



Excellence Premier Investment L.L.C.



SUSTAINABILITY REPORT

2025



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OVERVIEW

2025 KEY HIGHLIGHTS



CEO STATEMENT

In 2025, we strengthened our growth, governance, and sustainability performance across the Group.

As Excellence Premier Investment LLC continues to grow, 2025 marks an important milestone in our journey as we strengthen our role as an integrated Group operating across driving education, delivery services, limousine transport, and vehicle maintenance. This evolution reflects the continued development of a broader mobility ecosystem, supporting operational efficiency and long-term value creation across our businesses.

During the year, our sustainability direction was further aligned with a group-level strategy based on science-based targets and a net-zero ambition by 2050, providing a clearer roadmap toward 2030 and reinforcing our commitment to responsible growth.

Growth has been a defining feature of this year. We continued to expand our operational presence across the Group and strengthened internal capabilities through the establishment of Excellence Premier Auto Repair LLC, enhancing our ability to support fleet maintenance and broader operational reliability. Our workforce increased to 1,700 employees, compared to 1,192 in 2024. Despite this expansion, we improved operational efficiency. Electricity consumption per employee remained significantly lower than previous years, showing an overall 28% improvement compared to 2023.

We also completed a full year of solar panel operations, contributing to improved energy performance across our facilities. In parallel, our waste management practices continued to deliver results, with 100% of IT waste recycled through certified partners.

As we continue to expand, sustainability remains central to how we operate, supporting more efficient, responsible, and future-ready mobility-related services across the Group.

Ali Al Zaabi
Group Chief Executive Officer



ABOUT US

“Human-First approach”

At EPI, our Human First approach reflects the way we design services, manage operations, and support people across the Group. Through our businesses in driving education, delivery services, limousine transport, and vehicle maintenance, we aim to create practical, reliable, and accessible mobility-related solutions.

By combining customer-focused services, skilled people, and practical innovation, the Group aims to deliver reliable mobility-related solutions that contribute to safer roads, stronger communities, and improved everyday accessibility.



OUR VISION

To be the global leader, that continues to collaborate, innovate, and pioneer educational methods and processes within the realm of driving skills, to make mobility accessible to all.

OUR MISSION

Guided by our Human First philosophy, our mission is to deliver driver education that prioritizes safety, empathy, and real-world confidence. We focus on understanding each learner’s needs, providing expert instruction, and fostering responsible driving habits that protect lives and create a safer driving culture for everyone.

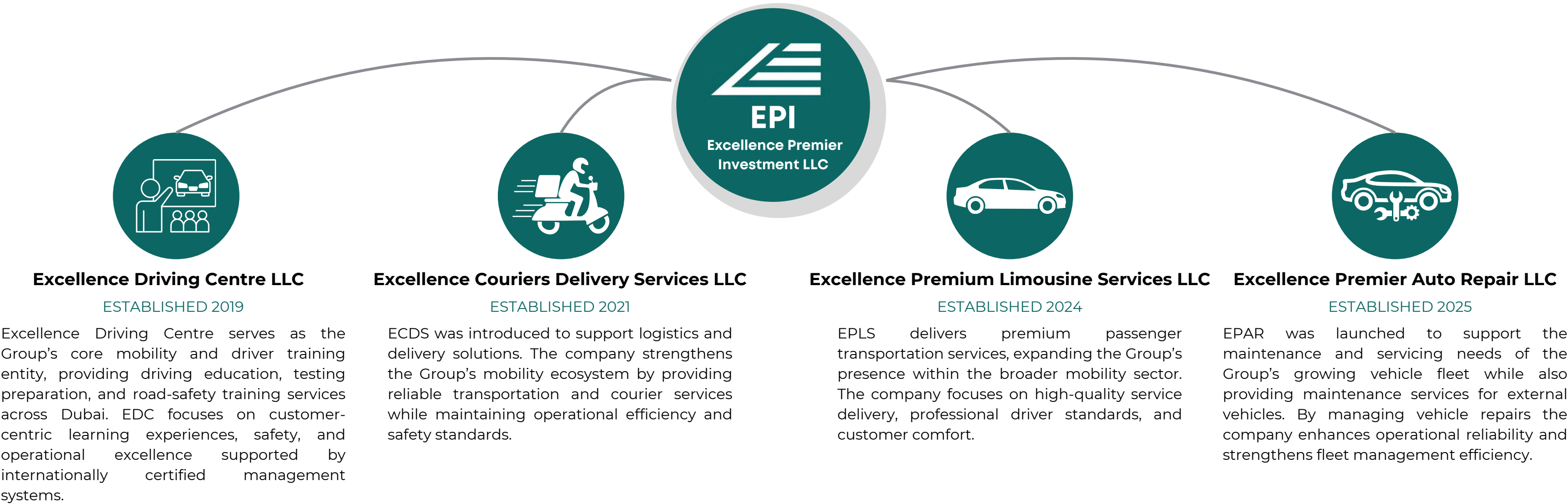
OUR VALUES

Human First - We have designed all our process and our products to be human first
Simplicity - We have removed all complexities and crafted our offers, teaching methods and process to be simple
Collaboration - We recognize and enforce the power of teamwork and we truly believe that We together can create a difference.

GROUP STRUCTURE AND ORGANIZATIONAL EXPANSION

During the reporting period, Excellence Premier Investment (EPI) continued to strengthen its group structure, reflecting the Group’s growth, diversification of services, and long-term strategic vision. EPI brings together several entities that support driving education, delivery services, limousine transport, and vehicle maintenance under a broader mobility-focused business ecosystem.

The group has expanded progressively over recent years through the development of complementary businesses:



Through the establishment of EPI, these entities now operate under a unified governance framework aligned with the strategic direction of Emirates Driving Company PJSC, supporting long-term growth and sustainability objectives.

SUSTAINABILITY PATH



ROAD TO NET ZERO

In 2025, Excellence Premier Investment took an important step forward by aligning its sustainability direction with the climate strategy introduced at group level by Emirates Driving Company PJSC (ADX: DRIVE). As part of this alignment, the Group has committed to achieving net-zero emissions by 2050.

The updated pathway introduces clear near-term targets toward 2030, focused on accelerating emissions reductions through operational efficiency, energy management, and responsible growth, alongside long-term ambitions toward 2050 aimed at deeper decarbonization in line with global climate goals and a 1.5°C trajectory.

As a result, EPI has updated its sustainability strategy to align with this science-based approach. While environmental targets already existed in previous years, management has strengthened its commitment by integrating them into a structured roadmap supported by enhanced governance oversight, clearer accountability, and increased investment in sustainability initiatives.

EPI Stakeholders

EPI's stakeholders play a key role in the Company's strategy. They have been classified into the following 6 key groups based on internal governance processes, regulatory requirements, and the identification of interested parties within EPI's management system:



EPI's policies and governance framework define our commitments to each stakeholder group and guide how we manage relationships responsibly.



Communication

Excellence Premier Investment strives to build strong relationships with its stakeholders based on trust, transparency, and mutual communication. The company's commitment to stakeholder dialogue and responsible communication practices is reflected in its governance framework, internal policies, and sustainability approach.

The channels used for communication with all stakeholder groups include:

- Website
- Social media
- Internal communication channels for employees
- QR code surveys and Google reviews
- Weekly management meetings
- Annual stakeholder meetings

CUSTOMER SATISFACTION

Customer satisfaction and safety remain important across EPI’s operations. As Excellence Driving Centre LLC (EDC) is the Group’s core driving education business, the most structured and extensive customer feedback data is currently collected within EDC operations. Through its Integrated Management System (IMS), certified under ISO 9001, ISO 14001, ISO 45001 and ISO 50001, EDC continuously monitors and improves customer experience, safety performance, and service consistency across its branches.

Customer feedback is actively collected through multiple channels, including Google reviews, social media platforms, QR code surveys, call centers, mobile applications, branch interactions, and the RTA portal. All queries and complaints are managed through a defined framework to ensure resolution typically within 24–48 hours.

Customer satisfaction trends demonstrate continuous improvement over recent years. Feedback collected through customer surveys shows increasing positive ratings, reflecting improvements in service delivery and operational efficiency.

EDC CUSTOMER SATISFACTION DATA

	2023	2024	2025
Excellent	13%	17%	20%
Very Good	65%	67%	72%
Good	14%	17%	
Avarage	8%		
Poor			
Not Answered			8%



The highest rating among
all driving schools in Dubai



DIGITAL INNOVATIONS

In 2025, Excellence Premier Investment continued to advance its digital transformation strategy. The continued digitization of services and internal processes contributes to operational efficiency while supporting sustainability objectives. By reducing reliance on paper-based documentation, minimizing manual processing, and improving data accessibility, EPI enhances transparency, accelerates workflows, and reduces resource consumption. Digital systems also strengthen accuracy, accountability, and customer responsiveness across the group.

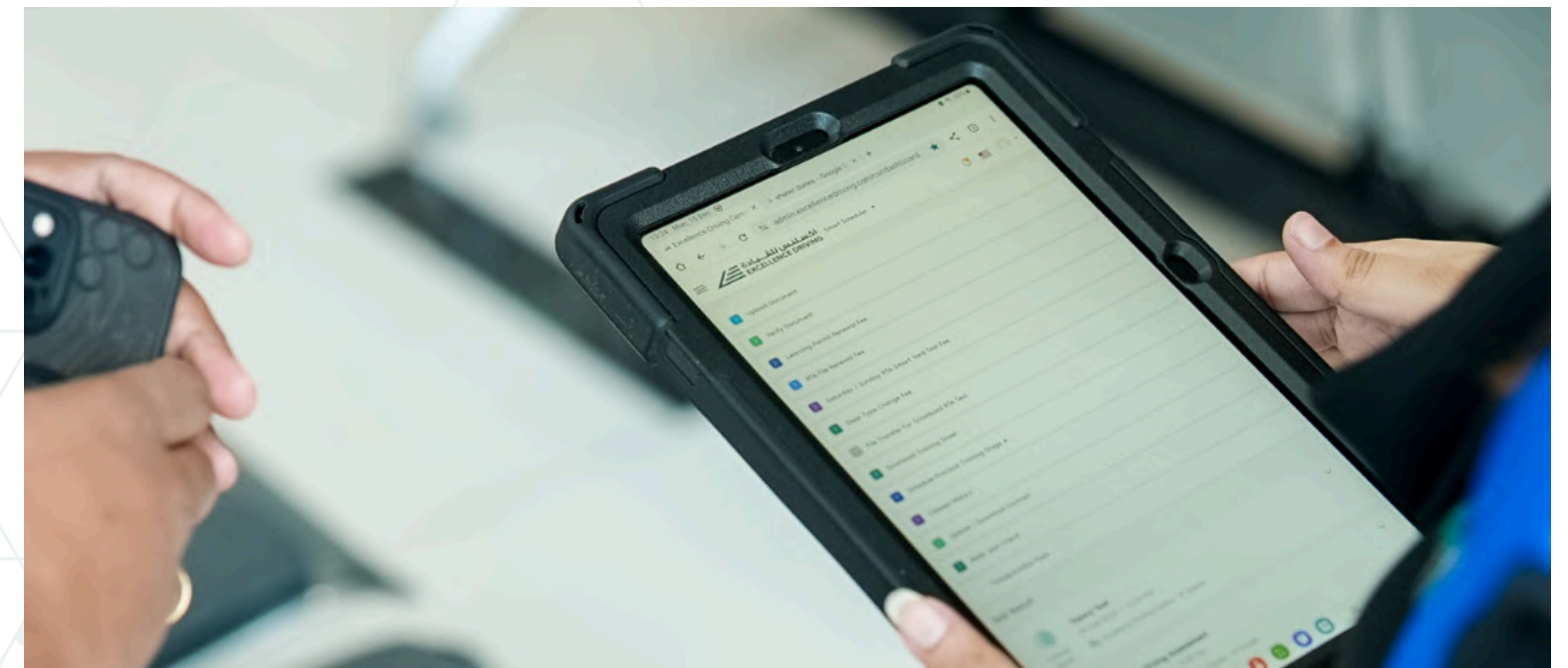


FOR CUSTOMERS

We launched an upgraded mobile application with expanded functionality designed to simplify the customer journey.

New features include:

- Integration of transport services booking within the application;
- In-app RTA test ticket booking system;
- Booking of limousin services;
- Ability to share secure payment links without requiring customer login;
- Post-class feedback submission after every practical training session;
- Addition of new voiceover languages (Bangla and Farsi) in theory lectures to enhance accessibility and inclusivity.



FOR EMPLOYEES

Digital innovation also extended to our internal operations. Key initiatives include:

- Implementation of a Business Intelligence (BI) system to support data-driven decision-making through enhanced customer analytics
- Digitization of internal HR processes such as salary advance requests, salary certificate requests, and leave approvals
- Digital reporting tools enabling instructors to record topics covered after each training session
- Sharing of previous RTA test error codes with instructors to allow more focused and personalized training

ABOUT THIS REPORT

The 2025 Sustainability Report reflects our work and supporting data through the 2025 fiscal year (January 1 – December 31, 2025) unless otherwise noted. Our data, content and narrative are informed by the Global Reporting Initiative (GRI) standard. The report also aligns with the United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC) Principles, Dubai Plan 2040 and Emirates Driving Center Group strategy.

EPI involves its stakeholders in identifying the material sustainability-related impacts, risks and opportunities of its business activities along its value chain and takes their interests into account when defining its strategic sustainability priorities.

The effectiveness of the EPI's actions and policies is tracked based on the reported targets and the development of the relevant key figures to achieve the objectives. The corresponding key figures are validated and verified using internally defined processes. If no quantitative targets are specified, the effectiveness is tracked using internally defined indicators, processes and evaluations. EPI continuously reviews the effectiveness of its actions in order to prevent potential impacts on the environment and society and to mitigate or minimize the actual negative impacts on the environment and society. The actions presented are basically already being implemented on an ongoing basis. Actions that will be implemented at a specific point in time or in the future are explained separately in the report.

This report focuses on the sustainability performance and data of Excellence Premier Investment LLC (EPI) and its Group entities. It presents the Group's overall sustainability approach, governance structure, and business activities across its operating companies. Quantitative disclosures and performance indicators reflect Group-level operations where available; where information relates to a specific entity, this is clearly indicated in the relevant section.

This report does not cover the performance or operations of suppliers, contractors, or partners, except where referenced for contextual purposes. Statements regarding objectives, targets, goals, and commitments are aspirational and may be based on estimates, assumptions, and evolving standards that could change over time.

The report has been prepared in collaboration with Brolch Consulting, supporting data collection, analysis, and alignment with international sustainability reporting practices.

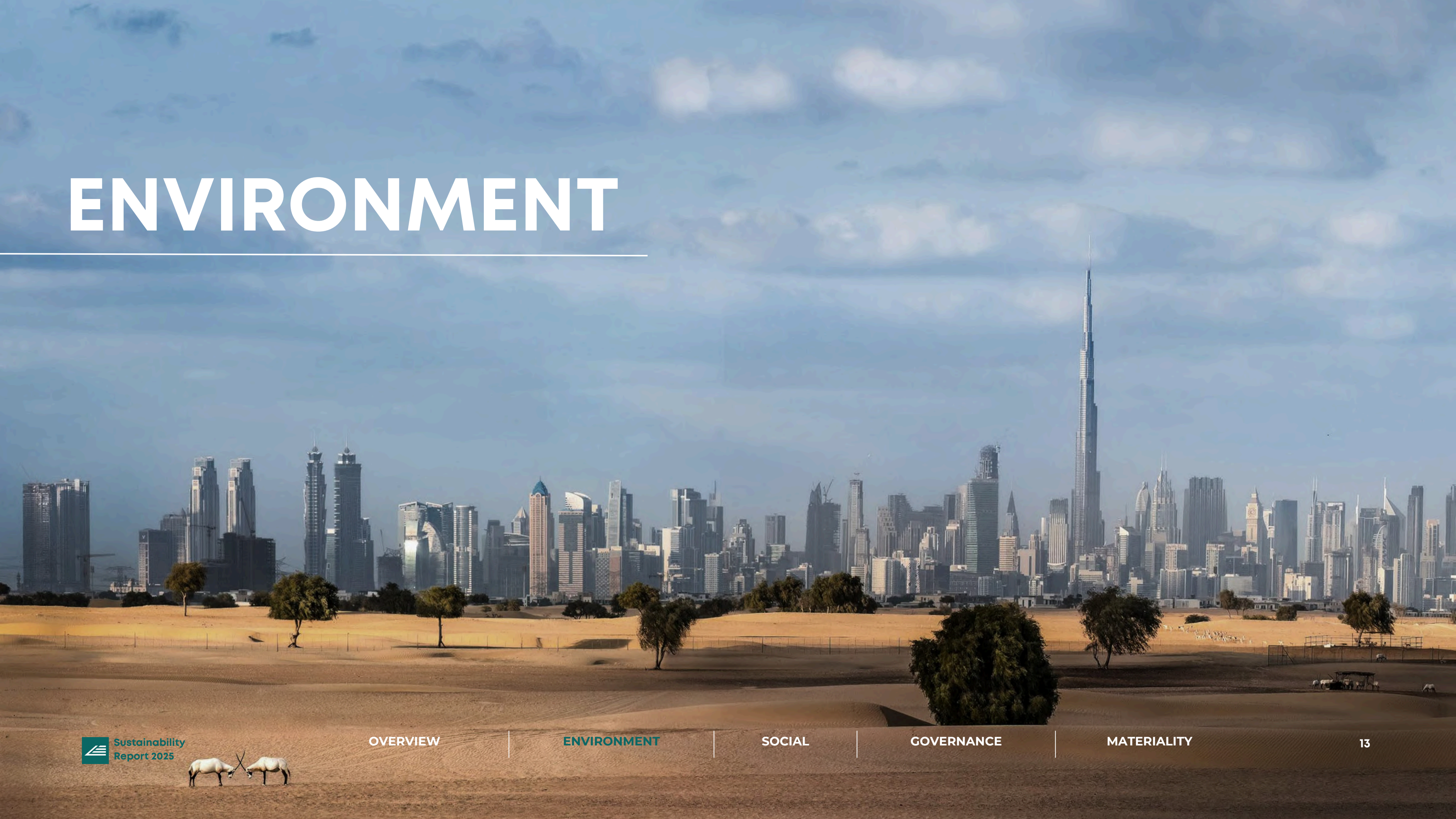


UN Sustainable Development Goals

In the EPI, we deploy innovations and carry out activities that support the pursuit of the UN Sustainable Development Goals (SDGs). While we recognize that all SDGs are interconnected and important, our business contributes most strongly to specific goals where our operations create the greatest impact and value:



ENVIRONMENT



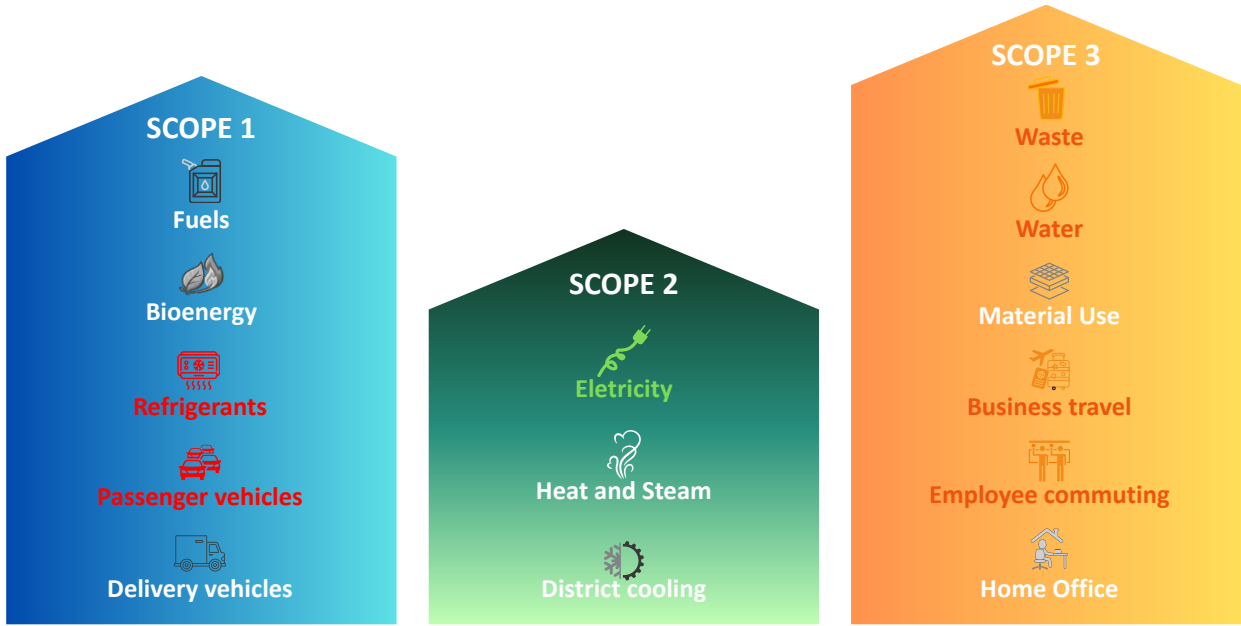
CLIMATE CHANGE

As a significant player in the mobility and driver education sector, we recognise our responsibility in the ecological transition. We are committed to aligning our climate actions with the goals of the Paris Climate Agreement, aiming to limit global warming to 1.5°C. We also acknowledge our responsibility to contribute to the UAE Net Zero 2050 Strategic Initiative and the country's ambition to achieve climate neutrality by 2050. This transition presents an opportunity to build a better future for all, while leaving no one behind. The term climate neutrality (or net zero) applies to a situation where carbon dioxide emissions are still generated, but an equal amount of carbon dioxide is removed from the atmosphere as is released into it, resulting in zero increase in net emissions. Our investment decisions, operational activities, and business processes adhere to the target of achieving net-zero greenhouse gas emissions by 2050. Our climate-related approach is built on two key pillars: reducing the carbon footprint of our own operations; and ensuring that our fleet management, infrastructure investments, and service operations contribute to the transition toward a climate-neutral society.

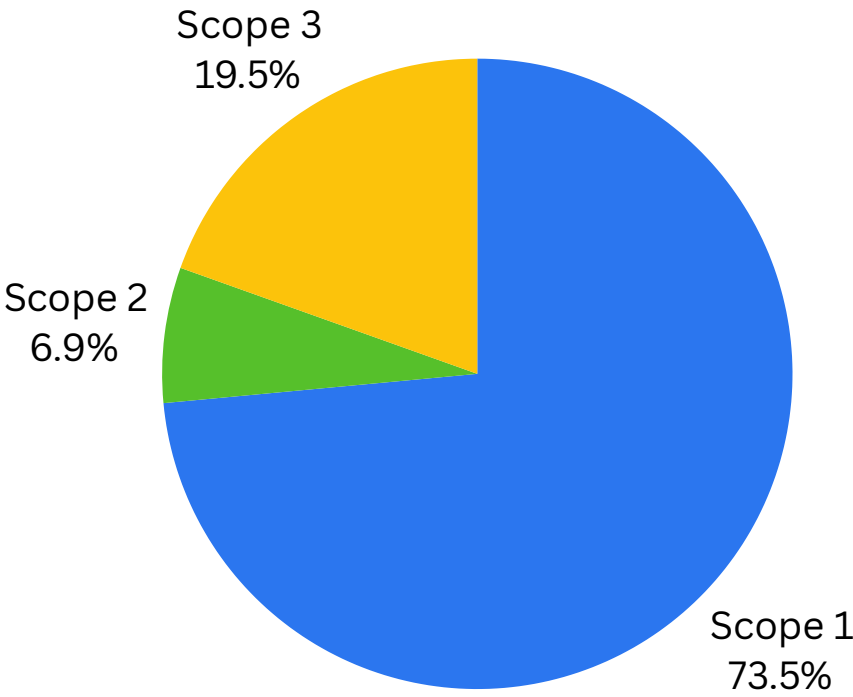


CARBON EMISSIONS

As climate change impacts become increasingly prevalent, we believe reducing our emissions is a critical step for EPI to do our part in connecting to a healthier planet, more resilient communities, and a net zero reality. In 2025, EPI aligned its emissions reduction strategy with the group-level commitment to achieve net-zero emissions by 2050. This alignment reinforces our responsibility to measure, manage, and progressively reduce greenhouse gas emissions in line with science-based targets. A key priority this year has been strengthening the accuracy and completeness of our carbon footprint assessment. Recognizing that reliable data is fundamental to credible climate action, we have enhanced our data collection processes and expanded reporting coverage to include all operational branches within the reporting boundary.



Following our 2024 target to broaden emissions disclosure, EPI has taken steps in 2025 to incorporate Scope 3 emissions into its reporting framework. This expansion improves transparency and provides a better understanding of indirect emissions across our value chain.



CONDITIONS FOR ACHIEVING NET ZERO

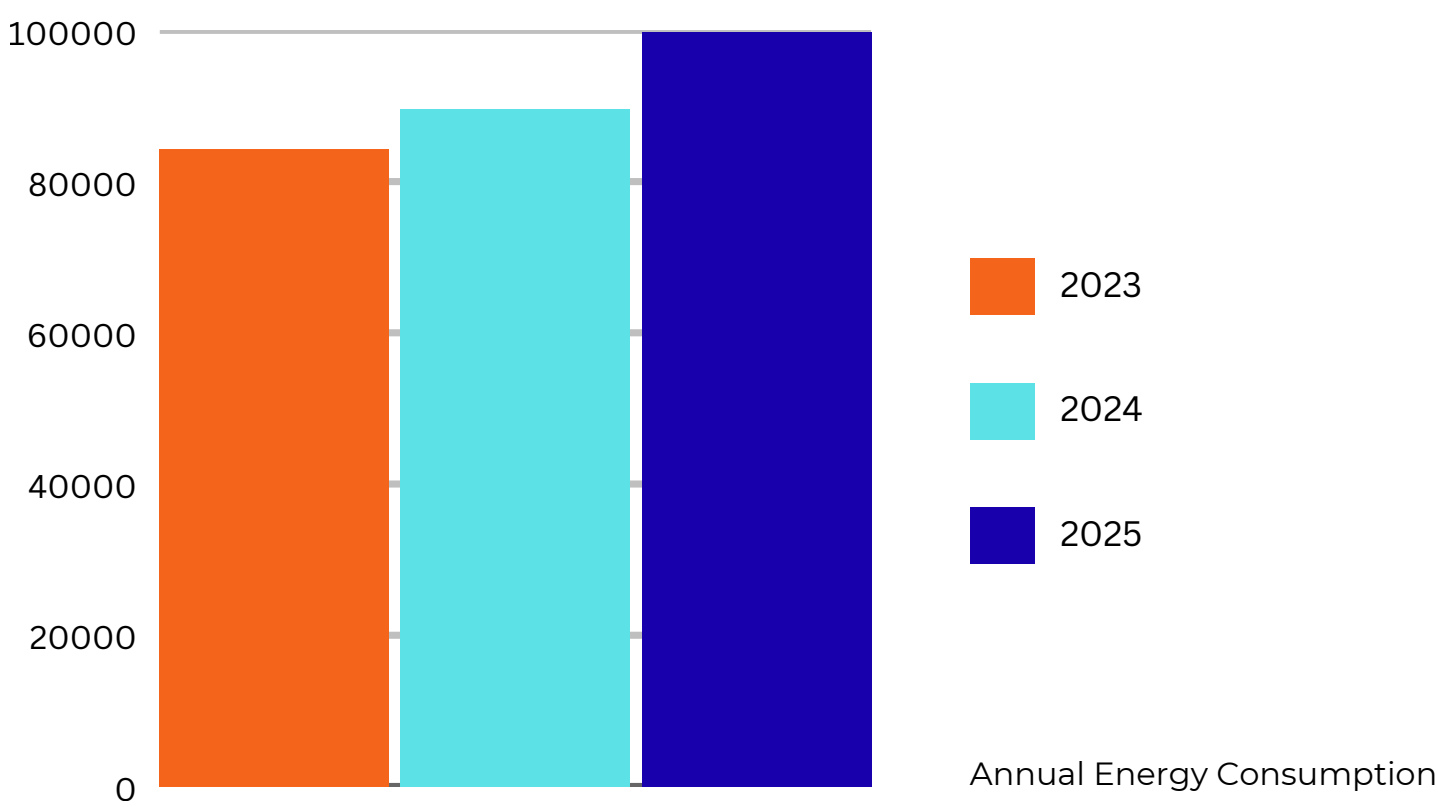
In our effort to achieve net zero emissions, EPI is focused on transforming business to reduce emissions that can have the highest impact on progress toward our climate goals. We recognize that key factors will be necessary for us and our peers to achieve net zero, including:

- 1. **Fleet Transition and Clean Mobility** - A significant portion of our emissions footprint is linked to fleet operations. Achieving our 2030 near-term targets requires transitioning from internal combustion engine (ICE) vehicles toward hybrid (HEV) and battery electric vehicles (BEV), with the modeled pathway targeting 47% ICE, 22% HEV, and 31% BEV by 2030 under the improved ESG scenario. This transition requires substantial capital investment but is critical to long-term decarbonization.
- 2. **Renewable Energy and Energy Efficiency** - To reduce Scope 2 emissions, we are investing in onsite solar panel installations and energy attribute certificates (EACs), alongside optimization of HVAC systems and energy management practices. Continued access to renewable energy infrastructure and cost-effective clean power solutions will be essential to meet our targets.
- 3. **Low-Emission Employee Mobility** - Reducing emissions from employee commuting forms part of our 2030 pathway, including increased adoption of electric vehicles and carpooling initiatives. Broader availability of EV infrastructure and supportive policies will be critical to enabling this transition.
- 4. **Sustainable Procurement and Supply Chain Engagement** - Achieving net zero requires collaboration beyond our direct operations. Our procurement strategy is evolving toward engaging suppliers aligned with net-zero and circular economy principles. Progress depends on supplier readiness, availability of lower-carbon materials, and shared decarbonization commitments.
- 5. **Transition to Low-GWP Refrigerants and Safer Systems** - We are moving toward environmentally safer refrigerants and fire suppression agents with lower global warming potential. Continued technological development and cost-effective alternatives will support further reductions in indirect emissions.
- 6. **Clear Standards and Science-Based Alignment** - Our decarbonization roadmap aligns with the UAE Net Zero 2050 commitment and science-based climate pathways. As external frameworks and reporting standards evolve, clarity and consistency in guidance will remain essential to ensure that our targets are measurable, credible, and aligned with global best practice.

Our pathway to net zero is driven by innovation, efficiency, and responsible growth.

ENERGY PERFORMANCE AND EFFICIENCY

Driving down our energy emissions through electrification and transitioning to renewable energy as well as our efforts towards more energy efficient processes is part of reaching our long-term goal of net-zero carbon further expanding the sustainability of our operations.



While total energy consumption increased in 2025 as a result of workforce growth and broader operational expansion across the Group, energy performance indicators demonstrate a significant improvement in efficiency compared to previous years. When measured relative to employee growth, **energy consumption per employee decreased by $\approx$ 28%** compared to 2023 levels.

This improvement reflects the impact of strengthened energy management practices across the Group, guided by the principles of ISO 50001, while Excellence Driving Centre LLC remains the certified entity under the standard. It also reflects the integration of renewable energy solutions, including the continued operation of solar panels and the contribution of self-generated renewable electricity.

Despite ongoing business expansion, **the Group has maintained improved energy intensity levels**, demonstrating that growth and operational development are being managed with a strong focus on efficiency and responsible resource use.

WASTE MANAGEMENT

Waste is an important part of assessing our impact on the environment. We reduce waste generation on our part and properly sort and store waste to enable the largest possible degree of recycling or recovery.

All waste management activities are conducted in accordance with our internal Waste Management Procedure, which defines responsibilities, segregation requirements, storage conditions, and disposal controls to ensure environmental compliance and responsible handling.

We maintain dedicated waste streams for groups:



GENERAL WASTE:

General waste represents the largest waste stream generated across our branches and operational facilities and is therefore a key category reflected in our carbon emissions calculations under Scope 3. This waste primarily consists of mixed municipal waste generated from daily office and operational activities. General waste is managed in accordance with our waste management procedure and in alignment with the waste hierarchy approach **(Avoid, Reduce, Reuse, Recycle, Recover, Treat, Dispose)**.



E-WASTE:

We continue to collaborate with a certified recycling partner who ensures that **100% of our IT waste is properly recycled and provides official recycling certificates**. Printer cartridges are returned to suppliers where possible for reuse or recycling. Depending on their condition, cartridges are either refilled or transferred to our certified e-waste recycling partner.



OIL AND BATTERIES:

Used oil and batteries generated from fleet operations are **managed through certified environmental subcontractors who provide Green Certificates** as proof of proper treatment and disposal. During the reporting year, 4.58 MT of used oil and 0.6MT of batteries were recycled through approved partners, ensuring full compliance with environmental regulations.



WATER

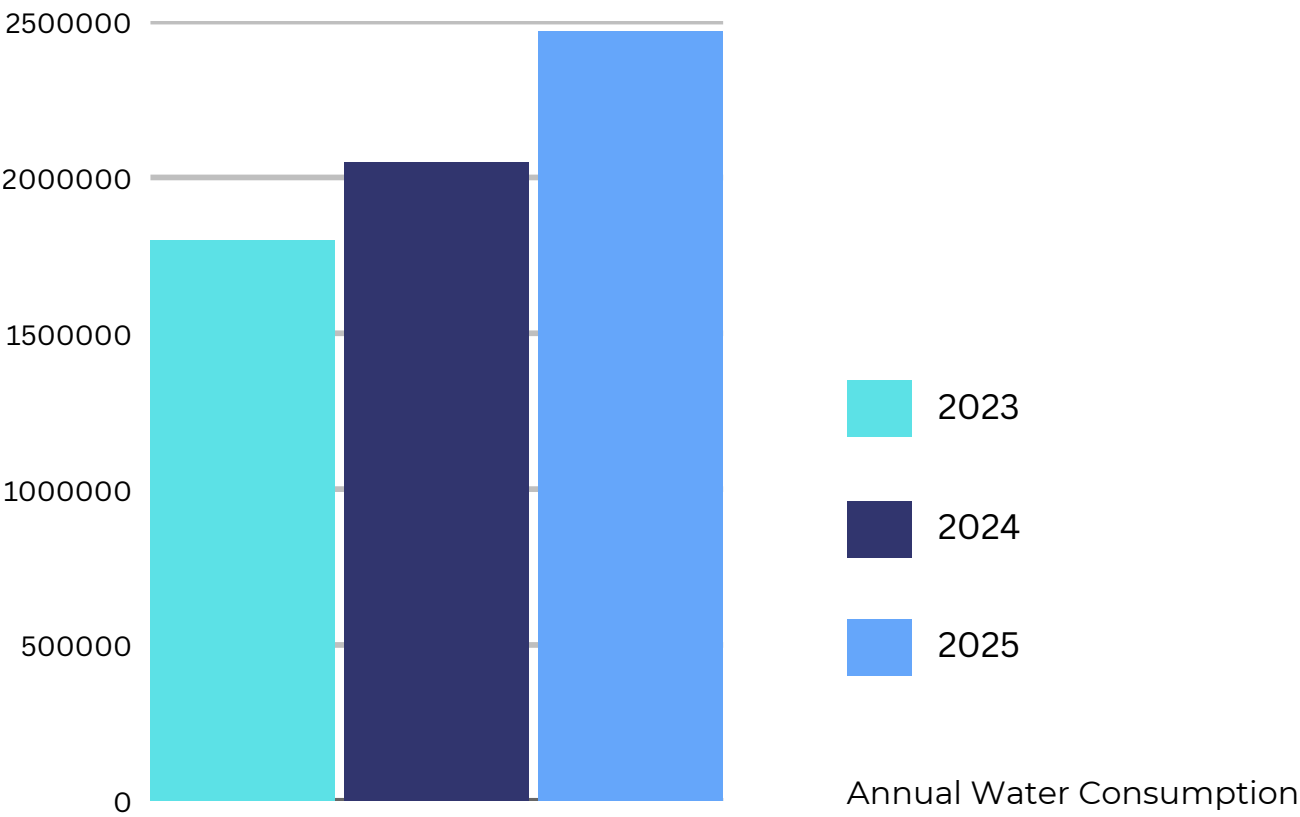
Water is a vital resource for life on Earth, and we recognize our responsibility to use it efficiently across our facilities and operations. As global water systems face increasing stress, responsible consumption and conservation remain an important part of our environmental management approach.

At Excellence Premier Investment, water is primarily used for workplace amenities and facility operations across our branches. In our operational activities, water is also used for vehicle washing and maintenance purposes within our training fleet. Where possible, water-saving practices such as waterless car wash solutions are implemented to reduce overall consumption.

Water used by EPI is sourced from the municipal distribution network. Ongoing monitoring of water consumption through monthly meter readings allows us to track usage patterns and detect any abnormal consumption or potential leaks in a timely manner.

We remain committed to our previously set targets:

- **Reduce water consumption by 40% by 2030 (against baseline year).**
- **Implement retrofit solutions, including water-saving fixtures and other efficiency upgrades across facilities.**



Although total water consumption increased in 2025 due to workforce growth and broader operational expansion across the Group, water performance improved when measured relative to employee growth.

Water consumption intensity decreased from 1,770.45 m³ per employee in 2023 and 1,719.87 m³ per employee in 2024 to 1,481.95 m³ per employee in 2025, representing an **improvement of approximately 16.3%** compared to 2023.

This indicates that expansion has not resulted in proportional increases in water use and reflects stronger operational awareness and efficiency across the Group.

SUSTAINABLE PROCUREMENT

Sustainable procurement forms an important part of our operational and environmental responsibility. When selecting suppliers, we favor companies with a local presence to support the local economy and reduce transportation-related environmental impacts. We also give preference to suppliers demonstrating strong environmental practices or holding recognized certifications. In procurement decisions, we consider the sustainability performance of products and services, including factors such as energy efficiency, environmental impact, and responsible material use.

Supplier selection includes a due diligence process where new vendors are approved by authorized personnel. The evaluation considers factors such as years in business, industry reputation, ability to meet long-term supply commitments, price competitiveness, quality management systems or certifications, and the supplier's technical capability, infrastructure, and skilled personnel.

To promote responsible business practices across our value chain, our Supplier Code of Conduct is incorporated into all purchase orders. Suppliers are required to comply with applicable laws, including labor, safety, environmental, and anti-corruption regulations. The Supplier Code of Conduct also requires suppliers to meet agreed quality and safety standards, protect confidential information, and disclose any potential conflicts of interest. EPI reserves the right to suspend or terminate supplier relationships if these principles are violated.

In 2022, we established targets to guide our procurement strategy, which remain active as we continue implementing our sustainability roadmap:

- **Achieve 70% environmentally friendly and energy-efficient IT infrastructure by 2030.**
- **Ensure 40% of material purchases follow green procurement principles by 2030.**
- **Transition to 70% environmentally friendly chemicals by 2030, prioritizing non-toxic and biodegradable options.**



BIODIVERSITY PROTECTION

EPI operates primarily in urban environments across Dubai and does not conduct activities in protected natural areas or environmentally sensitive zones. Our branches and facilities are located within developed commercial areas.

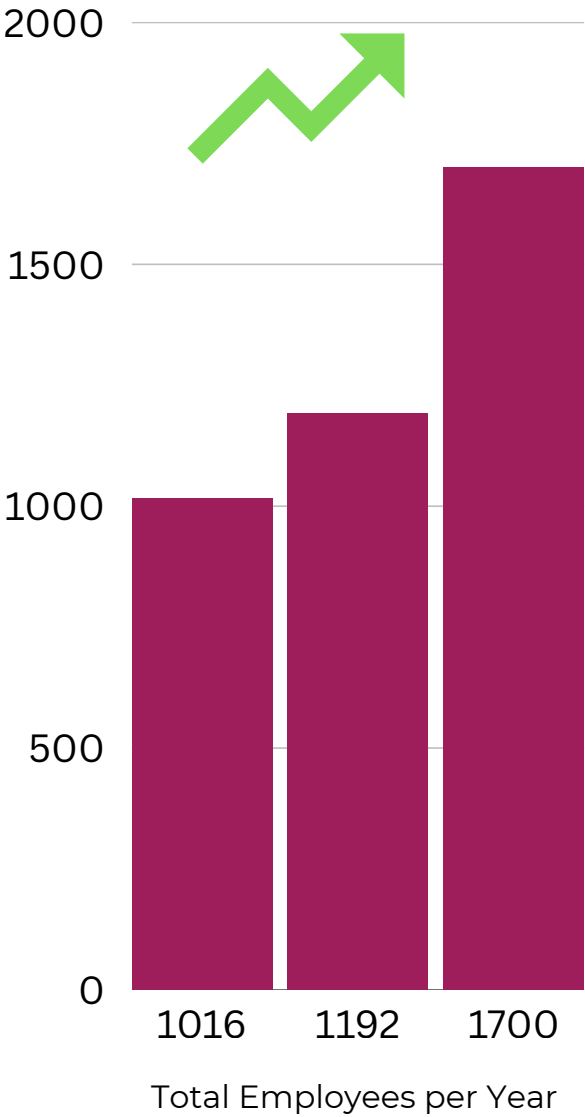
Being aware of the importance of protecting biodiversity, we integrate environmental considerations into our operational and investment decisions. In line with ISO 14001, we conduct identification and evaluation of environmental aspects and impacts associated with our activities.

We pay attention to the preservation of green areas and trees, as well as animal, plant and fungal species.

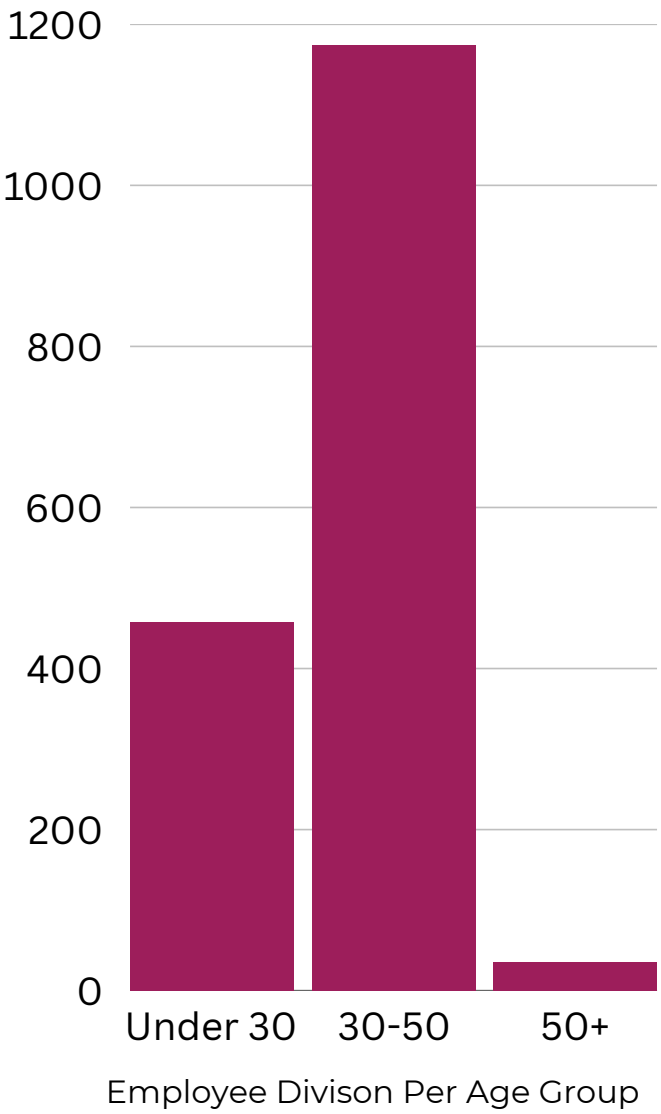
SOCIAL



In times of transformation, it is not just the right business models, services, technologies and digital solutions that are necessary. Equally important is a workforce that is open to change, continuously develops its skills, and applies them in daily work with a strong sense of innovation and performance. With electrification, digitalization and the increasing use of powerful artificial intelligence (AI) systems, the working world of employees at the EPI is also changing. Work processes, structures, and collaboration are adapting to support more efficient operations and enhanced service delivery across the organization.



≈ 40% workforce growth in 2025
compared to 2024



All employees are employed on a full-time basis and are provided with the following benefits:

- Group life insurance
- Medical insurance
- Workmen compensation
- Maternity & Paternity leave
- Bereavement leave



1700 FULL TIME EMPLOYEES

DIVERSITY AT EPI

As a growing company, we celebrate the diversity of our workforce and the uniqueness that each individual brings to EPI. Our culture of inclusion and belonging that enables diversity to thrive is one of our core competitive advantages. EPI is a place where belonging isn't just an aspiration - it's our reality. It is a place where everyone is welcomed, and our individual differences make us collectively stronger.

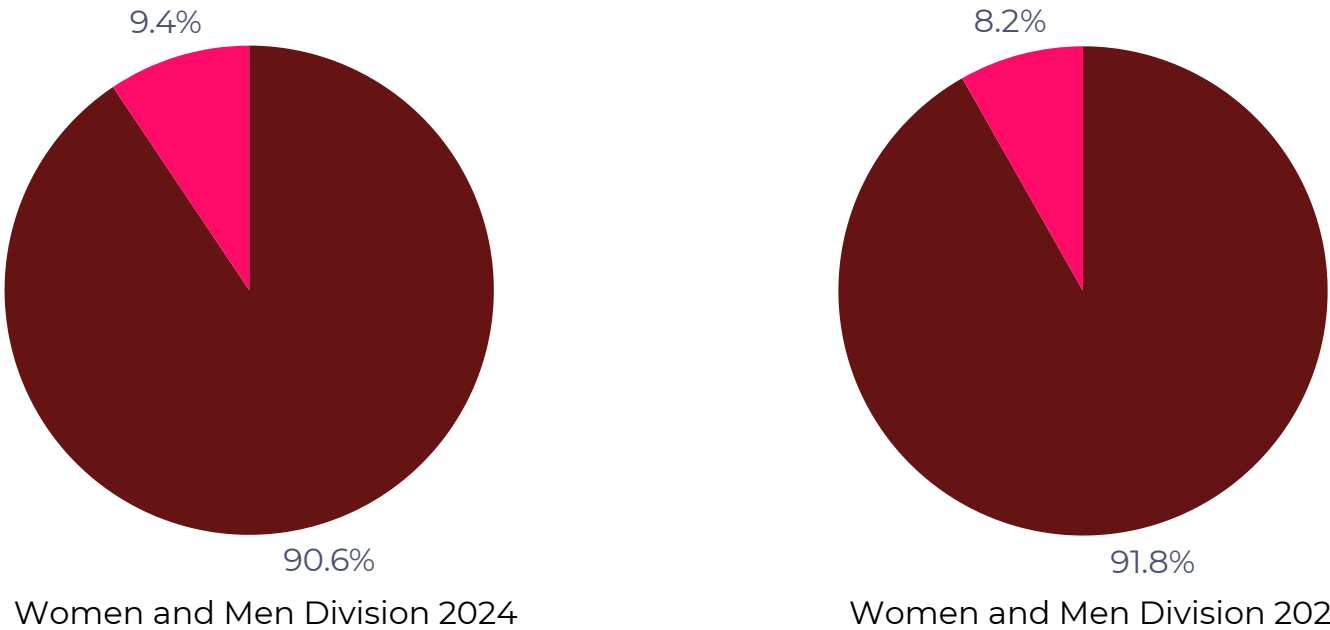
23 NATIONALITIES
are represented across our
workforce, reflecting a diverse
and inclusive organization.



EQUAL TREATMENT AND OPPORTUNITIES

We provide a stable, multilingual and international setting, that fosters a diverse and inclusive workplace, free from discrimination, violence and harassment. We are committed to ensuring fair treatment in terms of compensation and benefits regardless of age, ethnicity, culture, gender, disability, religion or political beliefs. This commitment is reflected in our HR Policy Manual, Work Ethics Policy and Code of Ethics and applies to all aspects of the employee lifecycle, including recruitment, employment, compensation, and career development.

As part of our commitment, we have established a **target to maintain zero confirmed discrimination incidents annually**, reinforcing our zero-tolerance approach to discrimination and unfair treatment.



In 2025, **female employees represented 8.2% of our total workforce**. While this was lower than in 2024, the change reflects the expansion of the Group’s workforce during the year, including the launch of Excellence Premier Auto Repair LLC, where workforce requirements are currently concentrated in male-dominated technical roles. Despite this, we remain committed to improving gender diversity across all levels of the Group.

As part of our long-term commitment to inclusion and diversity, we have set a **target to increase female workforce representation to 20% by 2030**, with a particular focus on expanding participation in leadership and operational roles.



HUMAN RIGHTS

We use the United Nations Guiding Principles on Business and Human Rights as a reference to help prevent and mitigate human rights risks, supporting our commitment to fostering a safe and respectful working environment.

Our Code of Ethics reflect our expectations and guidelines in relation to human rights, including fair treatment, ethical behavior, and compliance with applicable laws and regulations across our operations.

TALENT ATTRACTION, DEVELOPMENT & RETENTION

We believe that investing time, energy, and resources in our workforce supports innovation, continuous improvement of operations, and the delivery of high-quality and reliable services. Responsibility for managing the employee lifecycle lies with the Group Director - HR, supported by the Learning & Development Specialist, covering areas such as recruitment, talent acquisition, employee experience, learning, development, succession planning, performance management, and personal and professional development.

As part of our commitment to building a skilled and engaged workforce, **we have set clear targets focused on employee retention and development.** In 2025, voluntary turnover stood at 14.34%. We aim to **maintain annual voluntary turnover at ≤14% by 2027**, while continuing to strengthen employee capabilities through increased investment in training.

Providing equal treatment and opportunities for our own workforce also includes providing our employees with the opportunity to develop their skills. In 2025 we completed more than 8000 training hours across EPI. We offer a range of learning opportunities to enhance skills and expertise, including 17 redesigned training programs introduced to reflect evolving operational needs. These programs include:

- An employee induction program, delivered over two days by key stakeholders;
- Additional modules on products and processes to improve operational accuracy;
- Training that integrates sustainability awareness, aligned with our ESG priorities;
- The launch of Internal customer service module;
- Soft skills courses such as email etiquette, stress management, and grooming mastery;
- Technical sessions for driving crew, focused on instruction quality and learner interaction.

Our target is to increase training investment per employee by at least 10% by 2027.



HEALTH AND WELL-BEING

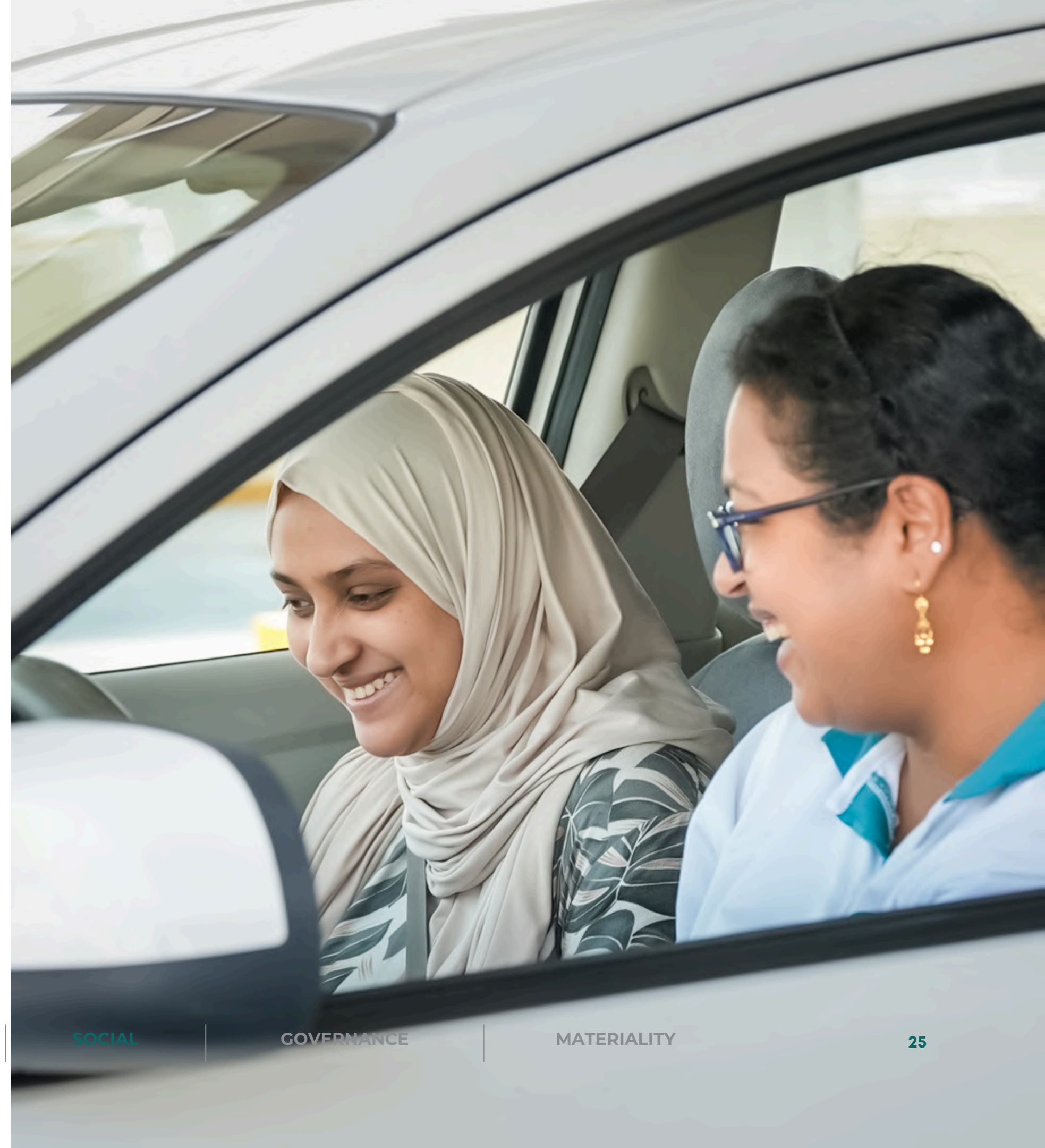
Healthy and motivated employees are crucial to our future success, and we have implemented a range of measures to support our workforce.

Our health and safety management is structured under an ISO 45001-certified system, supported by a dedicated HSE Engineer who oversees implementation and continuous improvement. The Group also follows the 5S methodology to maintain organized, safe, and efficient working environments across our facilities.

For the **fourth consecutive year**, there have been **zero work-related incidents, injuries, or fatalities**, reflecting the effectiveness of our safety practices and strong safety culture.

To support employee wellbeing, we provide facilities such as a cafeteria at our main building and dedicated resting areas, ensuring employees have access to comfortable spaces during their working day.

In addition, we continue to prioritize mental wellbeing. **Our initiative to organize at least one mental health-focused event per month, introduced in 2024, has been successfully maintained throughout 2025 and remains an ongoing commitment.**



HEALTH AND WELL-BEING (CONTINUED)



On June 26th, thirteen team members successfully completed the HABC Level 3 Emergency First Aid at Work (EFAW) certification. The training equips colleagues to respond quickly and confidently to workplace emergencies, strengthening our safety culture across sites.



Excellence Driving successfully organized an exciting Badminton Doubles Tournament on August 22nd and 25th with an impressive participation of 36 teams. The event was filled with energy, team spirit, and healthy competition, making it an engaging and memorable experience for all.



DUBAI RUN
2025

HEALTH AND WELL-BEING (CONTINUED)



On July 7th, Branch Supervisor and his team came together for an exciting team-building activity filled with fun, laughter, and memorable moments. Beyond the games and activities, the focus was on strengthening relationships, building trust, and fostering collaboration.



On October 17th EDC team celebrated Diwali with colors, lights, rangoli, and togetherness. Rooted in history, Diwali symbolises the victory of light over darkness and new beginnings.



On September 5th, EDC team members celebrated Onam with warmth and simplicity. Inspired by the harvest festival of Kerala, the day reflected values of equality, abundance, and shared joy.



Christmas Celebration

COMMUNITY ENGAGEMENT

Supporting the communities in which we operate is an important part of our social responsibility approach. Through targeted initiatives and partnerships, EPI aim to contribute to public safety, wellbeing, education, and environmental awareness across UAE.

Similarly, EPI employees consistently demonstrate their commitment to community engagement, generously volunteering their time and skills in various capacities.

In 2025, EPI delivered a range of impactful initiatives addressing the needs of different community groups, including labourers, delivery riders, students, and individuals with special needs.

Key activities included:



Ramadan free food distribution, providing meals to underprivileged individuals and low-income communities.



“Beat the Heat” initiative, distributing water bottles in labour camps to support hydration and wellbeing.



Safety helmet distribution for delivery riders, promoting safer road practices.

COMMUNITY ENGAGEMENT (CONTINUED)



Multilingual educational video on new delivery rider lane regulations, improving accessibility and compliance



Road safety awareness workshops across 10 GEMS schools, supporting youth education and accident prevention



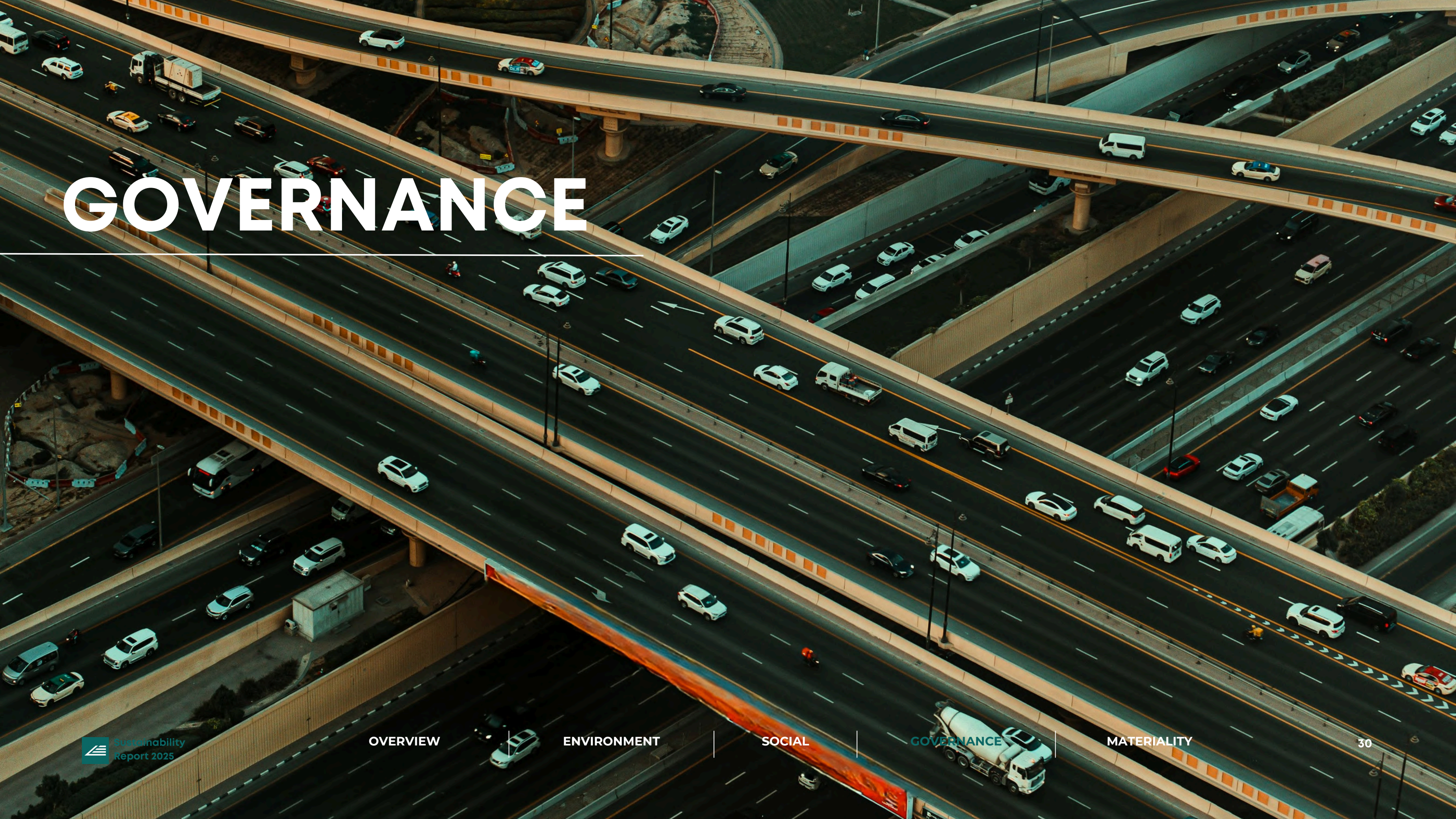
Support for special needs children through collaboration with the Merint Determination Centre (MDC), with annual funding of up to AED 50,000



Beach cleanup campaign at Mamzar Beach, promoting environmental responsibility and employee volunteering

These initiatives reflect our commitment to creating meaningful community impact, strengthening relationships with stakeholders, and contributing to safer and more inclusive communities.

To further build on this progress, we have set **new targets** to further strengthen our community impact. These include **increasing community engagement programs by at least 20% annually, as well as maintaining and conducting at least one community campaign each year.**

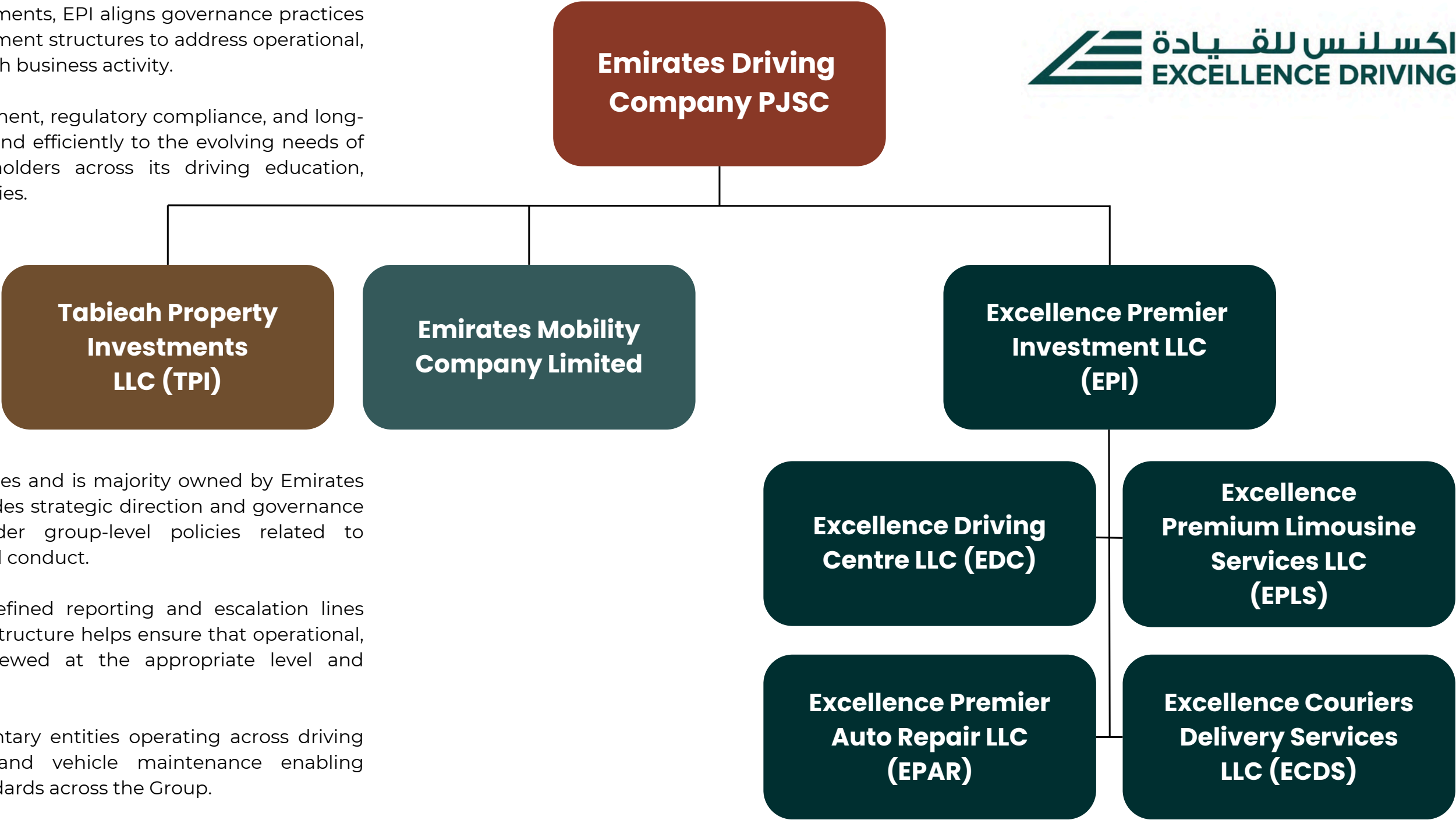


GOVERNANCE

OWNERSHIP AND GROUP OVERSIGHT

Excellence Premier Investment LLC (EPI)'s governance framework is designed to ensure transparency, accountability, and responsible decision-making across all levels of the Group. Through its ownership structure and oversight arrangements, EPI aligns governance practices across its entities while maintaining dedicated management structures to address operational, regulatory, and stakeholder requirements specific to each business activity.

This governance model supports effective risk management, regulatory compliance, and long-term value creation, while enabling the Group to respond efficiently to the evolving needs of customers, employees, regulators, and other stakeholders across its driving education, transportation, logistics, and vehicle maintenance activities.



EPI operates as the parent company of its Group entities and is majority owned by Emirates Driving Company PJSC. This ownership structure provides strategic direction and governance oversight, while supporting alignment with broader group-level policies related to sustainability, risk management, compliance, and ethical conduct.

Governance oversight is exercised through clearly defined reporting and escalation lines between entity management and EPI leadership. This structure helps ensure that operational, financial, and sustainability-related matters are reviewed at the appropriate level and addressed in a timely and structured manner.

Through its Group structure, EPI oversees complementary entities operating across driving education, delivery services, limousine transport, and vehicle maintenance enabling operational efficiencies and consistent governance standards across the Group.



BOARD-LEVEL GOVERNANCE AND SHAREHOLDER OVERSIGHT

Governance oversight at the shareholder level is provided through the Board of Directors of Emirates Driving Company PJSC, the majority owner of Excellence Premier Investment LLC. The Board is responsible for setting strategic direction and approving major business decisions.

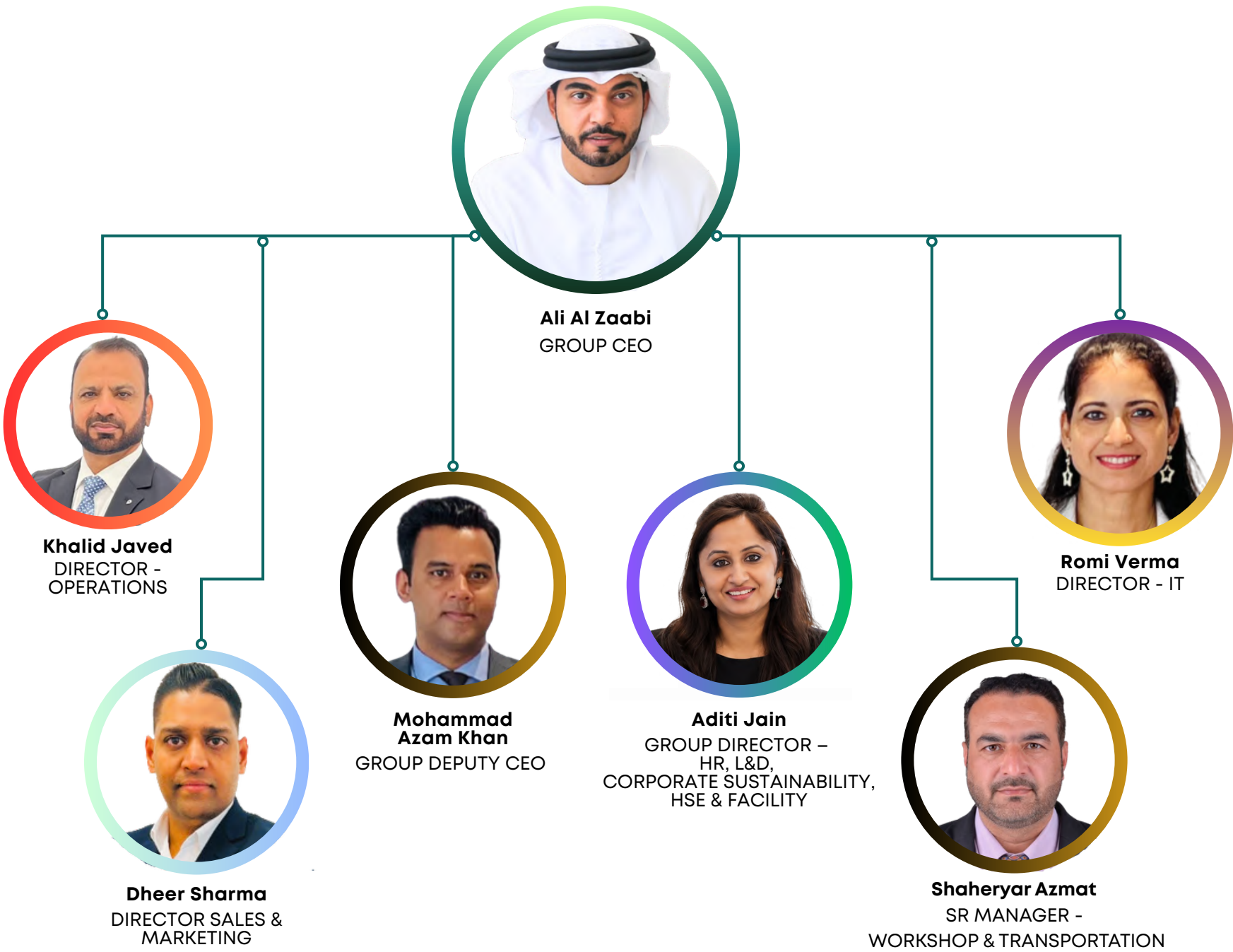
The Board is supported by specialized committees that strengthen oversight in key areas, including audit, remuneration, strategy, and sustainability. Through this structure, EPI benefits from experienced board-level governance, strong internal controls, and alignment with long-term group objectives, while supporting effective oversight across its operating entities.

MANAGEMENT STRUCTURE AND OPERATIONAL GOVERNANCE

At the operational level, Excellence Premier Investment LLC maintains shared leadership and oversight across its Group entities, with common direction provided through the Group Chief Executive Officer and selected centralized functions such as human resources and finance. This supports consistency in governance, decision-making, and operational coordination across the Group.

While certain leadership and support functions are shared at Group level, the organizational chart presented in this report reflects the management structure of Excellence Driving Centre LLC (EDC), which is the Group’s largest operating entity. EDC is supported by a senior management team responsible for day-to-day operations and functional oversight across key areas such as operations, finance, human resources, information technology, sales and marketing, and transportation services.

Responsibility for the implementation and coordination of sustainability initiatives sits within the Human Resources function, with the Group Director - HR overseeing sustainability planning, internal coordination, and employee engagement activities. This role is supported by the HSE Engineer, who provides technical expertise, supports environmental and occupational health and safety initiatives, and ensures alignment with applicable regulatory and certification requirements.



EDC MANAGEMENT STRUCTURE

Regular governance routines are embedded across the organization to support effective management and accountability. These include weekly management meetings to review performance, address operational risks, and support cross-functional coordination, as well as annual stakeholder meetings involving shareholders, management, and employees to promote transparency, open dialogue, and alignment on strategic priorities.

ANTI CORRUPTION & CONFLICT OF INTEREST

All employees, senior management, board members, contractors, agents, consultants, and business partners acting on behalf of Excellence Premier Investment are expected to comply with the Group's ethical and anti-bribery requirements.

EPI maintains a zero-tolerance approach to bribery, improper payments, and any offer, promise, request, or acceptance of anything of value intended to improperly influence a business decision.

In parallel, all personnel are required to avoid situations that may create actual, potential, or perceived conflicts of interest and to disclose such situations promptly so they can be reviewed and managed appropriately. These expectations are reflected in:

EPI's Code of Ethics, Anti-Bribery and Corruption Policy, Compliance Management Policy, Work Ethics Policy, HR Policy Manual, and Whistleblowing Policy.

The Group's framework also includes controls over gifts, hospitality, and entertainment, stricter safeguards when dealing with government officials, and due diligence requirements for third parties before entering into business relationships. Accurate record-keeping and financial controls are required across operations, and false or misleading entries, off-the-books accounts, and undocumented payments are prohibited. **Employees are expected to report concerns through designated channels (whistle@e-dc.com), complete regular anti-bribery training, and comply with policy requirements.** Breaches may result in disciplinary action, termination of employment or contracts, and legal consequences where applicable.



BUSINESS ETHICS

Compliance with national and international laws, ethical standards and best practices constitutes the foundation of our business. At EPI, how we conduct business is just as important as achieving our goals. We are deeply committed to a safe and ethical workplace where all individuals are treated with mutual respect and dignity. We have zero tolerance for discrimination, harassment or retaliation by or toward any employee, subcontractor, customer or other person in our workplace. Our Integrated Management System ensures the application of the highest standards of compliance and ethics across the organization.

CYBERSECURITY

EPI's cybersecurity program is an integral part of the long-term sustainability and effectiveness of the organization's operational and technology environment.

To protect the integrity of its data and operational and technology systems, EPI has implemented structured policies and procedures governing information security and data protection. These include a Physical and Environmental Security Policy, Access Control Policy, IT Security Policies and Procedures, and a Cloud Deployment and Security Checklist for EPI applications. These frameworks guide the secure handling of customer and company data and support the protection of digital infrastructure.

In addition, EPI maintains a formal Data Privacy Policy and complies with applicable data protection regulations, including GDPR requirements, ensuring that personal information is processed responsibly and securely.

EPI periodically reviews and modifies the implementation of its cybersecurity strategy based on evolving threat trends, system maturity, and the results of internal assessments. As part of its continuous improvement approach, **EPI has set a goal to achieve ISO 27001 certification**, further strengthening its information security management framework and formalizing controls to protect information assets and ensure operational resilience.



DRIVING IMPACT THROUGH PARTNERSHIPS

As a key stakeholder within Dubai’s mobility ecosystem, EPI operates in alignment with the strategic direction set by the Roads and Transport Authority (RTA). This partnership plays a critical role in supporting the development of a safe, integrated, and sustainable transport system across the Emirate.

RTA’s sustainability framework emphasizes innovation, smart mobility, road safety, and community wellbeing, with strong focus on achieving long-term targets.

Through this collaboration, EPI contributes to improving driver education, promoting safer road behavior, and supporting initiatives that enhance overall mobility and quality of life in Dubai.



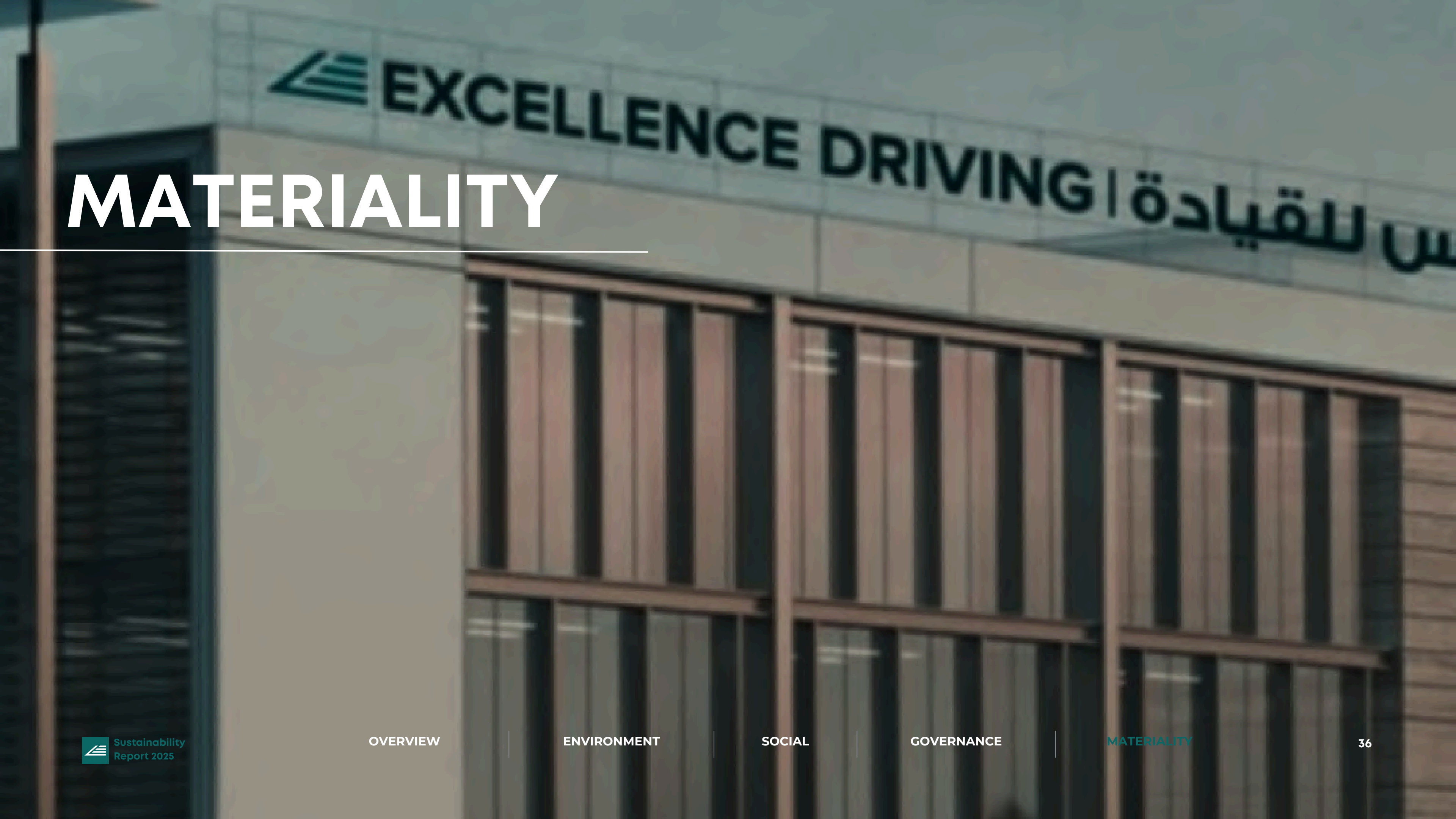
In 2025, EPI also established a strong network of partnerships that support customer accessibility, community engagement, and local economic development.

We collaborate with major financial institutions, including ADCB, Emirates NBD, and Dubai Islamic Bank, to facilitate accessible financial solutions for our customers.

In addition, we maintain strong relationships with schools, real estate developers, and clinics, enabling broader community reach and supporting local economic activity.

At the group level, exclusive partnerships with Emirates Platinum and Wasl Group further strengthen EPI’s role within the business ecosystem, contributing to regional growth and long-term economic value creation.





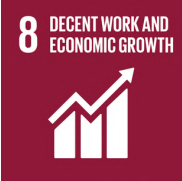
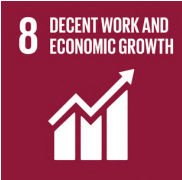
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MATERIALITY

SUSTAINABLE DEVELOPMENT GOALS REFERENCE TABLE

SDG	TARGET	TARGET DESCRIPTION	SUMMARY OF EDC ACTIVITIES
	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	EPI supported SDG 4.3 in 2025 by upgrading its mobile app to improve the learner journey, including in-app RTA test ticket booking and post-class feedback after every practical session, and by adding Bangla and Farsi voiceovers in theory lectures to improve accessibility and inclusivity. In addition, female workforce representation increased to 14.5% in 2025, supporting greater gender inclusion across the organization and potentially expanding learning options for women who may prefer female instructors.
	4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	In 2025 EPI opened three new branches to expand access to services and delivered 8,000 training hours and 17 redesigned training programs to strengthen employee skills, development, and career opportunities.
	5.5	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	EPI supported this target in 2025 by maintaining its commitment to gender inclusion across the Group, with female workforce representation standing at 8.2%. The Group has also set a target to increase female workforce representation to 20% by 2030, with a particular focus on expanding participation in leadership and operational roles.
	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix	In 2025, EPI continued integrating renewable energy solutions into its operations, including a full year of solar panel generation at its main facility. Although the Group workforce increased from from 1,192 in 2024 to 1,667 in 2025, energy consumption per employee improved by approximately 28% compared to 2023, supported by strengthened energy management practices guided by ISO 50001.

SUSTAINABLE DEVELOPMENT GOALS REFERENCE TABLE

SDG	TARGET	TARGET DESCRIPTION	SUMMARY OF EDC ACTIVITIES
	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	EPI advanced SDG 8.5 in 2025 by providing equal treatment and opportunities across the employee lifecycle regardless of age, ethnicity, culture, gender, disability, religion, or political beliefs. In parallel, the company strengthened decent work conditions through an ISO 45001-certified health and safety system, zero work-related incidents for the fourth consecutive year, ongoing mental health events, and 8,000 training hours delivered across departments to support employee development and future career opportunities while maintaining 100% equal pay.
	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	EPI promoted SDG 8.8 in 2025 through its ISO 45001-certified health and safety management system, supported by a dedicated HSE Engineer and 5S practices to maintain safe and efficient working environments. The Group reported zero work-related incidents, injuries, or fatalities for the fourth consecutive year, while also supporting worker wellbeing through monthly mental health-focused events and employee benefits provided to all full-time staff, including medical insurance, group life insurance, workmen compensation, maternity and paternity leave, and bereavement leave. Labour rights and fair treatment are further supported through EPI's Code of Ethics, HR Policy Manual, and Work Ethics Policy.
	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Climate awareness and institutional capacity were further strengthened in 2025 through the continued publication of annual Sustainability Report, supporting transparency and climate-related accountability. During the year, EDC also maintained its GC Mark Green Award and GC Mark Blue Planet Award recognition, reflecting continued progress in its sustainability journey. Awareness-raising activities also continued through initiatives such as the beach cleanup campaign at Mamzar Beach, promoting environmental responsibility, and road safety awareness workshops across 10 GEMS schools, supporting education and prevention.

SUSTAINABLE DEVELOPMENT GOALS REFERENCE TABLE

SDG	TARGET	TARGET DESCRIPTION	SUMMARY OF EDC ACTIVITIES
	16.5	Substantially reduce corruption and bribery in all their forms	In 2025, EPI continued to address SDG 16.5 through its Code of Ethics, Anti-Bribery and Corruption Policy, and Whistleblowing Policy, supported by rules on conflicts of interest and restrictions on gifts or hospitality that could affect impartiality. 3 confirmed cases of corruption or bribery were recorded during the year.
	16.6	Develop effective, accountable and transparent institutions at all levels	Governance transparency were reinforced in 2025 through clear reporting and escalation lines, board and management oversight, weekly management meetings, annual stakeholder meetings, regular stakeholder communication through digital and internal channels, and the annual publication of Sustainability Report to transparently disclose its performance and progress.
	16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels	Responsive and participatory decision-making was supported in 2025 through engagement with all defined stakeholder groups, using QR code surveys, Google reviews, internal communication channels, weekly management meetings, and annual stakeholder meetings to promote open dialogue and alignment on strategic priorities.
	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	EPI significantly expanded its partnership approach in 2025, moving beyond primarily regulatory engagement to build a broader network of collaborations that support customer accessibility, community engagement, and local economic development. The company continued its collaboration with the Roads and Transport Authority (RTA) to support safer mobility and driver education in Dubai, while also working with major banks including ADCB, Emirates NBD, and Dubai Islamic Bank to improve access to financial solutions for customers. In addition, partnerships with schools, real estate developers, and clinics supported wider community reach, while group-level collaborations with Emirates Platinum and Wasl Group contributed to broader business ecosystem development.

UNITED NATIONS GLOBAL COMPACT INDEX

CATEGORY	UNGC PRINCIPLE	SUSTAINABILITY REPORT REFERENCE
 HUMAN RIGHTS	<i>Principle 1:</i> Businesses should support and respect the protection of internationally proclaimed human rights; and	• Social, page 23
	<i>Principle 2:</i> make sure that they are not complicit in human rights abuses.	• Social, page 23
 LABOUR	<i>Principle 3:</i> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	• Social, page 23
	<i>Principle 4:</i> the elimination of all forms of forced and compulsory labour;	• Social, page 23
	<i>Principle 5:</i> the effective abolition of child labour; and	• Social, page 23
	<i>Principle 6:</i> the elimination of discrimination in respect of employment and occupation.	• Social, page 23
 ENVIRONMENT	<i>Principle 7:</i> Businesses should support a precautionary approach to environmental challenges;	• Environment, page 15, 16, 17, 18, 19
	<i>Principle 8:</i> undertake initiatives to promote greater environmental responsibility; and	• Environment, page 15, 16, 17, 18, 19, Social, page 28, 29
	<i>Principle 9:</i> encourage the development and diffusion of environmentally friendly technologies.	• Overview, page 9, 11, Environment, page 15, 16, 17, 18, 19
 ANTI-CORRUPTION	<i>Principle 10:</i> Businesses should work against corruption in all its forms, including extortion and bribery.	• Governance, page 33

