Received a distress call from a Thuraya user in the Mediterranean Sea.	7
May 2023	 Distress call at Sea	China Sea	In a search and rescue operation spanning international waters, Yahsat and its mobility arm, Thuraya Telecommunications Company, worked closely with Chinese governmental agencies, including China's Embassy in the UAE and its Maritime Search and Rescue Coordination Centre (MRCC) to save a group of Chinese fishermen lost at sea.	5
September 2023	 Earthquake	Morocco	Yahsat satellite phones facilitated necessary communication for rescue and humanitarian support during an earthquake.	2
September 2023	 Flooding	Libya	Yahsat satellite phones facilitated necessary communication for rescue and humanitarian support during flooding.	4
October 2023	 Earthquake	Afghanistan	Yahsat satellite phones facilitated necessary communication for rescue and humanitarian support during an earthquake.	16
October 2023	 Distress call	Middle East Region	Yahsat satellite phones facilitated necessary communication for rescue and distress support.	1

To reinforce our commitment to the Yahsat Saves Lives programme and contribute to the Sustainability Framework of Yahsat, we have developed an Operation Support Agreement. The purpose of the procedure is to execute in the situations

when any natural disaster is reported in countries covered by Yahsat and Thuraya services, and act on emergency requests to enable service for people in distress and remote areas. It will help in monitoring the quality of service in the affected areas and will proactively address the necessary requirements to provide uninterrupted satellite connection to every request initiated. To assess the effectiveness of our Operation Support Agreement, we also monitor KPIs as part of our actions on the disaster related situations, the target and performance for 2023 is provided below:

Key Performance Indicator (KPIs)	Unit	Target	Achieved
Disaster support provided with timely and successful connectivity and relief of the total disaster support requests received.	%	75	80
Disaster response time from the time disaster information is first received.	No. of Hours	80	77
Network connectivity provided in the disaster affected area out of the total beam capacity.	%	94	94

Our actions reflect our unwavering commitment to humanitarian assistance, as we strive to save lives, serve communities, and support recovery efforts with our reliable, advanced connectivity solutions.

Case Study

Yahsat Saves Lives

On 21st of February 2023, Yahsat demonstrated its critical role in emergency response by aiding a distressed vessel carrying 56 individuals near southwest Morocco. Leveraging its advanced satellite capabilities, Yahsat's prompt action facilitated the rescue of passengers, including women and children, who were at imminent risk due to their boat's deteriorating condition. This intervention exemplifies Yahsat's dedication to its 'Serving Customer and Communities' pillar, providing not just connectivity but also ensuring the safety and security of individuals in dire situations through its reliable communications solutions.



Access to Communications, Connecting Communities & Community Investment

Access to Communications

Yahsat is actively involved in global collaborations aimed at boosting internet connectivity and enabling information access, particularly for unserved and underserved communities. Our initiatives include not only providing robust internet connectivity and supporting e-learning, but also offering Information and Communication Technology (ICT) training, telemedicine, and healthcare communications, especially during humanitarian crises. We are committed to bridging the digital divide by enhancing communication access, delivering targeted training, supporting global digital cooperation initiatives, and improving services for disaster response and business continuity.

Yahsat continues to provide a range of technological enhancements which were systematically introduced to the network components and systems that serve our customer base. Tailored improvements were executed for each of our primary customer segments, each benefiting from networks and systems specifically designed to meet their unique needs. Yahsat's technologies and services enable access to communications in the following ways:



Yahsat Services

Communication support provided

Corporate

Yahsat provides tailored solutions that cater to the unique communication needs of businesses, ensuring reliable connectivity that supports corporate operations and enables efficient communication, thus fostering growth and connectivity in the corporate sector.



Thuraya

Specialises in providing critical communication solutions across various sectors including energy, enterprise, government, leisure, marine, media, and relief efforts. These solutions ensure reliable and secure communications, especially in unserved and underserved remote areas, thereby connecting communities, and facilitating operations in critical situations. Thuraya's offerings in maritime solutions like the Thuraya MarineStar and services such as Thuraya Aero for air communications, Thuraya VSAT+ for enhanced broadband, and advanced land vehicle tracking with Thuraya SatTrack, exemplify its commitment to keeping communities connected across land, sea, and air.



YahClick

Instrumental in connecting underserved and remote communities by providing broadband services. This plays a crucial role in bridging the digital divide, offering access to essential services like education, healthcare, and government services, and fostering socio-economic development in these regions.



Yahsat Government Solutions

Specialises in delivering secure, reliable, and comprehensive satellite communication solutions to government entities. This ensures that government operations, especially in remote areas or during critical missions, are supported by robust communication networks, thereby aiding governance and administrative functions in serving communities effectively.

The communities we serve are often situated in remote locations or lack essential telecommunication infrastructure. Our efforts have successfully provided efficient communication solutions to various communities across the world, including regions such as the Middle East, Africa, and Southwest Asia. The wide-ranging initiatives have not only provided connectivity to these areas but also opened doors to e-learning for communities in Africa, advanced healthcare and telemedicine services, and training in information and communication technologies.

In 2023, Yahsat continued to enhance global access to communications, particularly focusing on underserved communities. This year marked significant progress in connecting remote areas, notably through our partnerships in South Sudan with Gate for Technologies Co. Ltd (G4T) and in Nigeria with Nigerian Communications Satellite Limited (NIGCOMSAT). These collaborations have extended satellite-enabled broadband to regions previously lacking reliable internet, facilitating improvements in education, healthcare, and governmental services.

Connecting Communities & Community Investment

Yahsat's sustainability approach centres on bolstering community connectivity, emphasizing the provision of essential satellite infrastructure either directly or in collaboration with partners. The organisation is committed to gaining a thorough understanding of its community impact, utilising diverse metrics such as service affordability, narrowing the digital divide through internet access, and assessing indirect economic benefits and social returns. This ongoing evaluation plays a crucial role in refining Yahsat's community investment strategies, tackling the digital divide, and fostering inclusive growth, as articulated in its Digital Inclusion Position Statement.

In 2023, Yahsat developed a Corporate Social Responsibility (CSR) Strategy Framework to embrace corporate social

responsibility and integrate into our thinking, behaviour, culture, and core business operations. Our CSR Strategy Framework is closely aligned with our Sustainability Framework, complementing our corporate strategy, corporate mission, vision, and core values. The CSR Strategy Framework outlines our ambition to be a pioneer in CSR in the space and satellite communications sector, and its implementation for the benefit of the communities and environment in which we operate. Further details on the framework are discussed in the section on Yahsat Corporate Social Responsibility Strategy Framework.

Aligned with our CSR Strategy Framework, Yahsat initiated multiple projects to serve communities and positively impact the natural environment. Yahsat, through its technologically advanced satellite solutions, is creating a significant impact in the community and environment. Examples include water resource monitoring to prevent leakages, smart irrigation for water conservation, air quality monitoring to prevent carbon emissions, weather monitoring, early detection, warning and prevention of floods, wildfires, hurricanes, earthquakes, tsunamis saving people's lives and protecting biodiversity. Furthermore, our employees participated actively in planting 500 mangrove plants by volunteering for 165 hours to contribute to the local UAE's pledge to plant 100 million mangroves by 2030 and become a global leader in nature-based climate change solutions.

Serving Communities

In 2023, Yahsat achieved notable progress in linking remote communities with internet connectivity and communications, solidifying its dedication to bridging the digital divide. The main objectives for providing internet connectivity in schools was to support access to innovative and child-friendly digital learning, improved learning outcomes for school children, increased attendance rate of school children, advancing teachers' digital skills and strengthening the school learning management system.

In Rwanda, the collaboration with the Ministry of Education resulted in a transformative digital education initiative. Leveraging Yahsat's satellite internet infrastructure via Thuraya and YahClick, the project facilitated access to updated educational content and the latest syllabus for children and teachers in rural areas. Aligned with the Sustainable Development Goals, this initiative, presented an affordable and sustainable platform for education solutions. The initial phase successfully connected 20 schools with internet connectivity for eLearning.

Ghana experienced a similar enhancement in educational access through YahClick broadband services, provided in partnership with the Ministry of Education. This initiative bridged the gap for students and staff in rural and underserved areas, granting them access to crucial online educational materials. A

1906 Remote schools covered with internet connectivity in Africa

significant milestone was reached by connecting 636 schools and approximately 20,000 children, making a digital leap in education.

In Zimbabwe, YahClick broadband services played a crucial role, extending internet connectivity to 850 rural schools. This access to internet connectivity and communications is not just for education; it serves as a lifeline, potentially saving lives by connecting communities to essential information and resources and improving the lives of people and communities.

Meanwhile, in South Africa, the deployment of Thuraya services revolutionised the educational landscape for over 400 schools. This service provided a dependable source of internet and communication for students and teachers, delivering technology and educational tools to underprivileged areas. This initiative stands as a testament to Yahsat's dedication to enhancing educational

opportunities and fostering community growth through connectivity.

Collectively, these initiatives underscore Yahsat's unwavering commitment to utilising technology for social advancement and aligning its operations with broader global objectives to uplift and empower communities through enhanced connectivity and access to education.

Case Study

Supporting Emirati Woman Climb Mount Everest

On 25th of May 2023, Yahsat proudly supported Emirati mountaineer Danah Al Ali's historic climb, making her the first Emirati woman to summit Everest and Lhotse in one day as part of the 'Peak to Peak' challenge.

Facing communication challenges in the Himalayas, Yahsat provided crucial support by equipping Danah with satellite equipment, including the Thuraya XT-PRO satellite phone and Thuraya IP+ broadband terminal, ensuring seamless connectivity with complimentary airtime and data.

In an added safety measure, Thuraya's technology partner, FrontM, enabled live tracking for Danah on Thuraya's SatTrack platform, allowing real-time monitoring of her ascent and descent. Yahsat supported Danah for this historic achievement, serving as an inspiration to those pursuing dreams through exploration. Throughout the groundbreaking expedition, Yahsat maintained Danah's connectivity via Thuraya's mobility solutions, ensuring safety and security in high altitudes beyond terrestrial network reach. Yahsat remains committed to offering ubiquitous voice and broadband coverage over the Himalayas through its mobility arm, Thuraya. This community investment underpins Yahsat's commitment to connecting communities and empowering individuals and is aligned to 'Serving Customer and Communities' pillar of Sustainability Framework.



Furthermore, Yahsat supported local communities by engaging and empowering local youth. In 2023, Yahsat employed 13 interns across 11 departments to provide technical training. Yahsat also provided Very Small Aperture Terminal (VSAT) training at the Abu Dhabi University and continued its support to the Yahsat Youth Council. The Council is a unique programme unlocking exciting opportunities for young UAE nationals to gain valuable leadership lessons and make game-changing contributions, while actively driving the national narrative on innovation and technology.

Investing in People

"Yahsat champions diversity and inclusion by creating a vibrant workplace with an enabling environment of empowerment and accountability to harness the full potential of its human capital. We engage our employees, nurture them to improve productivity, efficiency, innovation, employee satisfaction, and foster a collective commitment to excellence in the satellite communications realm."



Muna Salem Musabbah Almheiri
Chief Human Capital & Administration Officer, Yahsat

We are committed to empowering our people by providing each employee with the necessary resources to be successful. By committing to the development of a work environment that is safe,

egalitarian, and rewarding, while maintaining appropriate levels of diversity and simultaneously promoting Emiratisation, Yahsat strives to attract and retain highly talented employees.

Material Issues Covered

- Employee Engagement, Diversity & Inclusion
- Health & Safety
- Human Rights
- Talent Attraction, Retention & Development

UAE National Space Strategy 2030

- Creating space culture and expertise

Abu Dhabi Economic Vision 2030

- Drive significant improvement in the efficiency of the labour market
- Develop a highly skilled, highly productive workforce

Sustainable Development Goals



United Nations Global Compact Principles – Human Rights and Labour

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
- Principle 2: Make sure that they are not complicit in human rights abuses.
- Principle 4: The elimination of all forms of forced and compulsory labour.
- Principle 5: The effective abolition of child labour.
- Principle 6: The elimination of discrimination in respect of employment and occupation.

Employment

The Human Capital (HC) department at Yahsat has established a robust HC Policy that operates in compliance with the UAE Labour Law and the Abu Dhabi Pension Fund. This policy upholds the highest

standards of corporate governance. It delineates Yahsat's strategy for identifying, recruiting, and hiring individuals who possess the requisite skills, qualifications, and attributes to meet the Company's

business goals. Furthermore, this process aligns with Yahsat's manpower requirements for addressing vacant positions. By ensuring transparency in our hiring processes, employee performance

evaluations, and employee relations, we contribute to a trustworthy and ethical corporate environment.

Human Capital Policy and Employee Benefits

Yahsat's HC Policy clearly sets out the Company values, vision statement, mission statement and basic policy on how employees should expect to be treated and how Yahsat supports its most important resource – its people.

package, including maintaining remote working days to five per month, uncertified sick leave to five days annually, and offering extra leave for employees working weekends or public holidays without overtime pay. Additionally, we continue to provide medical escort leave of 10 days in country, and up to 2 months (within a calendar year) for overseas medical treatment. Detailed adjacent is a summary of key benefits our employees enjoy:

Major Employee Benefits include:

- UAE National Allowance
- Child Allowance
- Shift Allowance
- Mission Allowance
- Children's Educational Assistance
- Children's Educational Assistance – Children of Determination
- Health Insurance
- End of Service Benefits
- Loans and Advances

Our Workforce

Securing skilled professionals and enhancing employee retention stand as critical elements in driving Yahsat towards realising its strategic goals. We are committed to retain a strong workforce for long-term sustainability in our pursuit to foster both professional and personal

growth among our employees. Yahsat strengthened its workforce in 2023, enhancing synergies and operational efficiencies aligned with strategic goals. Our workforce related information is disclosed adjacent:

Employees	2020	2021	2022	2023
Total number of employees	389	477	457	421
Total number of full-time employees	330	416	418	402
Total number of part-time employees	0	0	0	0
Total number of contractors and/or consultants	59	61	39	19

We periodically monitor our workforce by encouraging gender diversity and promoting women in technical and senior roles. As part of our HC Policy, we regularly keep a track of employment at different levels to ensure diversity in employment and our hiring process.

Workforce by Employment Level	2020	2021	2022	2023
Full-time employees in senior management	50	60	67	57
Female	4	5	8	5
Male	46	55	59	52
Full-time employees in middle management	65	88	108	100
Female	6	8	13	10
Male	59	80	95	90
Full-time employee staff (other levels)	215	268	243	245
Female	45	57	53	54
Male	170	211	190	191

In 2023, despite a drop in the overall new employee hiring, the number of new female hires has remained consistent for the last three years. We are regularly working

on hiring suitable candidates for the specialised roles in the Satellite SpaceTech sector, to ensure retaining a strong workforce.

New Employee Hire	2020	2021	2022	2023
Total new employee hires	12	46	47	31
Female	3	8	8	8
Male	9	38	39	23

In line with our learnings from 2022, we consistently strive to better understand the reasons for employees leaving our organisation. In 2023, we witnessed an increase in the percentage of full-time employees leaving the organisation as compared to the drop between 2021 and 2022. We also witnessed an increase in

the number of contractors/ consultants leaving the organisation, as compared to 2021. This increase was mainly attributed to completion of the project or contract requirements for which consultants/ contractors/project based employees were hired.

Employee Turnover	2020	2021	2022	2023
Number of full-time employees who left the Company	27	25	52	54
Number of consultant/contractors who left the Company	12	5	13	23

In 2023, Yahsat's HC department continued its commitment to adapt to the evolving workplace landscape post-covid. The surge in remote and hybrid work models has prompted HC to meticulously refine policies, nurture employee well-being, and harness technology for more efficient operations. Embracing agile practices, Yahsat HC ensures adaptability

to changing business needs, with a simultaneous emphasis on data privacy and compliance. Efforts in employee experience, talent acquisition, and retention persist, underlining a strategic focus on fostering a positive workplace culture and responding to global events with agility and resilience.



Diversity and Inclusion, Employee Engagement

Yahsat is dedicated to fostering an inclusive, non-discriminatory workplace, actively opposing any form of discrimination or harassment, and encouraging diversity, particularly women's inclusion and Emirati employee support. Committed to employee satisfaction, Yahsat engages with staff to understand and address their needs, employing initiatives like engagement action plans, satisfaction targets, better communication, diversity training, flexible work arrangements, and digital process optimisation to cultivate a positive, efficient work environment.

We encourage diversity in various roles including the Board as well as various employment levels within the organisation. We also monitor the Board diversity based on age-group. In 2023, 56 percent of the Board of Directors were in the age group of 30-50 years, and 44 percent were over 50 years age group category.

Our workforce gender diversity for the last four years has remained consistent for males and females in terms of overall percentage in the total workforce within the organisation.

Employees	2020	2021	2022	2023
Total number of full-time employees	330	416	418	402
Female employees (%)	17%	17%	18%	17%
Male employees (%)	83%	83%	82%	83%



52% UAE nationals among full-time direct employees within Yahsat

¹ Emiratisation is estimated based on the full-time direct employees at Yahsat and Thuraya as per the methodology provided by Mubadala Investment Company

Nationalisation

Yahsat aims to support the UAE Ministry of Human Resources and Emiratisation (MHRE) to contribute towards the UAE's workforce development ambitions. Through the 'Training for Work' initiative overseen by Mubadala Investment Company (Yahsat's main shareholder), UAE nationals can join Yahsat on an on-the-job training programme. The programme aims to employ 600 UAE nationals across the Mubadala Investment Company and its group of companies. Each participant is given responsibilities for two years and fully supported in their career development through assessments,

coaching, mentoring, upskilling, and reskilling. Upon successful completion of the two-year programme, the participant is hired directly by Yahsat into a full-time position. In 2023, Yahsat employed 13 interns across 11 departments, and also continued its support to the Yahsat Youth Council, a unique programme unlocking exciting opportunities for young UAE nationals. From the table, it can be established that the percentage of Emiratisation has remained consistent at 52 percent for the last four years, thus showcasing Yahsat's contribution to the MHRE national initiative.

Emiratisation ¹	2020	2021	2022	2023
UAE nationals among full-time workforce (%)	51.5%	52.1%	52.5%	51.9%
UAE nationals in full-time workforce	170	175	175	165
Female national full-time employees	43	43	43	41
Male national full-time employee	127	132	132	123

We demonstrated our commitment to encourage women in technical roles and highlighted the accomplishment during the celebration of Emirati Women's Day. This event honoured the achievements

of distinguished female engineers and underscored Yahsat's dedication to enhancing female representation in both technical and leadership capacities.

Recognition – GCC Gov HR Awards 2023 – Women Empowerment

The GCC GOV HR and Youth Awards is a prestigious platform that recognises and celebrates outstanding achievements in governance, human resources, innovation, and youth empowerment.

Yahsat's Human Capital department was awarded the prestigious accolade for Women Empowerment at the GCC GOV HR Awards 2023. Yahsat was selected from among a stellar line-up of government, public and private sector entities across the GCC, and was honoured for its exceptional championship in creating a diverse working environment at every level. The award acknowledges the empowering initiatives and innovative actions taken by Yahsat to promote gender equality.

Yahsat has notably maintained consistency in its female hires as well as the percentage of female employees in full time workforce for the last three years, and demonstrated its commitment to encourage women in technical and leadership roles.



Employee Satisfaction and Trainings

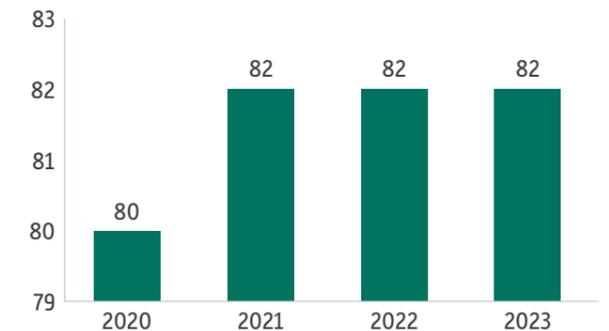
Through comprehensive training programmes, talent development initiatives, and fostering a culture of continuous learning, we empower our employees to reach their full potential. This investment not only benefits the individuals but also strengthens Yahsat as a whole. We conduct annual employee surveys to gauge employee engagement on various HC related parameters. In 2023, 98 percent of employees

participated in the survey and the overall employee satisfaction score remained steady at 82, exceeding the regional average of 79 and aligning with the top-in-class benchmark. Our employee Net Promoter Score (NPS) of 40 was achieved for 2023. During this survey cycle, over 100 managerial reports were generated, providing crucial insights to managers and teams regarding team engagement and challenges.

Several managers will be enrolled in a customised Executive Coaching Programme designed to support them in facilitating constructive discussions and the outcomes will be utilised to implement actionable measures geared towards further improving engagement. In 2023, Yahsat implemented a series of initiatives to boost employee engagement, including:

- ✔ Strengthened parental leave policies to support employees and their families.
- ✔ Increased paternity leave days from 5 to 10 working days
- ✔ Introduced two working schedules with flexible timings.
- ✔ Launched a travel and mental health support line.
- ✔ Initiated 'Open Circle', a monthly corporate townhall that encourages open communication with management.

Employee Satisfaction Score



In 2023, Yahsat also focused significantly on capacity building of its workforce. We conducted 12 in-house training sessions covering various technical and soft skills, including Leadership, Internet of Things (IoT), Project Management Professional (PMP) Certification,

Microsoft Excel, and Artificial Intelligence. Additionally, the Company facilitated the participation of 13 employees in 10 distinct technical courses. We sponsored 6 professional certifications for our employees. Moreover, two employees who received

sponsorships for higher education completed their studies and returned as invaluable assets to Yahsat. The average training hours received by female and male full-time employees in 2023 was 8.56 hours and 7.15 hours, respectively.

Average Training Hours	2020	2021	2022	2023
Female workforce (average hours)	11.2	8.2	33.3	8.56
Male workforce (average hours)	10.3	9.5	22	7.15

Some of the specific trainings which were conducted in coordination with the Ethics and Compliance function, as mandatory for either all or specific employees, were instrumental in informing the employees about various policies in corporate governance.

Training Areas	Number of Employees Attended	
	2022	2023
Anti-Bribery and Corruption	445	417 ²
Yahsat Ethics and Compliance and Code of Ethics	445	417
Information Security Awareness/Data Privacy	445	417
Health Safety and Environment (HSE) Awareness	122	417
ESG Awareness	-	417
Export Control Awareness	-	417
Export Control Specific Training	62	76

Employee Performance Review and Career Development

Yahsat's Human Capital (HC) department ensured inclusive participation in performance reviews and career development programmes, which are pivotal for identifying and addressing developmental needs, leading to well-structured training schedules. For the last four years, all our full-time employees across various levels underwent performance evaluations and the percentage remains consistent at 100 percent.



Compensation and Parental Leave

As per the HC Policy, we maintain an equal pay policy for the role, which is independent of the gender and based more on merit, at the same time we also provide parental leave benefits

² 417 employees included full-time employees and contractors/consultants.

to our employees. By the end of 2023, the annual median compensation for males and females was USD 137,774 and USD 114,364, respectively. Employee compensation consists of an employee's basic salary and all variable allowances excluding child education support and annual bonuses. Paid parental leave is made available to employees following the birth of a child or the placement of an adopted or foster child with an employee. All female employees are entitled to 90 paid days of maternity leave and all male employees to ten days' paternity leave. In 2023, 24 employees took parental leave which included 5 females and 21 males, and all 24 employees returned to work after completion of their parental leave period.

Incentives and remunerations are aligned with Yahsat's strategic objectives and shareholder expectations. Executive Management is incentivised based on the annual performance against the targets established

Grievance

Employee grievances can be reported and investigated through our Ethics and Compliance function. In 2023, there were no instance of grievances concerning discrimination reported, and it continues to be a trend for the last four years

and agreed with the Board as part of Yahsat's corporate scorecard. These KPIs can be categorised in one of four areas and include financial, growth, people, and sustainability. Yahsat consistently discloses the ratio of its CEO's total compensation to the median total compensation of full-time employees, maintaining a steady



ratio of 5:1. Additionally, the ratio of annual median compensation between male and female employees has remained constant at 1.2:1.

Health & Safety

Yahsat upholds high health, safety, and wellbeing standards, minimising work hazards and nurturing a secure environment. With a dedicated Health, Safety and Environment (HSE) Committee, policies, and procedures, the Company is devoted to advancing its HSE practices. Initiatives include HSE training, stress management programmes, ergonomic workplace policies, and enhanced HSE metrics, aligning with global best practices to achieve superior health and safety standards.

Maintaining a safe and healthy workplace that upholds human rights is a key priority for Yahsat. Our robust Health, Safety, and Environment (HSE) Management System Framework is

based on five components that include Occupational Health and Safety (OHS) culture, personnel management, OHS risk management system, Occupational Health and Safety Management System (OHSMS), and governance. Yahsat achieved 'ISO 45001:2018 - Occupational health and safety management systems Requirements with guidance and use' for its Headquarter in Abu Dhabi, Thuraya Towers in Dubai, and Primary Gateway in Sharjah, and our HSE department has committed to maintain best practices in OHS by encouraging periodic audits for ISO 45001:2018. Yahsat's HSE Management System Manual has an updated HSE Policy which is overseen by the Chief Operations Officer (COO). To achieve our health and

safety objectives, Yahsat encourages implementing and maintaining a risk-based management system, integrating a culture of training to ensure compliance with legal and technical requirements by employees and contractors. It reinforces the need to engage regularly with all our stakeholders to understand their requirements, performing periodic performance reviews of Yahsat and our stakeholders, and promoting integrity by shaping the culture of aligning to best health and safety practices. As per the OHS practices and ISO 45001:2018 implementation and management review, we also track and monitor any situation of work-related injuries. In 2023, some of our key achievements included:



meeting for ISO 45001:2018 happens once a year, HSE committee meetings are conducted two times a year, HSE performance KPI (strategy KPI updates) are conducted monthly, and ad-hoc meetings/urgent meetings are conducted as and when required. In 2023, the HSE function

conducted and facilitated extensive training for Yahsat employees, contractors and workers, demonstrating a firm commitment to maintaining a secure work environment at Yahsat. Below is a summary of the training sessions provided:

Specific Training Areas	No. of Employees Attended	Training Hours
Advanced Fire Fighting	5	60
Advanced First Aid	8	96
PA VA System and Fireman Phone	8	32
Emergency Evacuation Chair	11	33

Health and Safety Performance	2020	2021	2022	2023
Total employee man-hours worked	1,182,412	1,375,965	515,119*	472,804*
Total contractor man-hours worked	199,204	235,479	405,566*	443,361*
Employee fatalities	0	0	0	0
Contractor fatalities	0	0	0	0
Employee total recordable injuries	1	2	0	0
Contractor total recordable injuries	0	0	0	0
Employee lost-time injuries	0	0	0	0
Contractor lost-time injuries	0	0	0	0

We have established various forums for management, staff, and workers to interact and address all the necessary concerns raised. A management review

Note: *Includes estimates based on average monthly man-hours recorded

Specific Training Areas	No. of Employees Attended	Training Hours
ISO 45001:2018 Internal Auditor	4	64
Situational Awareness and Surveillance Training	20	60
Safety In Heat	13	13
Fire Warden Responsibilities	7	7
Emergency Preparedness	14	14
Safety and Security Induction	119	119
Travel Safe – Awareness Session	155	155
Mental Health – Awareness Session	180	180
Total Training Hours		833

In total, 833 hours of health and safety trainings were conducted. Completion of all the training sessions resulted in safe operations within Yahsat with no incident

Security Practices

Yahsat has Standard Operating Procedures for Site Security which provides guidance for managing all the security related aspects within Yahsat. To ensure that Yahsat facilities are secured and to prevent any unauthorised access into the Yahsat facility, a security threat assessment of the site is performed with the help of the HSE function. Security threat assessment checks for all high risk areas and security control measures and plans are in place.

of injuries, ill-health or fatalities recorded in 2023 among the employees, workers, and contractors working for Yahsat.

As a standard practice, we also provide all the essential trainings to our security staff which includes operational training as well as training and awareness on Yahsat policies such as Code of Ethics and human rights related aspects. In 2023, 100 percent of our security personnel received trainings on Code of Ethics and human rights aspects

Security Personnel Training	2020	2021	2022	2023
Total number of security personnel	27	27	30	30
Total number of security personnel who received formal training on organisation policies including Code of Ethics and human rights	27	27	30	30
Security personnel who received formal training (%)	100%	100%	100%	100%

Human Rights

Yahsat adheres to its Code of Ethics, upholding international and local human rights standards in its operations and employment practices. This commitment extends to ensuring labour rights, preventing child and forced labour, and promoting workplace safety. Yahsat mandates its business partners to follow these principles, fostering a culture of ethical conduct and rights compliance, with mechanisms for reporting violations. The Company actively engages with and assesses its partners, emphasising the importance of human rights performance, ethical practices, and adherence to its Business Partner Code of Conduct.

Our Code of Ethics mandates that Yahsat abides by all international and national human rights declarations and principles related to employment practices, fair treatment, child labour, forced labour, and health and safety in the workplace. As mentioned earlier, we are a signatory to the United Nations Global Compact (UNGC), and we ensure our commitment to the ten principles of the UNGC including

human rights related measures in our operations and supply chain. All our business partners, including suppliers, are required to abide by the same human rights declarations and principles including child and forced labour, as stated in our Business Partner Code of Conduct. We strongly encourage our suppliers to monitor, address, and disclose their performance regarding human rights-related issues, as well as to learn and share best practices to appropriately manage these issues. We also perform risk-based screening of our suppliers and business partners to monitor their social performance before making any contractual agreement with them. In 2023, no grievances associated with human rights related issues were reported to the Ethics and Compliance function. We have a reporting platform and mechanism in place to report any violation on the Code of Ethics using our ethics and compliance helpline. For further information on grievance support, please refer to Business Ethics and Competitive Behaviour.

Promoting Environmental Protection

“Yahsat is committed to protect the environment through its SpaceTech climate solutions and is working tirelessly to reduce consumption of natural resources, conserve energy and reduce and recycle waste. We are also continuously strengthening the use of satellite communications and connectivity to protect marine and land biodiversity and mitigate the impact of climate change.”



Khalid Abdalla Omar Al Kaf
Chief Operations Officer, Yehsat

Our unwavering commitment is to lead the way in advocating for the responsible utilisation of space and safeguarding our environment. We are dedicated to providing ongoing support

to our customers, enabling them to manage their environmental footprint effectively with the assistance of our state-of-the-art satellite solutions.

Material Issues Covered

- Biodiversity
- Carbon Emissions & Climate Strategy
- Energy Management
- Environmental Management
- Product, Innovation & Lifecycle Management
- Sustainable Use of Space

UAE National Space Strategy 2030

- Effective local and international partnerships and investments in the space industry

Abu Dhabi Economic Vision 2030

- Develop a sufficient and resilient infrastructure capable of supporting the anticipated economic growth

Sustainable Development Goals



United Nations Global Compact Principles – Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges.
- Principle 8: Undertake initiatives to promote greater environmental responsibility.
- Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

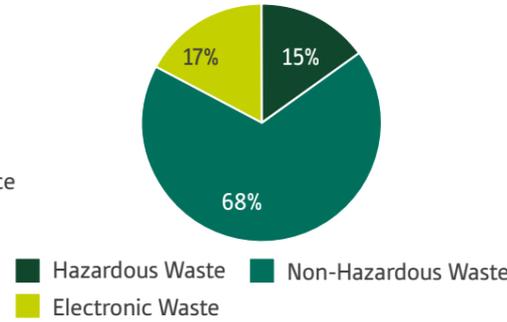
Environmental Management

Yahsat's group-wide HSE Management System Manual encapsulates environmental management system aspects which are under the control of Yahsat, and it is applicable to all employees, contractors and others who are engaged to carry out work for Yahsat. Yahsat's ESG Policy also complements

its HSE Management System Manual and reinforces its commitment to the environment by focusing on areas such as optimising natural resource consumption, promoting reuse of materials, decreasing energy consumption, increasing recycling rates, and reducing the generation of waste and wastewater. The Company

proactively manages its environmental planning and resource usage and conducts regular assessments of its annual environmental performance. The environmental sustainability performance of Yahsat is also communicated to the Board through the ESG function.

Waste Composition in Yahsat - 2023



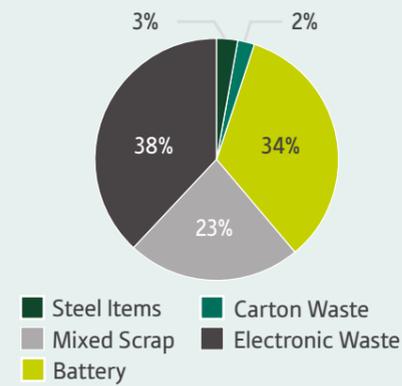
In 2023, we conducted a comprehensive review of all the waste generated from our operations which was categorised under Hazardous Waste (which includes batteries), Non-Hazardous Waste (which includes general waste, carton, agriculture, wood, and mixed scrap) and Electronic Waste (which includes telecom and other electronic equipment). It can be established from the graph that most of the waste generated was in the Non-Hazardous Waste stream.

Service Providers across our Yahsat HQ, Thuraya Telecommunications Dubai Office, and Thuraya Primary Gateway on waste collection and reporting of the waste treatment process undertaken for the waste collected. The Facilities Management function works with Waste Service Providers to enable us to calculate the overall waste generated, waste recycled, and waste sent to disposal from all our facilities in UAE and operations. In 2023, 45 percent of the total waste generated from our operations was diverted away from landfill.

Some of the significant waste types that were recycled include mixed scrap, electronic waste, steel items, cartons, and batteries. Electronic waste and battery waste accounted for more than 70 percent of the waste recycled in 2023. Facilities Management, through its waste service providers, were able to recycle 100 percent of the electronic waste generated in 2023. Furthermore, the electronic waste recycling witnessed a 3.34 percent increase between 2022 and 2023.

To address wastewater from our operations, we installed a sewage treatment plant at our Headquarter in Abu Dhabi. This installation is projected to conserve around 4 megalitres of water annually, along with an estimated annual operational cost saving of AED 114,920. Additionally, the initiative is expected to eliminate 13,250 kilometres of tanker transportation annually, consequently preventing approximately 173 tonnes of CO2 emissions each year related to sewerage transport. In 2023, the volume of wastewater generated from our operations reduced by 3 percent as compared to 2022. We expect to recycle and reclaim wastewater from our operations with the help of a sewage treatment plant for future years.

Waste Type Recycled - 2023



We worked extensively with our Waste

Waste Management	2020	2021	2022	2023
Total Waste Generated (tonnes)	72.70	5.13	111.64	205.20
Total Waste Recycled (tonnes) ³ (includes electronic waste)	-	-	-	92.25
Total Waste Sent to Disposal (tonnes)	-	-	-	112.96
Waste Diverted from Disposal (%)	-	-	-	45%
Electronic Waste Recycled (tonnes)	10.60	4.03	33.87	35.00

³ Waste recycled (tonnes) – Also includes electronic waste recycled. For the previous years, the data was only available for electronic waste recycling but not for other waste streams, that is Hazardous Waste and Non-Hazardous Waste, hence the total waste recycled data for 2020, 2021 and 2022 is not provided.

Water and Effluents	2020	2021	2022	2023
Total Water Withdrawal (megalitres)	92.96	106.47	107.21	110.53
Total Water Consumption (megalitres)	89.88	103.30	104.04	107.44
Total Water Reclaimed (megalitres)	0	0	0	0
Total Wastewater Generated (megalitres)	3.08	3.17	3.17	3.09

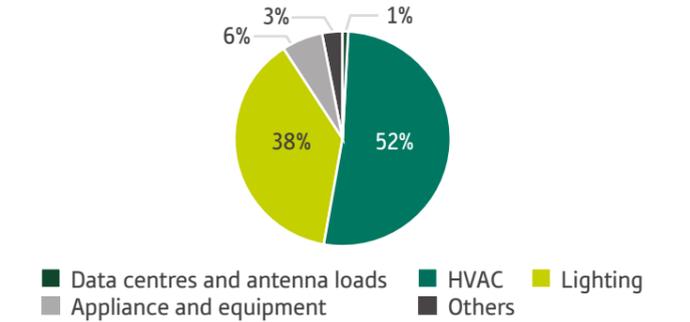
Energy Management

Yahsat is aligned with the requirements of 'ISO 50001:2018 Energy management systems requirements with guidance for use'. In 2023, Yahsat conducted an American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Level II energy audit to:

- Understand the energy consumption pattern in the Yahsat Headquarter (HQ) building for the 2022 baseline year.
- Identify improvement opportunities for the major energy hotspots.
- Assess feasible energy efficiency measures and identify options for reduction in energy consumption and operational expenses.

The energy audit helped Yahsat to establish its energy baseline and action plans to meet the energy management related actions. From the graph, it was established that 'Data Centres and Antenna Loads' and HVAC constituted 90 percent of the overall Yahsat HQ electricity consumption in the year 2022. Eight Energy Efficiency Measures (EEMs) were identified and proposed as part of a comprehensive energy audit covering lighting, cooling, clean energy, energy optimisation and technology upgrades.

Electricity Consumption in Yahsat HQ- 2022 Baseline



Yahsat has a robust Building Management System (BMS) in place for monitoring, regulating, and optimising the energy usage within the building. The BMS is used for monitoring and controlling of Chillers, Chilled Water Pumps (CHWPs), Air Handling Units (AHU) package units, Close Control units (CCUs), Heating Ventilation and

Air Conditioning (HVAC) equipment and other assets. Energy related compliance is reviewed and monitored as part of the Yahsat Annual Internal Audits. In 2023, Yahsat undertook key projects and initiatives to manage its energy use and contribute to the energy audit findings as shown overleaf:

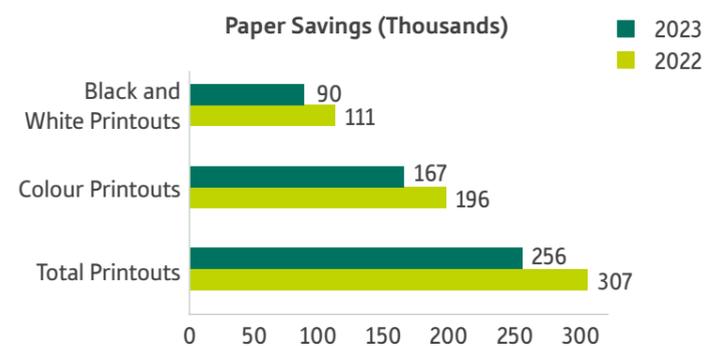


✓ Installed 22 electric vehicle charging stations across Yahsat's assets aimed at reducing the emissions in the employee commute category within the scope 3 emissions.

✓ Converted all external/outdoor lighting to energy efficient LEDs aiming to reduce energy usage.

✓ In 2023, the Yashat IT team supported various ESG related projects such as IT equipment reuse and recycling, idle workstation shutdown, paperless working environment, and e-business cards. We have reduced 16 percent on the total paper printouts in 2023 by encouraging initiatives like DocuSign and essential printouts only. In the Africa data centre, we optimised and decommissioned all the unused equipment thereby reducing energy consumption by almost 86.51 percent in 2023 as compared to 2022. Similarly, in European Gateways, we were able to reduce the energy consumption by 5.32 percent by powering down all equipment that was not in production.

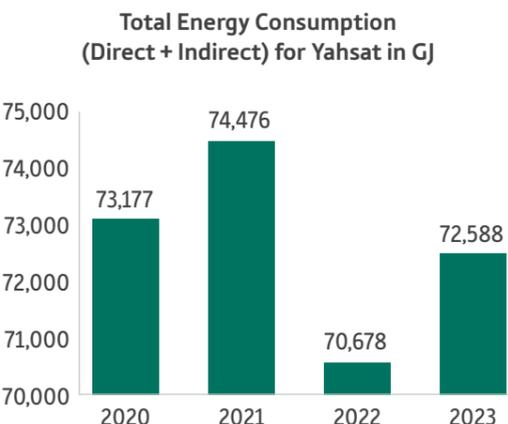
✓ Yahsat also conducted a detailed study for the Leadership in Energy and Environmental Design (LEED) certification and have made an action plan based on gaps identified. Yahsat's Facilities Management function plans to undertake some important projects in 2024 to contribute to energy management, such as LED retrofitting for internal areas within buildings, HVAC enhancement projects, and installation of smart energy meters for effective energy management and control.



Energy Performance

Yahsat's Facilities Management function is continuously monitoring its direct and indirect energy use with the help of established energy management practices. Direct energy use for Yashat consists of petrol and diesel fuel consumption. Petrol is being used in the vehicles operated by Yashat for daily use, whereas diesel is used in the operations for providing continuous back-up power in the facilities. Restatement is provided for the usage of petrol and diesel within Yashat, as in the previous reporting it was mentioned that petrol and diesel were used in both vehicles and operations. With the improvements in the data collection process, defining appropriate boundaries, and consolidating the disclosures requirements, these corrections were made for the direct energy use. Indirect energy use in Yashat consists of electricity consumption for its facilities in the UAE. The increase in energy consumption between 2022 and 2023

is attributed to an increase in the electricity consumption in Yashat's facilities.



Energy Consumption ⁴	2020	2021	2022	2023
Direct Energy Consumption (GJ)	679	679	679	679
Petrol Consumption from Vehicles (litres) ⁵	2,255	2,255	2,255	2,255
Diesel Consumption from Operations (back-up power) (litres) ⁶	15,764	15,764	15,764	15,764
Indirect Energy Consumption (GJ)	72,498	73,797	69,999	71,909
Electricity Consumption (kWh)	20,138,381	20,488,425	19,444,134	19,974,661
Energy Consumption Intensity (GJ/Employee)	222	179	169	181

⁴ Energy Consumption is reported only for the UAE Operations covering Yashat HQ in Abu Dhabi and Thuraya Primary Gateway.

⁵ Restatement is provided for the application of petrol consumption in Yashat.

⁶ Restatement is provided for the application of diesel consumption in Yashat.

Carbon Emissions and Climate Strategy

Greenhouse Gas Emissions

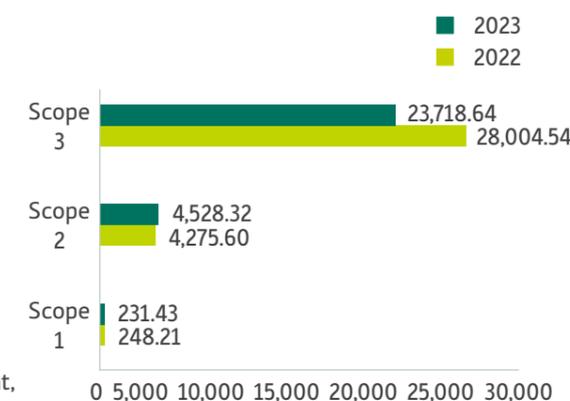
Yahsat supports the UAE's commitment to Net Zero by 2050, and thus remains thoughtful about its climate related actions. In 2023, Yashat performed a comprehensive Greenhouse Gas (GHG) accounting exercise as per the GHG Protocol, with 2022 as the baseline year.

Yahsat developed a comprehensive methodology and Inventory Management Plan for conducting the GHG accounting in a consistent manner for current and future years. Yashat also followed all five Principles and function of a GHG inventory from the GHG Protocol on Relevance, Completeness, Consistency, Transparency and Accuracy. The boundary defined for the assessment included Yashat HQ in Abu Dhabi covering scope 1 and scope 2, and for scope 3 we considered Purchased Goods and Services, Capital Goods, Waste Generated, Business Travel, Employee Commute, Upstream Leased Assets, Downstream Leased Assets, and Water Consumption categories. Data Champions are allocated across Yashat to help provide the quality data required for GHG calculations. Some of the major data owners include the Facilities Management Department, Procurement Department, Finance Department,

and Human Capital and Administration Department.

The comprehensive GHG Accounting performed for the Yashat HQ facility considered all relevant emission sources as applicable. Restatement is provided for the defined boundary, re-calculation, and disclosure of 2022 GHG emissions, along with the necessary corrections made. Scope 1 emissions for 2022 are re-calculated based on the increase in the number of emission sources, scope 2 emissions for the periods 2020, 2021 and 2022 are re-assessed

GHG Emissions (tCO2e) - 2022 and 2023



base on UAE-specific emission factors. Restatement is also provided for the GHG emission intensity for 2022 based on the revised boundary and calculation methodology. For the reporting period 2020 and 2021, due to unavailable scope 1 data for Yashat HQ, GHG emission intensity could not be calculated, hence not reported.

By comparing the results of 2022 and 2023, it can be observed that scope 1 and scope 2 emissions together were less than 20% of the total

emissions for both years, and scope 3 accounted for more than 80 percent of total emissions in 2022 and 2023. Overall GHG emissions decreased by 12 percent in 2023 as compared to 2022, which was mainly attributed to the reduction in scope 3 emissions from category 2 - Capital Goods. In 2023, Yashat worked extensively on improving the data collection process and quality of data for performing the GHG calculations.

Carbon Emissions ^{7*}	2020	2021	2022	2023
Scope 1 GHG Emissions (tonnes CO2 eq.)**	48	48	248.21	231.43
Scope 2 GHG Emissions (tonnes CO2 eq.)***	7,048.43	7,170.95	4,275.6	4,528.32
Scope 3 GHG Emissions (tonnes CO2 eq.)****	-	-	28,004.54	23,718.64
Total GHG Emissions (tonnes CO2 eq.)	7,096.43	7,218.95	32,528.35	28,478.39
GHG Emissions Intensity (Scope 1+ Scope 2 tCO2 eq./employee)*****	-	-	14.23	14.38
Total amount invested, annually, in climate-related infrastructure, resilience, and product development (million AED)	-	-	0.059	1.03

^{7*} Detailed GHG baseline assessment was performed for Yashat Headquarter for the reporting period 2022 covering all the scopes and categories applicable to Yashat as per GHG Protocol. GHG inventory and accounting is performed by collecting the actual inventory data, where possible, and estimated in case actual data is not available.
^{**} Scope 1 emissions – the data reported for 2022 has been revised in the current reporting as additional emission sources were included for the 2022 baseline. The data for 2020 and 2021 were not available for the project boundary, hence the numbers were not changed.
^{***} Scope 2 emissions – the purchased electricity data was back casted with UAE specific emission factors, and hence, a significant drop in the emissions for 2020, 2021 and 2022 is adjusted and corrected accordingly for the reported scope 2 emissions for 2020, 2021 and 2022 as disclosed in the Sustainability Report 2022.
^{****} Scope 3 – Yashat has identified the emissions from 6 categories of Scope 3.
^{*****} GHG emissions intensity is corrected for 2022, and due to unavailability of data for 2020 and 2021 the GHG emissions intensity is not calculated.

In 2023, Ychsat undertook a comprehensive study to develop a decarbonisation pathway for Ychsat HQ with a focus on reducing emissions across scope 1, scope 2, and scope 3 in the near term, medium term and long-term as per the UAE

pathway, Science Based Targets Initiative (SBTi) pathway and recommended pathway. The study proposed several measures targeting key emission sources to align with near term, medium term, and long-term decarbonisation pathways.



Climate Strategy

Ychsat is focussing on both mitigation as well as adaptation measures to support its pledge for the UAE to reach Net Zero by 2050. Ychsat recently performed an assessment of potential climate risks and opportunities which may impact Ychsat

in the long-term, in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) requirements. The key alignments as per the TCFD are provided below:

Area	Recommended Disclosure	Current Status
Governance	Describe the Board's oversight of climate-related risks and opportunities.	Ychsat published an ESG Policy which outlines Board responsibility for overseeing Ychsat's approach to ESG and Sustainability. It is aligned with the Ychsat Sustainability Framework, where Carbon Emissions and Climate Strategy is identified as a material topic. The policy also outlines the approach to ESG related training and capacity building, and compensation linked to ESG KPIs.
	Describe management's role in assessing and managing climate-related risks and opportunities.	The ESG Policy outlines that the Audit, Risk, and Compliance Committee (ARCC) Board Committee shall regularly review ESG risks (including climate change) and approve the associated mitigation measures. The ESG Policy also outlines that the Executive Management team shall ensure that Ychsat's approved Sustainability Framework and policies are effectively implemented. The Executive Management team shall provide periodic updates to the Board of Directors on the progress of Ychsat's approved Sustainability Framework and key ESG risks.
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term.	In 2023, as part of the detailed materiality assessment exercise, Carbon Emissions and Climate Change (alongside transition and physical risks) have been identified as a 'Very Important' material topic. Ychsat has a dedicated Business Continuity function and a Risk Management and Internal Control function (RMIC) that performs Threat Risk Assessments (TRA), including identifying risks from nature.
	Describe the impact of climate related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Ychsat has identified Carbon Emissions and Climate Change as a material topic and it has developed a decarbonisation roadmap for its Headquarter (HQ), which would help Ychsat to implement its climate change roadmap for its HQ.
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Ychsat periodically reviews its environmental performance by covering the aspects of energy management, waste management and water management. Ychsat is also focusing on nature based solutions to ensure organisational resilience inline with best practices. Additionally, in 2023, Ychsat performed a detailed GHG Accounting assessment for its HQ building, and it plans to extend the scope to its overall operations in the UAE.

Area	Recommended Disclosure	Current Status
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks.	<ul style="list-style-type: none"> Ychsat has identified various opportunities within its capabilities that arise from the transition, such as remote sensing and the Internet of Things (IOT). An assessment is also performed on the ability to capitalise on the opportunities identified. Additionally, the process of identifying climate risk and opportunities is also proportionate to the materiality of the issues/opportunities identified within Ychsat. Ychsat has a dedicated Business Continuity function and a Risk Management and Internal Control function (RMIC) that performs Threat Risk Assessments (TRA), including identifying risks from nature. Additionally, 'Sustainability Challenges' is added as a principal risk to our strategic pillars which include climate/environment related risks.
	Describe the organisation's processes for managing climate-related risks.	<ul style="list-style-type: none"> Ychsat has considered the management of some climate risks as part of its wider business risk management process. For example, physical risk is considered in the decision-making process to invest in new facilities. Ychsat has a Disaster Recovery Plan (DRP) and performs DRP drills periodically.
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	<ul style="list-style-type: none"> 'Sustainability Challenges' is added as a principal risk to our strategic pillars which include climate/environment related risks. Additionally, Ychsat has considered the management of some climate risks as part of its wider business risk management process. For example, physical risk is considered in the decision-making process to invest in new facilities.
Metrics and Targets	Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process.	Ychsat has identified Carbon Emissions and Climate Change, Energy Management and Environment Management as key environmental material topics. Ychsat regularly monitors and discloses its energy consumption, waste management, water and effluents, and GHG emissions as the primary metrics. Ychsat has also developed a decarbonisation roadmap for its Headquarter (HQ), which would help Ychsat to implement its climate change roadmap for its HQ.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 Greenhouse gas (GHG) emissions, and the related risks.	<ul style="list-style-type: none"> Ychsat has performed a detailed GHG Accounting for its HQ building covering scope 1, scope 2 and scope 3 for the baseline year 2022. Similar boundary and disclosures are also reported for the year 2023 in the Sustainability Report 2023. The data used in the calculation of scope 1 and 2 is collected by the ESG function in coordination with the Facilities Management Department, Procurement Department, Finance Department, and Human Capital and Administration Department. Ychsat has a comprehensive Inventory Management Plan that acts as guidance for data collection, emission calculation, and review of the GHG Accounting on an annual basis. Ychsat has integrated physical climate related risks into its wider business risk management and we are closely monitoring transition risks such as carbon pricing (which are currently not applicable) and compliance with climate related regulations and disclosure requirements.
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<ul style="list-style-type: none"> Ychsat have signed the UAE Climate Responsible Companies Pledge, outlining their commitment to achieve net zero GHGs by 2050 in line with the UAE's 2050 Strategic Initiative. Ychsat recently developed a decarbonisation roadmap for its Headquarter (HQ), which would help Ychsat to work on its interim decarbonisation targets in the near (2025-2030), medium (2030-2035), and long-term (2035 – 2050), as per the UAE pathway or Science Based Targets Initiative (SBTi) pathways.

Product, Innovation and Life Cycle Management

Yahsat's satellites are innovatively designed with a specified service life. The satellite's design, assembly, testing, and commissioning processes are rigorously undertaken to ensure compliance with design and service life specifications,

even under the most challenging space conditions. Adhering strictly to manufacturing standards, Yahsat ensures that all satellite operations throughout their service life align with recommended standards and operational procedures. To

mitigate space debris, Yahsat implements end-of-life decommissioning for its spacecraft, moving them to a graveyard orbit after their operational lifespan.

We regularly review and, if required,

update or remove items from our product portfolio to ensure that our offerings remain in line with the latest market and customer trends within the space sector. Notable Thuraya product and solutions launches in 2023 included:

1. Voice Support

XT Pro Dual: Use of dual sim setup to reduce waste and energy consumption.



2. Maritime Support

SatTrack Phase 2: Ship management support, providing sustainable fishing, protecting biodiversity, and optimising fuel consumption in ships.

3. IOT Solutions

CyPod Container Tracking and CyTag and CyLock: Enhancing logistics process, supporting the reduction of fuel consumption, and eventually reducing carbon emissions. Supporting aspects of food security by managing and storing food.



4. Land

Go Silent Encryption: Data protection system and data security support to users and governments.

Advanced Video Compression: Safety and surveillance support to enhance security. Also provides support during natural disaster to contribute to social cause.

AI Early Wildfire Detection: Protecting biodiversity and preventing economic losses due to fires.

Smart Irrigation: Providing sustainable water management solutions in the irrigation process based on real time requirement, enhancing food security, and supporting water conservation.



Yahsat continues to innovate and offer sustainable solutions for land, sea, and aeronautical applications for our customers, and showcases its contribution to the UN Sustainable Development Goals (SDGs) as acknowledged by the United Nations Office for Outer Space Affairs (UNOOSA), regarding the potential use of space-based services and technologies for supporting the achievement of the SDGs.

In 2023, Yahsat initiated an annual Incubator Programme aimed at fostering

innovation at all levels within the organisation. We welcome ideas of various sizes that hold the potential to significantly impact Yahsat's revenue and/or contribute to cost-saving opportunities having an impact on environmental, social and governance factors. Exceptional contributions made by successful ideas and projects will be duly recognised and rewarded by Yahsat.

In 2023, Yahsat initiated a strategic effort to merge its Network Operations

Centres (NOC) into one Global Operations Centre, aiming to significantly enhance the management and support of various satellite communication services, such as Thuraya Mobile, YahClick Broadband, Managed Enterprise Solutions, and Capacity Lease Services. By centralising operations, Yahsat has realised substantial savings in operating expenses and boosted the effectiveness of support teams, which now operate from a single location. This integration promotes employee well-being

through flexible scheduling, it fosters a collaborative work environment, bringing together employees with diverse skill sets in satellite operations. This synergy streamlines processes and enriches the collective expertise of the workforce, aligning with Yahsat's commitment to delivering top-tier satellite communication services.

Sustainable Use of Space

As part of our ongoing efforts to adopt best practices for sustainability in space, Yahsat has implemented International Standards such as ISO 24113:2023 for managing space debris mitigation requirements. It ensures that spacecraft and launch vehicle orbital stages are designed, operated, and disposed of in a manner that prevents them from

generating debris throughout their orbital lifetime in line with Yahsat's Space Debris Mitigation Plan developed in 2023. Furthermore, Yahsat is aligned with guidance from the United Nations Committee on the Peaceful Uses of Outer Space (COPUOS), adheres to Inter-Agency Space Debris Coordination Committee (IADC) space debris mitigation guidelines,

and is committed to the long-term sustainability of space. Additionally, there is a well-defined operational strategy in place for collision prevention to protect Yahsat's satellites and to avert the creation of unintended space debris. This operational strategy also addresses the end-of-life disposal of our satellites, which includes the de-orbit to a graveyard orbit,

the depletion of all energy sources and its passivation. The Yahsat satellite fleet operates within its licensed spectrum and in a manner to prevent harmful interference to other users of the spectrum and ensuring sustainable use of space.

Biodiversity

Yahsat is positioning itself as a key player in leveraging space technology for environmental conservation at both regional and global levels. Yahsat offers pioneering solutions, including forest

mapping, fish tracking, wildfire detection, smart irrigation, wildlife tracking etc. Its objectives include the protection of biodiversity both at land and sea, conservation of natural flora and fauna,

and the promotion of nature-based initiatives such as mangrove plantation for carbon sequestration, contributing to climate change mitigation.

Nationally, Yahsat is aligned with the UAE Ministry of Climate Change and Environment and its 'National Carbon Sequestration Project,' targeting the planting of 100 million mangroves by 2030

throughout the UAE. Yahsat has actively contributed to this national endeavour by collaborating with a local environmental authority and a social enterprise in planting 500 mangroves through employee volunteering. This initiative exemplifies Yahsat's hands-on approach to biodiversity conservation and enhances environmental resilience, underscoring the Company's commitment to positively impacting the environment. Mangrove

plantation is also aligned to contribute towards the United Nations Decade on Ecosystem Restoration 2021-2030.

Yahsat's products and services have played a pivotal role in monitoring oil and gas pipelines, overseeing air quality to curb carbon emissions, tracking water resources to avert leakages and promote water conservation, and facilitating smart irrigation for crop safeguarding and ensuring food security.



Case Study

Maritime Solution in Kazakhstan – Advanced Satcom Solutions

The Kazakhstan Agency of Applied Ecology (KAPE), performs scientific work in the Caspian Sea which involved daily communication with technical experts onshore via Thuraya, provided by IEC Telecom. This includes bi-annual examination of the fish stock and potential impact of industrial activity in Kazakhstan's area of the Caspian Sea. The project generates a huge amount of raw data that must be processed and analysed to generate usable scientific findings. In 2023, an average project involved the transfer of 500Mb to 1GB raw data via satellite from ship to shore each month. KAPE's work is time critical as vessels need to report daily. As such, fast data links to

shore are essential. For example, every spring, summer, and autumn, the company undertakes environmental surveys (including assessment of fish stocks) for the Kazakhstan Ministry of Agriculture.

Thuraya Maritime Products - Thuraya Marinestar and Thuraya Orion IP are deployed for the voice and data services to support sea-to-shore communication and improving the operational efficiency of maritime research fleets as follows:

- Helping crew in timely reporting of the raw data collected.
- Providing connectivity and data access for the crew in

the Caspian Sea.

- Supporting IEC Telecom equipped vessel with a voucher system, which enables crew to use phone.
- Facilitating KAPE to update authorities on the status of the ecosystem in the Caspian Sea as well as develop recommendations to improve the existing ecological regulations/policies.

This project contributes to the 'Promoting Environmental Protection' pillar of the Yahsat Sustainability Framework and offers support to protect ecology and biodiversity through Yahsat products and services.



Developing Business Partnerships

"Yahsat is committed to continuously engage with its partners across the Space value chain in order to build resilience and raise awareness of responsible sourcing practices. By doing this we aim to foster strategic partnerships, thereby ensuring economical, ethical, social, and environmentally friendly operations."

We view our business partnerships as invaluable assets that have the potential to enhance sustainability throughout our value chain and help mitigate operational risks. Our commitment lies in

fostering strategic business partnerships that align with our Sustainability Framework and promote sustainable procurement goals and practices.

Material Issues Covered

- Controversial Sourcing & Partnerships
- Supply Chain Management

UAE National Space Strategy 2030

- Effective local and international partnerships and investments in the space industry

Abu Dhabi Economic Vision 2030

- Develop a sufficient and resilient infrastructure capable of supporting the anticipated economic growth

Sustainable Development Goals



United Nations Global Compact Principles – Human Rights and Labour

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.
- Principle 4: The elimination of all forms of forced and compulsory labour.
- Principle 5: The effective abolition of child labour.



Andrew Francis Cole
Chief Financial Officer, Yahsat

Supply Chain Management

Yahsat has published a sustainable procurement position statement that guides integration of ESG and relevant sustainability criteria into the procurement process. We are committed to promoting sustainable procurement practices throughout our supply chain and we encourage all our operations and subsidiaries to induct the principle of sustainable procurement. All our suppliers, and business partners are expected to comply with our Business Partner Code of Conduct, Code of Ethics and Group Procurement Policy. Adhering to such a process enables Yahsat to promote sustainable procurement principles, including accountability, transparency, ethical behaviour, equal opportunities, addressing stakeholder interests, compliance with national and international laws, respect for human rights, fair operating practices, environmental management, community involvement, and continuous improvement. Moreover, sustainable procurement practices help to foster the development of mutually beneficial relationships that create long-term value and positively contribute towards sustainable development.

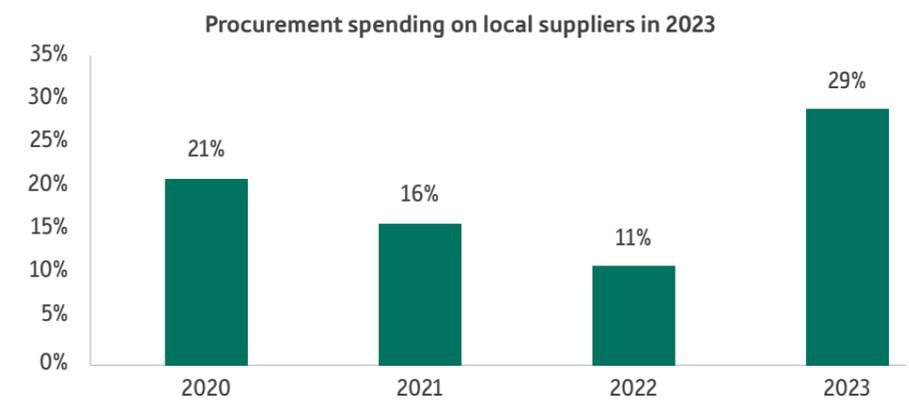
Yahsat is continuously striving to improve its sustainable procurement performance. To achieve this, we are bolstering our efforts to encourage transparency and accountability and responsible business practices among our suppliers. Moreover, we are actively engaging with our suppliers

to enhance the overall ESG performance within our supply chain. In 2023, we have added a clause in our standard service agreement for all types of suppliers to improve environmental sustainability outcomes, improve waste management performance and use recycled content wherever practicable. Additionally, we have added our expectation from all Yahsat business partners in our Business Partner Code of Conduct on adopting appropriate and adequate measures on circular economy approach at various stages of a product's lifecycle, including but not limited to aligning to the use of recyclable or refurbished materials, manufacturing with resource efficiency, minimising and using recyclable packaging, distributing through least carbon emissions, and disposing through recycling of products at the end-of-life cycle. Our dedication extends to giving precedence to suppliers who exemplify Yahsat's core sustainability values. Furthermore, we are steadfastly working towards encouraging local sourcing initiatives, whilst simultaneously extending financial support to projects that align with our aspirations and contribute to the advancement of the UAE's burgeoning space sector.

209
AED million
procurement spend on
local suppliers

Supply Chain Performance

From the results, the number of local suppliers engaged in 2023 more than doubled achieving almost 124 percent growth since 2022, and the percentage of procurement spending on local suppliers increased by 18 percent in 2023 compared to 2022.



Supply Chain Management	2020	2021	2022	2023
Total number of local suppliers engaged (#)	302	277	165	370
Procurement spending on local suppliers (AED million)	147	179	168	209
Percentage of procurement spending on local suppliers (%)	21%	16%	11%	29%
Total procurement spending (AED million)	708	1,100	1,500	733

We encourage our employees, consultants, suppliers, business partners and third parties to report any suspicious activities to Yahsat's Ethics and Compliance function regarding any procurement or compliance related aspects. We also provide periodic training to all the employees involved in procurement activities to ensure organisation wide awareness on procurement and supply chain related developments within the organisation.

Responsible Sourcing & Partnerships

Yahsat's Sustainable Procurement Position Statement underscores Yahsat's commitment to human rights and controversial sourcing. All business activities in Yahsat are conducted to the highest standards set out in our Business Partner Code of Conduct and Code of Ethics, respectively. Each of these documents explicitly state Yahsat's stringent expectations for compliance with national and international human rights principles, which include the UAE's human rights laws, the International Labour Standards (ILO) Declaration on Fundamental

Principles and Rights at Work, and the United Nations Universal Declaration of Human Rights.

All suppliers and business partners of Yahsat are screened by using a comprehensive and meticulous due diligence process. This comprehensive evaluation encompasses various criteria, including the identification of sanctioned businesses or countries, a thorough assessment of their geographical operations, scrutiny of the nature of products and services offered to ensure compliance with prohibitions, and an evaluation of their

association with businesses or sectors at risk of human trafficking or slavery. A mechanism for whistleblowing is also available to report any violation of our Business Partner Code of Conduct.

In 2023, Yahsat was not involved in any incident of controversial sourcing, neither did we engage with any supplier or business partner who were on the list of sanctions, watch list, politically exposed, violation of UNGC, and any other adverse red flag areas.

Business Partners Events in Africa and Asia

As part of our ongoing commitment to strengthen our business partnerships, we organised two Partner Pioneers conferences for our Thuraya and YahClick Service Partners in the Asian and African regions. These events were conducted to align Yahsat partners with business goals and provide insights about our upcoming products and solutions. The Yahsat Asia Week took

place from June 5th to 9th 2023, in Singapore, and saw the participation of 40 business partners. Similarly, the Yahsat Africa Week was held from November 13th to 19th 2023, in South Africa, with the attendance of 60 business partners who are engaged with our products and solutions. The main target partners included:

- Enterprises
- Consumers
- Telco Operators
- Maritime: Fisheries, Work Boats, Supply Vessels
- Governments
- Media

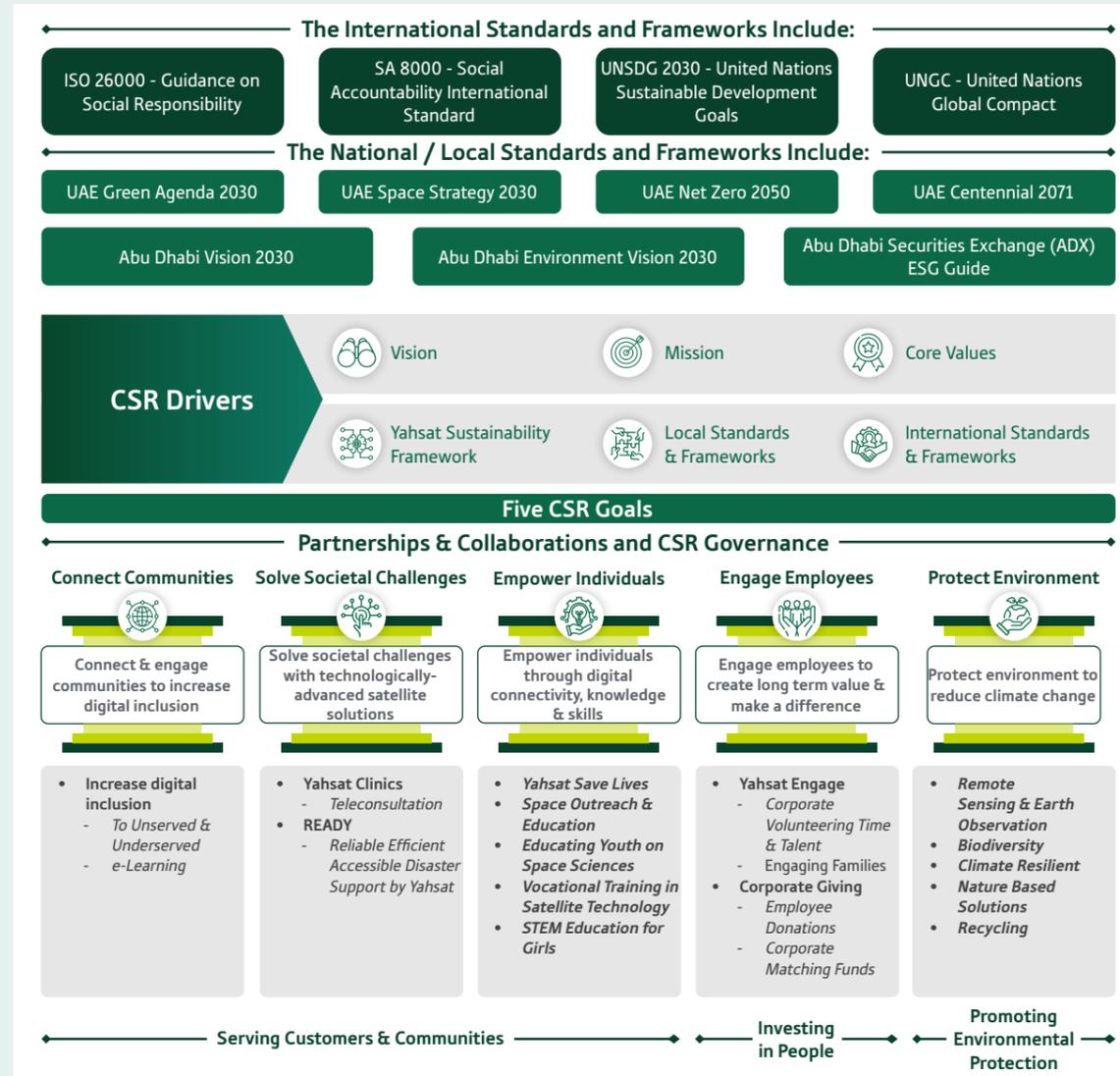


Yahsat Corporate Social Responsibility Strategy Framework

Yahsat is a leader in advancing sustainable development and creating value for our stakeholders, contributing towards relevant local, national, and global social and environmental responsibility goals. Our commitment is to provide vital communication solutions to everyone to bridge the digital divide, serve the unserved and underserved communities on a regional and global scale, and harness the potential of technologically advanced satellite solutions for people and the environment. We developed a comprehensive Corporate Social Responsibility (CSR) Strategy Framework in 2023 to act as a guide for actively contributing to the global social responsibility agenda. Our CSR Strategy is based on:

- CSR Vision** To be a recognised global leader in empowering individuals and connecting global communities.
- CSR Mission** To deliver technologically advanced satellite solutions to positively impact society and the environment.
- CSR Core Values** Respect, Creativity, Agility, Reliability and Community Focus.

Our CSR Strategy Framework is aligned with various international, national, local standards and frameworks as relevant. It has five major CSR Goals which are aligned with our Sustainability Framework detailed below:



#	Sustainability Framework Pillar	CSR Goals, Partnerships & Collaborations, and CSR Governance
1	Serving Customers and Communities	1. Connect Communities 2. Solve Societal Challenges 3. Empower Individuals
2	Investing in People	4. Engage Employees
3	Promoting Environmental Protection	5. Protect Environment
4	Developing Business Partnerships	Partnerships and Collaborations (<i>applicable across all five CSR Goals of the CSR Strategy Framework</i>)
5	Reliable Corporate Governance	CSR Governance (<i>applicable across all five CSR Goals of the CSR Strategy Framework</i>)

The aspect of partnership and collaboration is applicable across all five CSR Goals and as per the respective goals, various levels of partnerships and collaborations are regularly developed with 'Not for Profit Organisations,' 'Government Organisations,' 'UN Agencies,'

'Social Enterprises', 'Private Organisations,' and 'Community Organisations'. CSR Governance will oversee the implementation of the Yahsat CSR Strategy Framework through CSR Policy, CSR Committee, relevant standard operating procedures, periodic reviews, audits, and

quarterly and annual reporting on CSR performance going forward. The ESG function also conducted a Yahsat CSR Strategy Framework training and awareness session for employees which was attended by 159 employees.

159
Employees attended Yahsat CSR Strategy Framework awareness session



Appendices

Appendix A: Stakeholders

Appendix B: GRI Content Index, UNGC Disclosure and Abu Dhabi Securities Exchange (ADX) ESG Metrics

Appendix C: UNGC Alignment

Appendix D: SASB Index Mapping

Appendix A: Stakeholders

Key Stakeholder	Expectations & Interests	Modes of Engagement
Regulatory Bodies / Local Governments	<ul style="list-style-type: none"> Compliance with applicable regulations and laws Economic performance Nationalization Contingency planning Business ethics Prevention of corruption and anti-competitive behaviour 	<ul style="list-style-type: none"> Joint programmes and partnerships Interviews and meetings Press releases Public reports Corporate website
Employees	<ul style="list-style-type: none"> Personal and career development Competitive compensation Engaging and challenging opportunities Equal opportunities Knowledge sharing across the organisation Human rights Employee volunteering 	<ul style="list-style-type: none"> Internal communications (intranet and emails) Performance reviews Training and development programmes Employee surveys Corporate events Public reports Townhall meetings and forums People surveys Volunteering activities
Customers	<ul style="list-style-type: none"> Data privacy and security Network coverage and connectivity Prompt resolution of service-related issues Enhanced technology and solution offerings 	<ul style="list-style-type: none"> Customer care relationship managers and representatives Customer service applications Call centres Industry events Public reports Corporate website Social media Emails
Suppliers	<ul style="list-style-type: none"> Procurement practices Compliance with applicable regulations and laws 	<ul style="list-style-type: none"> Industry events Screening and assessment

Suppliers	<ul style="list-style-type: none"> Economic performance Timely payment and fair terms Health and safety standards 	<ul style="list-style-type: none"> Site visits Forums Joint projects Public reports
Shareholders & Investors	<ul style="list-style-type: none"> Business model and strategy Economic performance Allocation of capital Compliance with applicable regulations and laws Governance practices ESG/sustainability strategies and practices 	<ul style="list-style-type: none"> Annual General Meeting Press releases Public reports Interviews and meetings Broker conferences Newsletters Corporate website
Local Communities	<ul style="list-style-type: none"> Employment opportunities Community investment and development Education and knowledge transfer Access to connectivity and services Environment protection 	<ul style="list-style-type: none"> Press releases Corporate website Community partnerships and sponsorships Forums and public consultation Education programmes Environmental activities (mangrove plantation)
Business Partners	<ul style="list-style-type: none"> Business model and strategy Economic performance Compliance with applicable regulations and laws Governance practices Partnership opportunities Aligned interests 	<ul style="list-style-type: none"> Annual General Meeting Internal communications Management meetings Joint projects Press releases Public reporting Partner events One-to-one meetings Emails

Appendix B: GRI Content Index, UNGC Disclosure and Abu Dhabi Securities Exchange (ADX) ESG Metrics

Statement of Use Al Yah Satellite Communications Company PJSC has reported the information cited in this GRI content index for the period 1st January 2023 to 31st December 2023 in accordance with the GRI Standards.
 GRI 1 used GRI 1: Foundation 2021

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
GRI 2: General Disclosure 2021	2 - 1 Organisational details			8
	2 - 2 Entities included in the organisation's sustainability reporting			6
	2 - 3 Reporting period, frequency and contact point		G7, G8.1	6 - 7
	2 - 4 Restatements of information			6 - 7
	2 - 5 External Assurance	G13	G9	No external assurance
	2 - 6 Activities, value chain and other business relationships	E12		8 - 9
	2 - 7 Employees		S4.1, S4.2, S4.3, S5.1	44 - 46
	2 - 8 Workers who are not employees		S5.2	44
	2 - 9 Governance structure and composition	G5, G11	G1.1, G1.2, G2.1, G2.2	22 - 24
	2 - 10 Nomination and selection of the highest governance body		G2.1	22 - 24
	2 - 11 Chair of the highest governance body			22 - 23
	2 - 12 Role of the highest governance body in overseeing the management of impacts	G1, G7		24
	2 - 13 Delegation of responsibility for managing impacts	G4, G5		24
	2 - 14 Role of the highest governance body in sustainability reporting	G1		24
	2 - 15 Conflicts of interest		G2.1	24 - 25
	2 - 16 Communication of critical concerns			24
	2 - 17 Collective knowledge of the highest governance body			22, 24
GRI 2: General Disclosure 2021	2 - 18 Evaluation of the performance of the highest governance body		G3	24
	2 - 19 Remuneration policies	G10	G3	24
	2 - 20 Process to determine remuneration		G3	24 - 25
	2 - 21 Annual total compensation ratio		S1.1, S1.2	48
	2 - 22 Statement on sustainable development strategy	G1	G8.2	4, 14 - 15
	2 - 23 Policy commitments	G2, G3, G7, G7.1, HR2, HR2.1, L1.1, E1.1	G8.2	4, 16, 24, 26, 31, 44, 49, 63

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
GRI 2: General Disclosure 2021	2 - 24 Embedding policy commitments			4, 16, 24, 26, 31, 44, 49, 63
	2 - 25 Processes to remediate negative impacts			26 - 27, 48, 62 - 63
	2 - 26 Mechanisms for seeking advice and raising concerns	G8, G8.1		27
	2 - 27 Compliance with laws and regulations			No incidents of non-compliance
	2 - 28 Membership associations			8, 16 - 17, 59, 63
	2 - 29 Approach to stakeholder engagement			18, 67
GRI 2: General Disclosure 2021	2 - 30 Collective bargaining agreements	L1.2		Not applicable in UAE
	3 - 1 Process to determine material topics	G7, G7.1, HR3, L2, E2		18
GRI 3: Material Topics 2021	3 - 2 List of material topics	HR1		18 - 20
	Economic Performance			
GRI 3: Material Topics 2021	3 - 3 Management of material topics			32
GRI 201: Economic Performance 2016	201 - 1 Direct economic value generated and distributed			32 - 33
	201 - 2 Financial implications and other risks and opportunities due to climate change	E2, E3, E4, E4.1, E4.2, E5, E9		56 - 57
	201 - 3 Defined benefit plan obligations and other retirement plans			33
	201 - 4 Financial assistance received from government			33
Indirect Economic Impacts				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			33
GRI 203: Indirect Economic Impacts 2016	203 - 1 Infrastructure investments and services supported			33
	203 - 2 Significant indirect economic impacts			33
Procurement Practices				
GRI 3: Material Topics 2021	3 - 3 Management of material topics		G4.1	62
GRI 204: Procurement Practices 2016	204 - 1 Proportion of spending on local suppliers			62

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Anti-corruption				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, AC1, AC2, AC4, AC7, AC8	G5.1, G5.2	26
GRI 205: Anti-corruption 2016	205 - 1 Operations assessed for risks related to corruption	G6		27
	205 - 2 Communication and training about anti-corruption policies and procedures	AC3, AC5	G5.2	26, 48
Anti-competitive				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			26
GRI 206: Anti-competitive 2016	206 - 1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices			27
Energy				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, E1, E2, E3, E4, E4.1, E4.2, E5, E22	E7.3	53
GRI 302: Energy 2016	302 - 1 Energy consumption within the organization	E10	E3.1, E3.2, E5	53 - 54
	302 - 3 Energy intensity		E4	54
	302 - 4 Reduction of energy consumption			54
Water and Effluents				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, E1, E2, E3, E4, E4.1, E4.2, E5, E22		52
GRI 303: Water and Effluents 2018	303 - 3 Water withdrawal	E13		53
	303 - 4 Water discharge			53
	303 - 5 Water consumption	E13	E6.1, E6.2	53
Biodiversity				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	E1, E2, E3, E4, E4.1, E4.2, E5, E22		59
GRI 304: Biodiversity 2016	304 - 3 Habitats protected or restored	E17		59 - 60
Emissions				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, E1, E2, E3, E4, E4.1, E4.2, E5, E22	E10 (captured in carbon emissions table)	55

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Emissions				
GRI 305: Emissions 2016	305 - 1 Direct (Scope 1) GHG emissions	E6	E1.1	55
	305 - 2 Energy indirect (Scope 2) GHG emissions	E6	E1.2	55
	305 - 3 Other indirect (Scope 3) GHG emissions	E6, E7, E7.1	E1.3	55
	305 - 4 GHG emissions intensity		E2.1	55
	305 - 5 Reduction of GHG emissions			54
Waste				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, E1, E2, E3, E4, E4.1, E4.2, E5, E22	E7.1, E7.2, E8, E9	52
	306 - 1 Waste generation and significant waste-related impacts			52
	306 - 2 Management of significant waste-related impacts			52
GRI 306: Waste 2020	306 - 3 Waste generated		E19	52
	306 - 4 Waste diverted from disposal		E20	52
	306 - 5 Waste directed to disposal		E20	52
Employment				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9		44
GRI 401: Employment 2016	401 - 1 New employee hires and employee turnover		S3.1, S3.2, S3.3	45
	401 - 2 Benefits provided to full-time employees that are not provided to temporary or part time employees			44, 47
	401 - 3 Parental leave			47 - 48
Occupational Health and Safety				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	L1, L2, L3, L4, L5, L11, L12	S8	49
GRI 403: Occupational Health and Safety 2018	403 - 1 Occupational health and safety management system			49
	403 - 3 Occupational health services			49
	403 - 4 Worker participation, consultation, and communication on occupational health and safety			49
	403 - 5 Worker training on occupational health and safety			49 - 50
	403 - 6 Promotion of worker health			44, 49 - 50

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Occupational Health and Safety				
GRI 403: Occupational Health and Safety 2018	403 - 8 Workers covered by an occupational health and safety management system			49
	403 - 9 Work-related injuries	L9, L10	S7	49
	403 - 10 Work-related ill health			No work-related ill health or fatalities
Training and Education				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			47
GRI 404: Training and Education 2016	404 - 1 Average hours of training per year per employee			47 - 48
	404 - 2 Programmes for upgrading employee skills and transition assistance programmes			26, 48 - 50
	404 - 3 Percentage of employees receiving regular performance and career development reviews			48
Diversity and Equal Opportunity				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, HR2, HR3, HR4, HR5, HR6, HR8,		46
GRI 405: Diversity and Equal Opportunity 2016	405 - 1 Diversity of governance bodies and employees	G11, L7	S4.1, S4.2, S4.3, S11, G1.1, G1.2	23, 45 - 46
	405 - 2 Ratio of basic salary and remuneration of women to men	L8	S2	48
Non-discrimination				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8, L1, L2, L3, L4, L5, L11, L12	S6, S10.1, S10.2	26, 46
GRI 406: Non-discrimination 2016	406 - 1 Incidents of discrimination and corrective actions taken			27
Child Labour				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, L1, L2, L3, L4, L5, L11, L12	S9.1, S9.2, S10.1, S10.2	50
GRI 408: Child Labour 2016	408 - 1 Operations and suppliers at significant risk for incidents of child labour			50, 63

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Forced Labour				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G9, L1, L2, L3, L4, L5, L11, L12	S10.1, S10.2	50
GRI 409: Forced Labour 2016	409 - 1 Operations and suppliers at significant risk for incidents of forced or compulsory labour			50, 63
Security Practices				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			50
GRI 410: Security Practices 2016	410 - 1 Security personnel trained in human rights policies or procedures			50
Local Communities				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			39, 41
GRI 413: Local Communities 2016	413 - 1 Operations with local community engagement, impact assessments, and development programmes			39 - 42
Customer Privacy				
GRI 3: Material Topics 2021	3 - 3 Management of material topics		G6.1, G6.2	31
GRI 413: Customer Privacy 2016	418 - 1 Substantiated complaints concerning breaches of customer privacy and losses of customer data			32

Non GRI Material Topics				
GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Business Ethics				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G8, G8.1, HR4, HR5, HR6, HR7, HR8, AC1, AC2, AC4, AC7, AC8	G4.1, G5.1, G5.2	26
Business Ethics	Description of Code of Ethics and trainings for employees	AC3	G5.2	26 - 27
Business Continuity and Risk Management				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	HR4, HR6		28, 30
Business Continuity and Risk Management	Description of Business Continuity Management System and Business Continuity Performance			29
	Description of Risk Management and Internal Control Framework			30
Customer Relationship Management				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			35
Customer Relationship Management	Description of Customer Relationship Management and Customer Relationship Management Performance			35 - 36
	Satellite Availability Performance, Satellite Transponder Availability and YahClick Gateway Availability			36 - 37
Disaster Response				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			37
Disaster Response	Description of Disaster Response approach and support provided for various disaster incidents			37 - 38
Product, Innovation & Lifecycle Management				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			58
Product, Innovation & Lifecycle Management	Description of approach, notable innovative products, and strategic efforts from Yahsat			58 - 59
Sustainable Use of Space				
GRI 3: Material Topics 2021	3 - 3 Management of material topics			59
Sustainable Use of Space	Description of approach and strategic efforts from Yahsat			59
Responsible Sourcing & Partnerships				
GRI 3: Material Topics 2021	3 - 3 Management of material topics	G7, G7.1, G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8	G4.1	63
Responsible Sourcing & Partnership	Description of approach and strategic efforts from Yahsat			63

Appendix C: Alignment to United Nations Global Compact (UNGC)

UNGC Ten Principles		Current Status in Yahsat	Page Number
Area	Ten Principles		
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Our Code of Ethics, Business Partner Code of Conduct, and Sustainable Procurement Position Statement, explicitly state Yahsat's stringent expectations for compliance with national and international human rights principles, which include the UAE's Human Rights Laws, the International Labour Standards (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations Universal Declaration of Human Rights.	26, 50, 62 - 63
	Principle 2: Make sure that they are not complicit in human rights abuses.	Our Code of Ethics mandates Yahsat abides by all international and national human rights declarations and principles related to employment practices, fair treatment, child labour, forced labour, and health and safety in the workplace. All our business partners, including suppliers, are required to abide by the same human rights declarations and principles, including child and forced labour, as stated in our Business Partner Code of Conduct. Yahsat's Sustainable Procurement Position Statement underscores Yahsat's commitment to human rights and controversial sourcing. We strongly encourage our suppliers to monitor, address, and disclose their performance regarding human rights-related issues, as well as to learn and share best practices to appropriately manage these issues. In 2023, no grievances associated with human rights related issues were reported to the Ethics and Compliance function in Yahsat. We also have a reporting platform and mechanism in place to report any violation of the Code of Ethics using our ethics and compliance helpline.	26, 50, 62 - 63
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Collective Bargaining agreements are illegal in the UAE and not applicable to Yahsat. Yahsat has a Human Capital Policy which is governed by the UAE Labour Law and by the Abu Dhabi Pension Fund. Our HC Policy defines the relationship between an employee and Yahsat, and the rights and obligations of both parties. Our HC Policy also aims to allow employees to know their rights and obligations.	44
	Principle 4: The elimination of all forms of forced and compulsory labour.	Same as response for Principle 2	26, 50, 62 - 63
	Principle 5: The effective abolition of child labour.	Same as response for Principle 2	26, 50, 62 - 63
	Principle 6: The elimination of discrimination in respect of employment and occupation.	As per the Yahsat Code of Ethics, we treat everyone with respect and do not tolerate unfair treatment, harassment, discrimination, abuse, or retaliation within the workplace. Yahsat's Business Partner Code of Conduct also encourages Fair Treatment for all employees and contractors. To maintain Gender Diversity, the Group is committed to equality, non-discrimination and advancing gender diversity, with a view to increasing the ratio of female representation in all areas of our business. In 2023, no instances of discrimination were reported.	26 - 27, 46, 48, 62 - 63

UNGC Ten Principles		Current Status in Yahsat	Page Number
Area	Ten Principles		
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Chapter 8 - Promoting Environmental Protection provide a detailed overview of the precautionary approach to environmental challenges. Yahsat's group-wide HSE Management System Manual and ESG Policy reinforces Yahsat's commitment to the environment by focusing on areas such as optimising natural resource consumption, promoting reuse of materials, decreasing energy consumption, increasing recycling rates, and reducing the generation of waste and wastewater. The Company proactively manages its environmental planning and resource usage and conducts regular assessments of its annual environmental performance.	52 - 57, 59 - 60
	Principle 8: Undertake initiatives to promote greater environmental responsibility.	Chapter 8 - Promoting Environmental Protection provide a detailed overview of the initiatives to promote environmental responsibility. Some major examples from 2023 include: a. Waste - Initiatives for waste recycling (including electronic waste) b. Water - Installation of a sewage treatment plant at Yahsat HQ c. Energy – Energy audit of Yahsat HQ, installation of EV charging stations, converting outdoor lighting to LEDs, energy reduction by shutting down idle workstations. d. Biodiversity – Planting 500 mangroves to support the National Carbon Sequestration project of the UAE. Yahsat also conducted a comprehensive GHG Accounting exercise for its HQ in Abu Dhabi to capture Scope 1, Scope 2 and Scope 3 in detail and developed a decarbonisation pathway to contribute to the UAE Net Zero 2050 commitment.	52 - 57, 59 - 60
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	Chapter 8 - Promoting Environmental Protection, section on Environmental Management, Energy Management, Product, Innovation and Life Cycle Management, Sustainable Use of Space, Biodiversity provide more details on development and diffusion of environment friendly technologies.	52 - 60
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	As per Yahsat's Code of Ethics, we are committed to conducting business in accordance with the highest ethical standards and prohibit all forms of Bribery and Corruption. We follow global anti-bribery and corruption laws and avoid the appearance of any conflict of interest that might violate applicable laws, harm relationships or impact organisational reputation. Yahsat's Ethics and Compliance function along with the Risk Management and Internal Control (RMIC) Framework strive to assist the organisation and integrate risk management and internal control into all its activities and functions, including any aspect of corruption and bribery as outlined in the Yahsat Code of Ethics. Yahsat's Code of Ethics is intended to enable the Group to achieve its commercial goals while operating with the highest levels of integrity. In 2023, no instances of corruption were reported.	26 - 27

Appendix D: SASB Index Mapping

Topic	Sustainability Disclosure Topics Metric	Code	Page Number and Remark
Environmental Footprint of Operations	(1) Total energy consumed (GJ), (2) percentage grid electricity (%), (3) percentage renewable (%)	TC-TL-130a.1	54 100% grid electricity
Data Privacy	Description of policies and practices relating to behavioural advertising and customer privacy	TC-TL-220a.1	31
	Number of customers whose information is used for secondary purposes	TC-TL-220a.2	32
	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	TC-TL-220a.3	No instance of legal proceedings in 2023, no monetary losses.
Data Security	(1) Number of law enforcement requests for customer information, (2) number of customers whose information was requested, (3) percentage resulting in disclosure	TC-TL-220a.4	Not applicable
	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	TC-TL-230a.1	32
Product End-of life Management	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-TL-230a.2	31
	(1) Materials recovered through take back programmes, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	TC-TL-440a.1	52, 58 - 59
Competitive Behaviour & Open Internet	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	TC-TL-520a.1	No instance of legal proceedings in 2023, no monetary losses.
	Average actual sustained download speed of (1) owned and commercially associated content and (2) non-associated content	TC-TL-520a.2	30, 36 - 37 Satellite availability performance was 99.9%.
	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	TC-TL-520a.3	Satellite communication services are provided in coordination with local telecom network providers.
Managing Systemic Risks from Technology Disruptions	(1) System average interruption duration, (2) system average interruption frequency and (3) customer average interruption duration	TC-TL-550a.1	28 - 29, 36
	Discussion of systems to provide unimpeded service during service disruptions	TC-TL-550a.2	28 - 29, 35 - 36



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