



Environmental, Social, and Governance (ESG)

2022 Report

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ESG Report Overview



DAE is committed to strengthening its engagement with Stakeholders on ESG Issues

About DAE

Dubai Aerospace Enterprise (DAE) Ltd is a globally recognized aviation services company, with two divisions: our aircraft leasing division which trades under the DAE Capital brand, and our airframe engineering division which trades under the Joramco brand. DAE Capital is an award-winning aircraft lessor and financier with an owned, managed, committed and mandated to manage fleet of approximately 425 Airbus, ATR and Boeing aircraft with a fleet value exceeding US\$16 billion ⁽¹⁾. Joramco is a regional airframe MRO serving customers in Europe, Middle East, Africa, and South Asia from its state-of-the-art facility in Amman, Jordan, which accommodates up to 17 wide and narrow body aircraft and is authorized to work on 15 aircraft types with regulatory approval from over 25 regulators globally.

About this Report

This Environmental, Social, and Governance ("ESG") Report for the financial year ended December 31, 2021 (the "Report") is Dubai Aerospace Enterprise (DAE) Ltd's annual report on the sustainability of its activities. Throughout the Report, all references to "Dubai Aerospace Enterprise", "DAE", "the Group", "we", or "us" refers to Dubai Aerospace Enterprise (DAE) Ltd and its consolidated subsidiaries.

Reporting Period

This Report covers the financial year ended December 31, 2021. All references in this Report relate to the 2021 financial year, unless otherwise noted.

Reporting Scope

This Report covers the entire Dubai Aerospace Enterprise (DAE) Ltd Group, including all consolidated subsidiaries, both wholly and majority owned (the "**Group**"), unless otherwise stated.

Reporting Frequency

DAE will report on its ESG sustainability annually. DAE provides quarterly updates to investors on ESG as part of its Investor Presentations and Earnings Reports.

Audience for this Report

This Report is aimed at our stakeholder groups who want to know more about our sustainability and performance in 2021.

Reporting Standards

This Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option. We follow the recommended reporting principle of stakeholder inclusiveness, materiality, and completeness. This Report includes a GRI Content Index, which is available on pages <u>65-69</u> so that readers can easily find specific data related to the GRI Standards. Throughout this Report, we reference our Annual Financial Statements, available at: <u>www.dubaiaerospace.com/investors/</u>.

Assurance

Limited Assurance has been provided by KPMG on selected ESG information within the ESG Report. Their independent assurance statement is on <u>pages 76-78</u> of this Report. Throughout this Report, ESG information marked with a "*****" have been assured under ISAE 3410, and ESG information marked with a "**†**" have been assured under ISAE 3000.

Feedback

We welcome feedback on this Report, our ESG disclosures, our ESG approach, or any other aspect of our sustainability reporting.

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More Information www.dubaiaerospace.com/esg/.

Governance Excellence

Based on Ascend Half Life Current Market Value (HLCMV) as of December 31, 2021 of Owned, Managed, Committed, and Mandated to Managed portfolio.

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Environmental Sustainability

CEO's Message





Dear Stakeholders,

vernacular across the company. As a global business, we business travel by 2025. believe that we have a broad responsibility to play our part transition to a truly decarbonized economy.

migration toward a decarbonized economy. It is important commitments underpin our ongoing ESG strategy. for us to imbed this into our investment and underwriting methodologies when deploying capital and allowing this to Across our own balance sheet and our managed clients, we guide the opportunities that we pursue.

assets that meet the environmental needs of our customers support our customers' ongoing fleet transitions. and align with our fleet emission reduction targets.

2021 Performance

an ESG Policy, which will help to formalize how we engage accountable on our ESG journey. We have fully integrated our DAE Engineering business into our ESG framework and winglets in our fleet.

We deliberately did not implement a carbon offsetting

2021 was a defining year for DAE's ESG roadmap. During the program for our business travel in 2021. As a business, we DAE's reporting allows us to hold ourselves accountable to year, we published our inaugural ESG Report, received our wanted to take more time to work with our travel agent the emissions within our fleet, however this will not be inaugural ESG Risk Rating, and deepened our engagement partners globally to ensure that the policy implemented is enough; we must be active in managing our overall with stakeholders across the business on ESG issues in order consistent across our global locations. The decision to delay emissions and we aim to demonstrate this in each to ensure that ESG risk management is a part of the this does not impact our commitment to fully offset our subsequent reporting cycle. The technology is not yet

responsibility and commitment to ESG leadership in the from Sustainalytics in September 2021. The rating of 14.1 the environment. aircraft leasing community is unwavering. The actions we are indicates that DAE's Enterprise Value is of 'Low Risk' of continuing to take ensure that we are closely aligned with material financial impacts driven by ESG Factors. In January our shareholder, investors, employees, and other 2022, we were recognized by Sustainalytics as leaders in community stakeholders and support the ever-accelerating both our industry and region when we were awarded the 'ESG Industry Top Rated' and 'ESG Regional Top Rated' badges, indicating that our rating was among the 50 lowest As stewards of long-term capital, we maintain a keen focus in both categories. For our 2022 Report, Limited Assurance on shifts in the macroeconomic environment and its impact has been provided by KPMG on selected ESG information on investment risk and opportunity. From an environmental within the ESG Report. Both of these independent, external, perspective, we are continuing to see an accelerating assessments of DAE's ESG transparency, disclosures, and

continued to invest in new-technology aircraft, deploying a

DAE will continue to deploy its capital in new technology further US\$1.1 billion of capital to acquire new aircraft that

Working Together Towards Net Zero by 2050

Aviation produces around 2% of all human-induced CO₂ When publishing our ESG Report in June 2021, we set emissions. Nominally, this may seem small, but as a hard to ourselves 12 targets for the year, and have achieved 11 of abate industry, aviation will quickly become a more them. We introduced a Stakeholder Engagement Policy and impactful emitter as other industries decarbonize at a faster rate. For this reason, we cannot be complacent. DAE, with our Stakeholders on ESG issues and hold ourselves together with industry associations, are committed to supporting the Fly Net Zero pledge made by the airline industry to achieve net zero carbon emissions by 2050, as have increased both our percentage of fuel-efficient aircraft approved by IATA at its October 2021 AGM. Due to the and percentage of aircraft with performance enhancing complexity of aviation and its international regulatory environment, aircraft lessors like DAE need to play their part now, alongside airlines, airports, and OEMs, and act today.

sufficiently advanced to produce a commercially viable zeroemissions aircraft. However, there are many steps that we in aviation's path to net zero carbon emissions. This sense of We are very proud of the ESG Risk Rating that we received can and will take to minimize the impact our business has on



Governance Excellence

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Environmental Sustainability

DAE Group



Dubai Aerospace Enterprise (DAE) Ltd

Dubai Aerospace Enterprise (DAE) Ltd is a globally recognized aviation services company, with two divisions: our aircraft leasing division which trades under the DAE Capital brand, and our airframe engineering division, DAE Engineering, which currently trades under the Joramco brand. Dubai Aerospace Enterprise (DAE) Ltd is wholly owned by Investment Corporation of Dubai, which is the principal investment arm of the Government of Dubai.

DAE Capital

DAE Capital is an award-winning aircraft lessor and financier with an owned, managed, committed and mandated to manage fleet of approximately 425 Airbus, ATR and Boeing aircraft with a fleet value exceeding US\$16 billion. DAE Capital has six offices in four countries, and has approximately 150 employees.

DAE Capital is 100% owned by Dubai Aerospace Enterprise (DAE) Ltd.

DAE Capital has over three decades of experience in the global leasing market. By providing a holistic aircraft leasing service, from origination to sale, DAE Capital allows customers to focus on what they do best. DAE Capital delivers innovative and flexible solutions to customers and investors on every continent. DAE Capital's team of industry experts have deep experience in providing tailored services in leasing, finance, trading and investment in aircraft assets.

Part of DAE Capital is DAE Aircraft Investor Services (AIS), an asset management solutions provider, which leverages the DAE full service platform to provide bespoke products to investors in aviation assets.

DAE Engineering

DAE Engineering is the aircraft engineering division, which currently owns a single regional airframe MRO, trading under the Joramco brand, serving customers in Europe, Middle East, Africa and South Asia from its state-of-the-art facility in Amman, Jordan, which accommodates up to 17 wide and narrow body aircraft and has approximately 1,000 employees.

Joramco is 80% owned by Dubai Aerospace Enterprise (DAE) Ltd.

With more than 50 years of experience, Joramco has built a sound track record as a leading independent commercial aircraft maintenance, repair and overhaul (MRO) facility serving a wide range of customers in the Middle East, Europe, Africa, and South Asia, offering services on several aircraft models from the Airbus, Boeing, and Embraer fleets.

Joramco has spacious areas for aircraft parking and storage programs that can take up to 35 aircraft (wide and narrow body) in addition to a vast warehouse that contains more than 70,000 stock items with a worth value of US\$14 million to support our operations.





Governance Excellence

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Environmental Sustainability

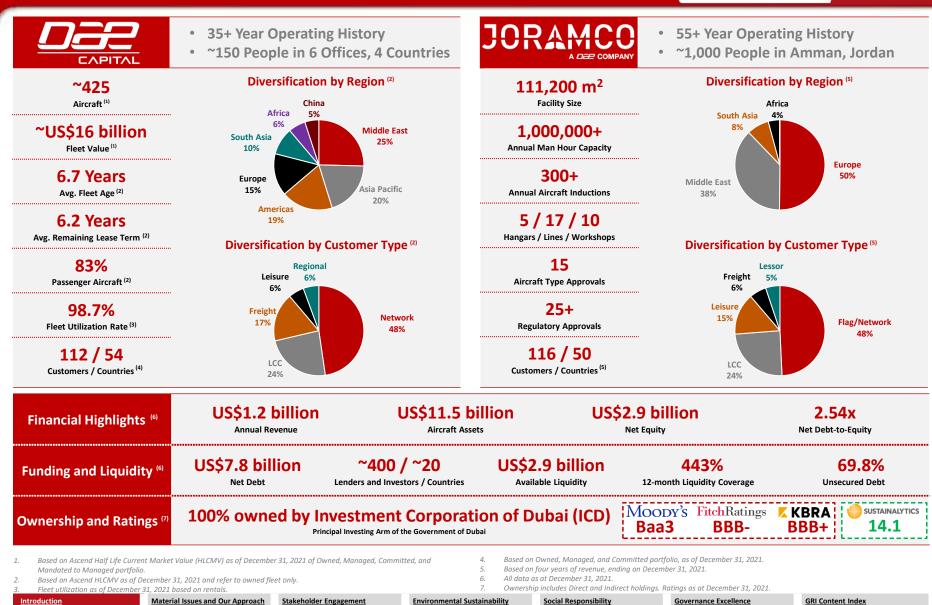
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DAE At A Glance





DAE Group's Global Presence





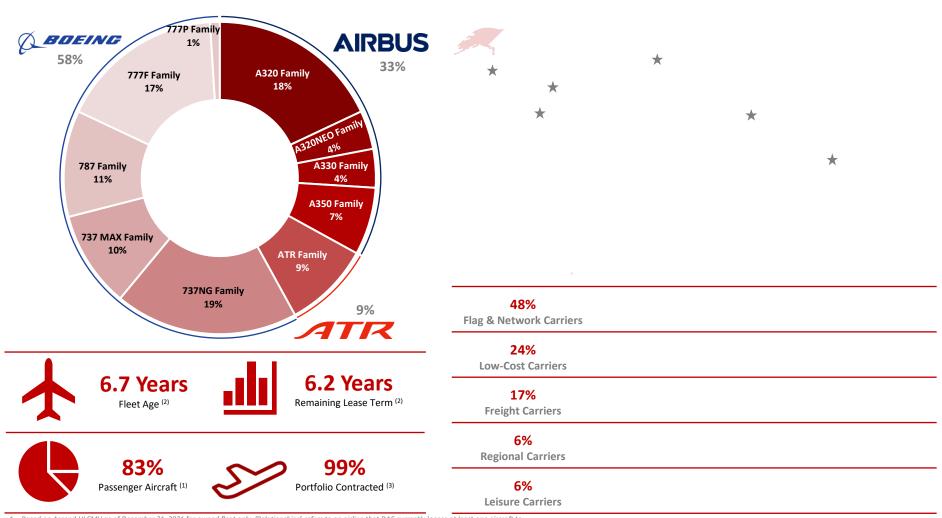
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Global Footprint



Leased Aircraft Fleet ⁽¹⁾





1. Based on Ascend HLCMV as of December 31, 2021 for owned fleet only. 'Relationships' refers to an airline that DAE currently leases at least one aircraft to.

2. Weighted Average by HLCMV as of December 31, 2021 for owned fleet only.

3. Based on portfolio count of on lease, contracted, and contracting aircraft as of December 31, 2021.

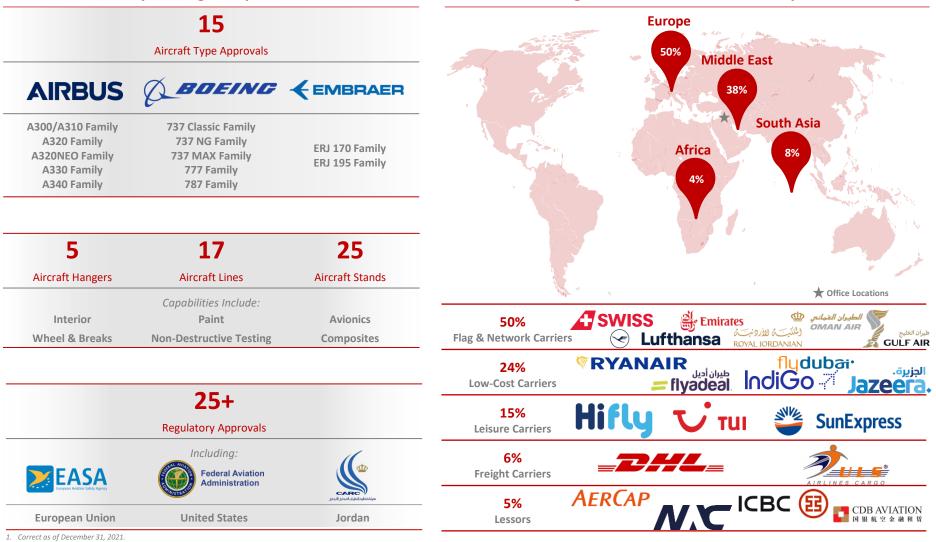
JORAMCO Regional Footprint



A Da COMPANY

Operating Footprint⁽¹⁾





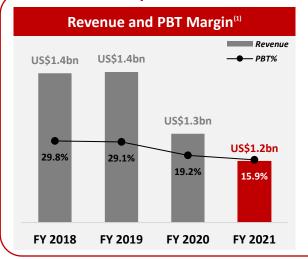
2. Based on last four years of revenue, ending on December 31, 2021. 'Relationships' refers to an airline, aircraft lessor, general aviation company, or specialist aviation company that JORAMCO has provided services to in either FY 2018, FY 2020, or FY 2021. Services include maintenance, repair, overhaul (MRO) and other ancillary services that JORAMCO provides to its customers.

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Summary Financial Highlights







Pre Tax Income⁽¹⁾ and Pre Tax ROE⁽¹⁾ Pre Tax Income — Pre Tax ROE% US\$429m US\$414m US\$250m US\$197m -12.8% 12.6% 8.4% 6.7% FY 2019

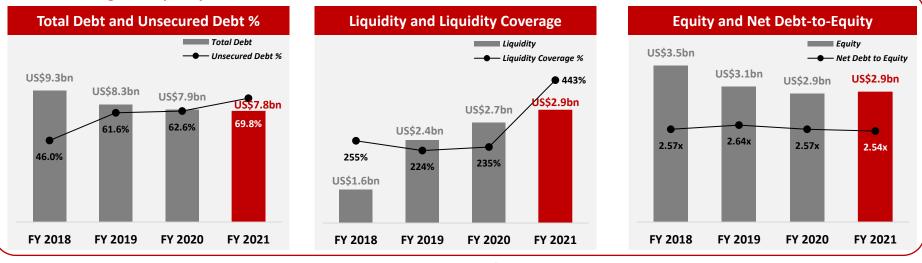
FY 2020

FY 2021

FY 2018

Total Assets and Pre Tax ROA⁽¹⁾ Total Assets — Pre Tax ROA% US\$14.7bn US\$13.5bn US\$12.7bn US\$12.6bn 2.9% 2.9% 1.6% 1.9% FY 2018 FY 2019 FY 2020 FY 2021

Funding and Liquidity



Note: Selected data above. All figures are rounded for presentation purposes. Please refer to our full financial disclosures on www.dubaiaerospace.com/investors for more information on our financial performance. FY 2021 results – results for the year ended December 31, 2021. Adjusted to exclude one time bond redemption costs of US\$38.3 million incurred during the year ended December 31, 2021.

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ESG at DAE



DAE is committed to industry leading ESG

Environmental, Social, and Governance (ESG) will be a defining theme for corporates over the coming decade, and DAE is committed to becoming a more sustainable company. The purpose of our ESG Reporting is to provide disclosures and transparency to our Stakeholders, ensuring that we hold ourselves accountable to our commitments and our actions to support the transition to a zero-carbon economy.

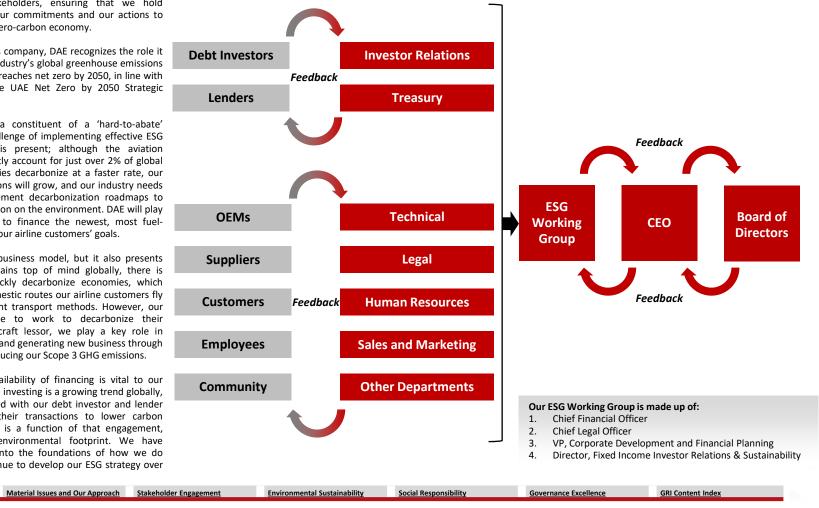
As a global aviation services company, DAE recognizes the role it plays in reducing aviation industry's global greenhouse emissions to ensure that the industry reaches net zero by 2050, in line with IATA targets, and with the UAE Net Zero by 2050 Strategic Initiative.

Recognizing that DAE is a constituent of a 'hard-to-abate' industry, the perceived challenge of implementing effective ESG policies and procedures is present; although the aviation industry's emissions currently account for just over 2% of global emissions, as other industries decarbonize at a faster rate, our proportion of global emissions will grow, and our industry needs to work together to implement decarbonization roadmaps to mitigate the effects of aviation on the environment. DAE will play its part, deploying capital to finance the newest, most fuelefficient aircraft to support our airline customers' goals.

ESG presents risks to our business model, but it also presents opportunities. As ESG remains top of mind globally, there is political motivation to quickly decarbonize economies, which would put some of the domestic routes our airline customers fly at risk to other fuel-efficient transport methods. However, our airline customers continue to work to decarbonize their operations, and as an aircraft lessor, we play a key role in financing this fleet renewal and generating new business through these transactions while reducing our Scope 3 GHG emissions.

We also recognize that availability of financing is vital to our business model. Sustainable investing is a growing trend globally, and we are actively engaged with our debt investor and lender stakeholders to manage their transactions to lower carbon investing. This ESG Report is a function of that engagement, particularly around our environmental footprint. We have integrated ESG principles into the foundations of how we do business, and we will continue to develop our ESG strategy over the coming years.

DAE remains committed to ensuring that ESG risks and managed appropriately across the business



Introduction

ESG Policy



This ESG Policy details DAE's commitment to responsible business practices

Principles and Strategy

By embedding ESG into our operations, we create value for our business by expanding our value proposition, deepening our stakeholder relationships, attracting and retaining talent, and reducing our capital costs through sustainable financing.

Our Core ESG Strategy centres around three key themes:

- TRANSPARENCY
- INNOVATION AND BUSINESS INTEGRATION
- IMPLEMENTATION AND ACCOUNTABILITY

Oversight and Implementation

DAE's ESG Working Group has direct oversight over DAE's ESG program. The ESG Working Group reports directly to the Chief Executive Officer. The ESG Working Group supports DAE's business strategy by setting goals that are informed by our stakeholder community and are supported by our senior leadership team. The ESG Working Group tracks our ESG performance and reports annually to our stakeholder group.

Environmental Stewardship

Our Policy aim is to effectively manage our greenhouse gas (GHG) emissions across the business.

Social Responsibility

Our Policy aim is to maintain an inclusive, equitable, and diverse workplace that attracts and retains top talent and fosters an outstanding work culture.

Governance, Ethics, and Compliance

Our Policy aim is to maintain strong oversight, transparency, and risk management in compliance with the letter and the spirit of all applicable laws and regulations in the jurisdictions in which we operate.

Monitoring and Reporting

Our Policy aim is to provide effective, transparent, and impactful ESG reporting to DAE's stakeholders.

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Key ESG Updates During the Year

In our inaugural ESG Report published in June 2021, DAE set itself 12 targets to achieve by the end of the year, with 11 of these being fully completed. In particular, we made two important strides in 2021: firstly, we continued to make key progress developing and publishing a dedicated ESG Policy and further enhancing ESG awareness across the business, and secondly, we have fully integrated our DAE Engineering business into our ESG Reporting, which ensures that our entire emissions footprint is now a part of our ESG Reporting and annual disclosures.

We deliberately opted to delay policy introduction on carbon offsetting to 2022 to allow for additional consultation with employees and travel partners, however this does not affect our commitment to offset the carbon emissions from our business travel by 2025.

Sustainalytics provided its inaugural solicited ESG Risk Rating on the Group in September 2021, which earned DAE an ESG Risk Rating of 14.1 from Sustainalytics, who consider DAE's enterprise value to be of 'Low Risk' of material financial impacts driven by ESG factors. Sustainalytics awarded DAE with its ESG Industry Top Rated and ESG Regional Top Rated accreditations, indicating that in 2021, DAE's ESG Risk Rating from Sustainalytics was among the 50 lowest ratings issued by Sustainalytics in both DAE's industry (Trading & Distribution) and region (Middle East & Africa).



æ	DAE's ESG Policy can be viewed <u>here</u>
P	DAE's Stakeholder Engagement Policy can be viewed here
P	DAE's Summary Risk Rating Report can be viewed here

🕇 assured under ISAE 3000. 🌲 assured under ISAE 3410.

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DAE's ESG Targets	FY2020 Benchmark	FY2021 Target	FY2021 Update
Core Business Targets	1		
ESG Rating	None	1 Rating	\checkmark
Enhanced ESG Assessments	Inaugural Report	Earlier Reporting Include Joramco	\checkmark
Increase Fuel Efficient Fleet %	30%	33%	39.4% [†]
Environmental Targets	• • •		
Maintain Scope 1 GHG Emissions ⁽¹⁾	None	None	DAE Capital: 0 [*]
Increase Winglet/Sharklet Usage	87%	88%	88.2 % [†]
Increase Sustainable Electricity Use	0%	Introduce Policy	\checkmark
Implement Carbon Offsets for Flights	0%	Introduce Policy	
Social Targets			
Maintain Gender Diversity Targets	41% Female	>35% Female	\checkmark
Enhanced Supplier Review Policy	Current policy does not enforce annual appraisal	Review policy to reimplement appraisal	\checkmark
Increase Employee Training	206 Sessions	10% Increase	21% Increase [†]
Governance Targets	1		
Stakeholder Communication Policy	None	Introduce Policy	Published
Introduce External Ethics Hotline	EthicsPoint Internal	Introduce external EthicsPoint access	Available
1. Across our DAE Capital Division only.			

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Social Responsibility

Sustainable Development Goals



We are committed to supporting the United Nations (UN) Sustainable Development Goals (SDGs), which constitute a universal call by the UN to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere by the target date of 2030. The 17 Goals were adopted by all UN Member States in 2015, as part of the UN's 2030 Agenda for Sustainable Development, which sets out a 15-year plan to achieve the Goals.

Our ESG Report, KPIs, and medium-term targets are aligned with several of the UN SDGs. DAE is committed to further integrating the SDGs into the ways in which we measure and report on environmental, social, and governance issues, and continually reassessing how our business lines can further support these goals.



Introduction

Key Performance Indicators



Target	Achieve By:	2025	2030	2035	2050	SDG Alignment
Environmental 1	Fargets					
Increase fleet to	Composition 50%+ next generation by 2025 100% next generation by 2035 o Lease Aircraft Emissions by 2050	-	-			13 clubr Satisf Sati
Achieve Net Zer	Business Emissions cope 1 GHG Emissions o Scope 2 GHG Emissions by 2025 o Business Travel Emissions by 2025)	13 dense
Reduce net ScopReduce net Scop	Core Business Emissions be 1 GHG Emissions by 50% by 2030 be 2 GHG Emissions by 50% by 2030 o Scope 3 GHG Emissions by 2030					13 chuết
Social Targets						
 Maintain a minii 	Diversity & Development mum of 40% female employees ree Training by 25% against 2020 levels by 2025		-	-		4 BUCHTON 5 BOOLTIN 5 BOOLTIN
Governance Tar	gets					
	e ainable Finance Framework in 2022 ainable Finance Issuance by 2025					
Enhance DAE's a	ancements t 1 ESG Risk Rating accountability and materiality approach Complaint Reporting by 2025					





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Materiality Assessment



"DAE actively works with our Stakeholders to inform our ESG reporting approach and align with our risk management practices to ensure that we are effectively managing our ESG risk assessments."

Jennifer Creevey, Chief Financial Officer, DAE Capital

The materiality assessment in this ESG Report was conducted to help guide us on the issues that were most important to the stakeholders reading the Report.

The process included four key pillars: stakeholder engagement and feedback, internal audit and risk management, ESG Working Group dialogue, and industry guidance. Relevant ESG topics were also guided by our enterprise risk register, engagement with industry sustainability experts, and industry and peer reporting. Our ESG Working Group endorsed the results of the materiality assessment.



Stakeholder Engagement

DAE has been working with its stakeholders, including employees, investors, and financiers to understand the key requirements they have for impactful ESG assessments



ESG Working Group Dialogue

DAE's ESG Working Group has been engaging internally and externally to better understand the ESG risks and opportunities in our sector – these have informed both our materiality assessment and our ESG targets



Internal Audit and Risk Management

DAE's Internal Audit and Enterprise Risk Register assesses and evaluates the risks presented to our business and the effectiveness of our controls and governance



Industry Guidance

DAE has consulted with industry best practices, ESG leaders in the industry, and has sought guidance, opinion, and approaches on our sector's material ESG issues – we will continue to engage with the aviation community

We have identified 16 Core, Environmental, Social, and Governance topics that we believe are material to our Stakeholders in forming a reasonable assessment of our business. We performed a materiality assessment to rank our material topics in order of importance for both our Stakeholders and our Business.

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Material Issues





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Our Approach



Pillar	Material Topic	Boundary	DAE's Approach
	Shareholder Interests	 DAE, Shareholders 	 Provides a wide range of updates to our shareholders at AGM and EGMs Regularly provides business updates throughout the year
	 Asset Quality and Residual Value 	 DAE, Investors 	 Demonstrates clear opportunism when trading assets; both on price and asset selection Maintains a conservative depreciation policy
	 Access to Funding and Liquidity 	 DAE, Lenders, Investors 	 Receives funding from over 400 lenders and investors in over 20 countries Maintains a relationship with hundreds of current and potential investors
Business Core	 Supplier Relationships 	 DAE, OEMs, Suppliers 	 Longstanding relationships with OEMs which allow us to support our suppliers and customers in a mutually beneficial way
	 Customer Relationship and Risk Management 	 DAE, Customers 	 Leases aircraft to over 100 customers in over 50 countries, and has over 200 relationships Full-service credit team, a 35+ year risk library, and deep customer relationships
	 Supply Chain Management 	 DAE, Suppliers 	 Maintains strong supply chain governance including an Independent Contractor Code of Conduct, and is working to improve our technical supplier appointment and review process
	 GHG Emissions 	 DAE, OEMs, Customers 	 Committed to supporting customers in their fleet transition to lower carbon assets Continuing to invest in new aircraft on its own fleet transition
Environmental	 Water and Waste Management 	 DAE, Landlords, Employees 	 Works closely with its landlords globally to ensure that best practice conservation is in place
	 Human Rights 	DAE	 Strong presence in emerging markets Respect for human rights is core to everything DAE does as a business
	 Labor Practices 	 DAE, OEMs, Suppliers, Employees 	 Works closely with its suppliers to ensure that local and international labor standards are respected throughout the value chain
Social	 Community Engagement 	DAE	 Maintains a Community Giving Program, as well as other initiatives to support the communities in which we operate
	 Employee Compensation and Incentives 	 DAE, Employees 	 Pays competitively within each market in which we employ, as well as providing what we consider to be a strong benefit package
	 Succession Planning 	 DAE, Employees, Shareholders 	 Succession plan for all key members of staff
	 Business Compliance 	 DAE, Employees, Regulators 	 Codes of Conduct are in place to ensure that DAE's business is conducted in a fair, ethical manner, and we have an EthicsPoint Hotline for the reporting of any alleged breaches of the Codes of Conduct
Governance	 Business Transparency 	 DAE, Employees, Investors, Shareholders 	 Provides timely disclosures to relevant investors and lenders, promptly makes its financials available to all stakeholders, and is expanding its ESG reporting
	 Information Security 	 DAE, Employees 	 Part of the Aviation Technology Leadership Group, working with our peers to implement industry best practice Information Security
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Stakeholder Engagement Policy



We are committed to meaningful, transparent and consistent engagement with our stakeholders

The purpose of this Stakeholder Engagement Policy is to set out our approach to stakeholder engagement and the principles guiding that engagement.



Scope – who are our stakeholders?

DAE's primary stakeholders are:

- 1. Customers
- 2. Shareholders
- 3. Employees
- 4. Directors
- 5. Debt Investors & Lenders
- 6. Rating Agencies
- 7. Manufacturers, Suppliers & Contractors
- 8. Government & Regulators
- 9. Community

Principles

The core principles that guide DAE's engagement with our Stakeholders are:

(i) Responsibility & Integrity

We strive to act responsibly at all times and to build relationships with our Stakeholders based on ethics and integrity.

(ii) Transparency & Disclosure

We seek to be transparent in our relationships and communications with Stakeholders. Our aim is to share complete, clear and reliable information with our Stakeholders.

(iii) Active Listening

We aim to practice active listening and to promote open dialogue with our Stakeholders.

(iv) Collaboration

We promote collaboration with Stakeholders and recognize the value created from working closely together.

(v) Continuous Improvement

We seek to continually review our interaction with Stakeholders to ensure that our engagement is as efficient and effective as possible.

Escalation

In line with DAE's operating model, and inspired by DAE's values of agility, integrity, and collaboration, Stakeholder engagement is decentralized. So there is no single point of contact to manage all queries or concerns. Stakeholders are encouraged to discuss any concerns that they have regarding engagement with DAE. Stakeholders can liaise directly with their relevant contacts in person, by email or by telephone and in accordance with any documentation governing the relationship between DAE and that Stakeholder. DAE also recommends that Stakeholders visit DAE's website <u>here</u> for additional contact information.

Alternatively, Stakeholders may raise concerns through our EthicsPoint Anti-Fraud Helpline here.

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Stakeholder Engagement



Stakeholder	Engagement	Frequency	Examples in 2021
Airline Customers	 Ongoing interaction by email and telephone Ad hoc negotiations and visits to customers' offices Attendance at various industry forums and events 	DailyAd hocRegularly	 We partner with over 100 airlines in over 50 countries In 2021, we signed 200 lease agreements and extensions with our customers
Shareholders	 Continuous communication with shareholder representatives on the Board of Directors of Dubai Aerospace Enterprise (DAE) Ltd and provision of updates directly to shareholders on DAE's performance Wide range of updates provided at AGM and EGMs Detailed updates provided at quarterly Board meetings Regular business updates provided throughout the year 	,	 Held multiple Board Meetings which provide detailed business updates, including risks and opportunities, to ensure that shareholder representatives are well informed
Employees	 Direct communication between managers and individuals in person, by telephone and by email Formal launch event with all employees Ad hoc updates and video calls amongst Leadership Team and employees Ad hoc updates communicated on employee portal Various business updates circulated to employees on a regular basis 	 Daily Annual Ad hoc Ad hoc Regularly 	 Held annual Employee Launch Event, townhalls, and business updates virtually All Capital employees receive semi annual appraisals Provide comprehensive benefits program, including comprehensive health and wellness programs
Directors ⁽¹⁾	 Wide range of updates provided at Board meetings Regular business updates throughout the year 	Ad HocRegularly	 Provide Directors with regular business updates (both in person and virtually) on relevant entities
Debt Investors & Lenders	 Publication of quarterly financial results on DAE's website Leadership Team host quarterly investor calls and regular calls / meetings / roadshows with current / potential investors and banking institutions globally. Other information provided to lenders as and when required 		 Publish quarterly financial results on DAE's website, and management host quarterly investor calls Hosted hundreds of calls and meetings with current and potential investors and bankers globally
Rating Agencies	 Provision of annual full business reviews as part of ongoing credit and ESC ratings reviews Provision of quarterly business updates Ad hoc updates and engagement as required to ensure that Rating Agencies are receiving appropriate disclosures to accurately provide credit and ESG ratings 	 Quarterly Ad hoc as required 	 Engaged with ESG Rating Agencies and received inaugural ESG Risk Rating Continuous direct communications with all Credit Rating Agencies and Leadership Team including regular business reviews emerging from COVID
Manufacturers, Suppliers & Contractors	 Ongoing interaction by email and telephone Ad hoc negotiations and visits to manufacturers' and suppliers' offices Attendance at various industry forums and events 	 Daily Ad hoc Ad hoc 	 Ongoing dialogue with OEMs and suppliers Placed 14 aircraft order with Boeing in 2021
Government & Regulators	 Ad hoc interaction with various government bodies and regulatory authorities as required Ad hoc interaction with the Dubai Financial Services Authority (DFSA) and Dubai Financial Markets (DFM) with respect to both current and potential capital markets and Sukuk listings 	Ad Hoc	 Issued US\$2.55 billion in new debt and redeemed US\$2.19 billion in 2021, engaged closely with DFSA and DFM to ensure compliance with all capital markets activities
Community	 Various Corporate Social Responsibility activities "Community Giving" initiative 	RegularlyRegularly	 Contributed to Special Needs Future Development Centre in Dubai

1. Directors in this context means (i) those appointed to the Board of Directors of Dubai Aerospace Enterprise (DAE) Ltd, (ii) DAE employees appointed to the Boards of Directors of subsidiary entities in the DAE group and (iii) external / independent directors appointed to the Boards of Directors of certain entities in the DAE group (where there is a requirement to do so).

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Introduction



DAE Capital / DAE Engineering **0 / 578** 2021 Scope 1 GHG: 578* tCO₂e

DAE Capital / DAE Engineering **170 / 757** 2021 Scope 2 GHG: 927* tCO₂e

DAE Capital / DAE Engineering

5,557,399 / 4,507

2021 Scope 3 GHG: 5,561,906*

"DAE is committed to working with our suppliers, customers, and stakeholders to ensure that our fleet investments continue to be in the newest, most fuel-efficient technologies."

Firoz Tarapore, Chief Executive Officer

This section of the Report outlines DAE's environmental assessment and details the steps that we are taking to manage our emissions.

The nature of DAE Capital's business is investing in and leasing aircraft, which produces a high level of Scope 3 GHG emissions. DAE is taking steps to mitigate these emissions, including progressively transitioning its fleet to the newest and most fuel-efficient aircraft on the market today and disposing of older, less fuel-efficient aircraft.

The nature of DAE Engineering's business is the provision of MRO services to airlines based in Europe, Middle East, Africa, and South Asia, which produces a moderate level of Scope 1 and Scope 2 GHG emissions.

We affirmed our commitment to supporting the Fly Net Zero pledge made by the airline industry to achieve net zero carbon emissions by 2050, as approved by IATA at its October 2021 AGM, which is aligned with the Paris Climate Accords and the UAE Net Zero by 2050 Strategic Initiative.



tCO₂e

* assured under ISAE 3410.

Summary emissions statistics. Please refer to pages 29-31 and page 70 for more information on DAE's annual emissions

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Aviation Emissions

In 2019, aviation accounted for approximately 2.3% of global greenhouse gas emissions, with global commercial fleet CO_2 emissions totaling 0.918 Gt⁽ⁱ⁾. While the absolute CO_2 emissions have increased in line with the growth of the global fleet, significant improvements in aircraft efficiency have limited the impact. Emissions have been reduced by over 50% per seat kilometer through improvements in aircraft design, aerodynamics, materials, and operating efficiencies⁽²⁾.

Despite reductions in air travel demand seen globally due to COVID-19, growth for the global commercial aviation industry is forecast to remain strong over the current decade. Driven by growing global GDP and a continuing increase in global middle classes, IATA is projecting 3.3% annual compound growth in passenger demand to 2040⁽³⁾, while major OEMs are projecting closer to 4% in this timeframe.

The required fleet to facilitate this growth is likely to reach over 35,000 commercial aircraft by 2030⁽⁴⁾, and grow to more than 50,000 aircraft by 2050, according to IATA projections⁽⁵⁾. IATA believes CO₂ emissions will increase from just below 1.2 Gt in 2030 to 1.8 Gt⁽⁶⁾ by 2050, should no mitigating actions be taken.



To enable the aviation industry to meet the 2050 net zero target, a combination of pathways will be required, with the entire aircraft lifecycle taken into consideration. Because the major share of all aircraft lifecycle carbon emissions takes place during flight, priority needs to be placed on fuel and propulsion. Decarbonisation pathways differ for different aircraft categories and should be prioritised in that way.

Industry Decarbonization

The ATAG Waypoint 2050 Report lays out the following pathways⁽¹⁾, with applicable aircraft categories shown.

	2020	2025	2030	2035	2040	2045	2050
Commuter • 9-19 Seats • <60 Minute Flights • <1% of Industry CO ₂	SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF
Regional • 50-100 Seats • 30-90 Minute Flights • ~3% of Industry CO ₂	SAF	SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF	Electric or Hydrogen fuel cell and/or SAF
 Short Haul 100-150 Seats 45-120 Minute Flights ~24% of Industry CO₂ 	SAF	SAF	SAF	SAF or potentially some hydrogen	Hydrogen and/or SAF	Hydrogen and/or SAF	Hydrogen and/or SAF
Medium Haul 100-250 Seats 60-150 Minute Flights ~43% of Industry CO ₂	SAF	SAF	SAF	SAF	SAF or potentially some hydrogen	SAF or potentially some hydrogen	SAF or potentially some hydrogen
 Long Haul 250+ Seats 150+ Minute Flights <1% of Industry CO₂ 	SAF	SAF	SAF	SAF	SAF	SAF	SAF

1. Source: B. Graver, D. Rutherford and S. Zheng, "CO2 Emissions from Commercial Aviation – 2013, 2018 and 2019," International Council on Clean Transportation, Washington, DC, 2020.

2. Source: Air Transport Action Group Global Fact Sheet.

3. Source: International Air Transport Association (IATA) 20 Year Passenger Forecast.

4. Source: Oliver Wyman Global Fleet and MRO Market Forecast 2021.

5. Source: IATA Aircraft Technology Roadmap to 2050.

Source: IATA, "Net-Zero Carbon Emissions by 2050," Press Release No: 66, 4 October 2021.

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^{7.} Source: Air Transport Action Group, "Waypoint 2050," 2nd Edition, 2021. CO, percentage is based on 2018 industry data

DAE's Fleet



DAE's Future Ready Fleet: DAE Capital's portfolio comprises young and liquid aircraft leased to airlines around the world. Our owned fleet has an average age of 6.7 years⁽¹⁾, and we continue to invest in new, in-demand aircraft types, such as the Airbus A320neo and Boeing 737 MAX



Modern, Fuel-Efficient Fleet



DAE invested US\$1.1 billion in new aircraft in 2021. All 2021 capital commitments have been in new technology aircraft. By investing in these aircraft, which have greater fuel efficiency and emit fewer harmful emissions, we are helping our airline customers reduce their global environmental footprint

Aircraft Type	Fuel Consumption	Nitrogen Oxide Emissions	Noise Pollution	
Children and the second s	20% Lower	50% Below	50% Smaller	
Airbus A320neo Family	Fuel Burn Per Seat	CAEP/6 Limit	Footprint	88% ^{(1)†} Proportion of DAE Fleet
	14% Lower	50% Below	40% Smaller	with Advanced Winglets Sharklets, or Scimitars to reduce fuel burn in fligh
and the second s	14% LOWER Fuel Burn Per Seat	CAEP/6 Limit	40% Smaller Footprint	
Boeing 737 MAX Family	ruei buill rei Seat	CAEP/0 Limit	rootprint	
1350	25% Lower	28% Below	40% Smaller	
Airbus A350 Family	Fuel Burn Per Seat	CAEP/6 Limit	Footprint	
				57% ^{(2)†}
2. eacersa	20% Lower	23% Below	60% Smaller	Proportion of DAE Flee
Boeing 787 Family	Fuel Burn Per Seat	CAEP/8 Limit	Footprint	with Engine Performand Improvement or Next Generation Technology
	40% Lower	200% Less	300% Smaller	reduce fuel burn in fligh
	Fuel Burn Per Seat	NOx Emitted at Take Off	Noise Footprint	
ATR 72-600			•	

- Over a third of DAE Capital's fleet of aircraft are highly efficient and next generation aircraft DAE is committed to continuing to invest proactively in growing the proportion of next generation aircraft in its fleet in the coming years
- Next Generation aircraft use the most advanced engine technologies, composite fuselage and engine design, and advanced manufacturing processes to improve the aircrafts' fuel efficiency, as well as reducing the aircrafts' hazardous carbon, nitrogen oxide, other emissions, and the aircrafts' noise footprint
- DAE's continued investment in these asset types supports our current and prospective customers to implement fleet transition programs, and helps to reduce carbon emissions while also delivering operating cost reductions to the airlines that operate these aircraft

🕇 assured under ISAE 3000.	1.
Sources: Airbus, Boeing, ATR. Data references: Airbus A320neo (compared against A320-200), Boeing 737 MAX 8 (compared against	
Boeing 737-800), Airbus A350-900 (compared against Airbus A330-300), Boeing 787-9 (compared against Boeing 767-300ER), and ATR	2.
72-600 (compared against similar sized regional jets). Note: Airbus A320neo aircraft data assumes CFM LEAP 1A engines.	

Based on Ascend HLCMV as of December 31, 2021 of DAE's Owned Portfolio, and refers to the percentage of aircraft (excluding Boeing 777, Boeing 787, Airbus A350, and ATR72-600) which have been fitted with performance enhancing winglets, sharklets, or scimitars. Based on Ascend HLCMV as of December 31, 2021 of DAE's Owned Portfolio, and refers to the percentage of aircraft (excluding ATR72-600) which have received performance enhancements to their title enaines, or include next generation enaine technology.

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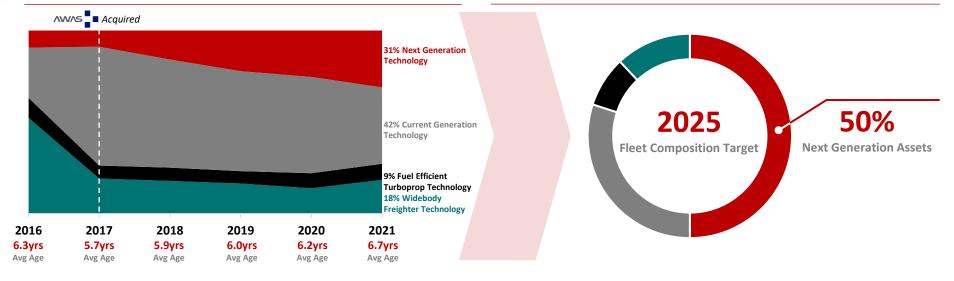
DAE's Fleet Transformation



DAE is committed to continuing its investment in next generation technology assets, and progressively divesting out of older technology asset types, subject to market conditions, over the coming years

DAE Capital Fleet Composition Over Time ⁽¹⁾

DAE Capital Future Fleet Transformation⁽²⁾



DAE Capital Future Fleet Transformation: Impact on Fleet Emissions



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Aircraft Recycling

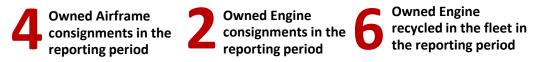


DAE has a comprehensive aircraft end of life strategy; we work directly with our customers and industry partners to recycle end of life aircraft to reduce waste while maximizing the remaining value of the aircraft components and engines

- P DAE considers the full life cycle of our aircraft, which further supports our commitment to sustainability. While DAE has a young fleet with an average age of 6.7 ⁽¹⁾ years, we recognize that a portion of our aircraft are older, and will be reaching the end of their life. DAE is committed to removing these aircraft from service in a sustainable manner
- Internally, DAE has a Fleet Optimization Working Group whose role is to opportunistically extend the life of DAE's optimization, aircraft through asset freighter reconfiguration, and consignment opportunities. This typically extends the life of our aircraft beyond its normal useful life and reduces the impact of aircraft decommissioning on the environment
- When an aircraft is to be decommissioned, in line with our vendor policies, we encourage our aircraft recycling and dismantling service providers to comply with industry best practice including IATA's Best Practices for Aircraft Decommissioning, and where applicable to obtain Aircraft Fleet Recycling Association (AFRA) accreditation

DAE Capital's Aircraft Consignment Activity

Up to year end 2021, DAE Capital has consigned 21 aircraft and 40 engines



DAE Capital's Primary Consignment Partners

Partner	Certifications and Accreditations Include ⁽³⁾				
EirTrade	IAA approved for storage of aircraft partsASA-100 & FAA AC00-56 certified	ISO 9001-2015 certifiedEU333/2011 End of Life certified			
MACELLAN AVIATION GROUP	 IAA approved for storage of aircraft parts ASA-100 & FAA AC00-56 certified 	 ISO 9001-AS9120B certified TAC-2000 certified 			
Ansett Aircraft Spares & Services	FAA AC00-56B certifiedISO 9001-2015 certified	 ISO 9001-AS90120B certified ISO/IEC 17021 ANAB Accredited 			

Process of Aircraft Decommissioning



Sources: Eirtrade Company Website, Magellan Aviation Group Company Website, Ansett Aircraft Spares & Services (AASS) Company Website.

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This is the first year that DAE Engineering's operations are integrated into our ESG Reporting

Scope 1 GHG Emissions

DAE Capital continues to have no Scope 1 GHG Emissions. DAE Engineering's operations reported 578 tCO₂e of Scope 1 GHG Emissions in 2021, arising from the use of filled diesel fuel to power boilers and airport vehicles to support the operation of its hangers and facilities in Amman, Jordan.

Year on year, Scope 1 GHG Emissions have increased 4%. primarily due to reduced restrictions and increased business activity as DAE Engineering emerged from COVID-19 lockdowns

Scope 2 GHG Emissions

Both DAE Capital and DAE Engineering consume electricity which is attributable to our Scope 2 GHG Emissions. The Group consumed 927 tCO₂e of Scope 2 GHG Emissions in 2021. Electricity is used to power our global offices, and also powers some of the operations of our DAE Engineering division

Year on year, Scope 2 GHG Emissions have increased by 30%, primarily due to greater office usage in 2021, as government restrictions eased, and our employees returned to the office

Emissions Breakdown

DAE Capital provides emissions data based on, where possible, actual emissions calculations from fuel suppliers, and where not available, will make a prudent estimate of location based emissions using data from available sources and DEFRA adjustment factors in order to calculate emissions.

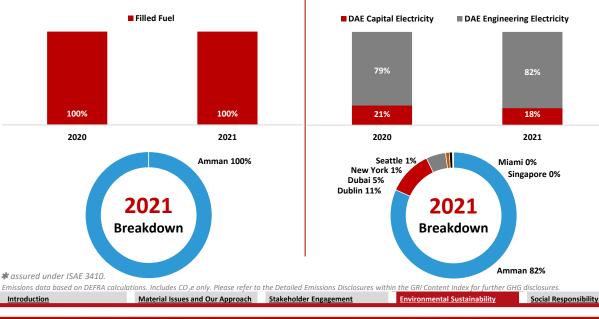
DAE Engineering uses actual data from suppliers and DEFRA adjustment factors in order to calculate emissions.

Scope 1 GHG (tCO ₂ e)	2021	2020
DAE Capital	0.000	0.000
Company Facilities	0.000	0.000
Company Vehicles	0.000	0.000
DAE Engineering	577.685	551.467
Filled Fuel	577.685	551.467
Other Fuels	0.000	0.000
DAE Group Emissions	575.685*	551.467

Scope 2 GHG (tCO ₂ e)	2021	2020
DAE Capital	170.063	77.404
Used Electricity	170.063	77.404
Other Fuel	0.000	0.000
DAE Engineering	756.652	637.742
Used Electricity	756.652	637.742
Other Fuel	0.000	0.000
DAE Group Emissions	926.715*	715.146

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Revised Scope 3 Aircraft Emissions Methodology

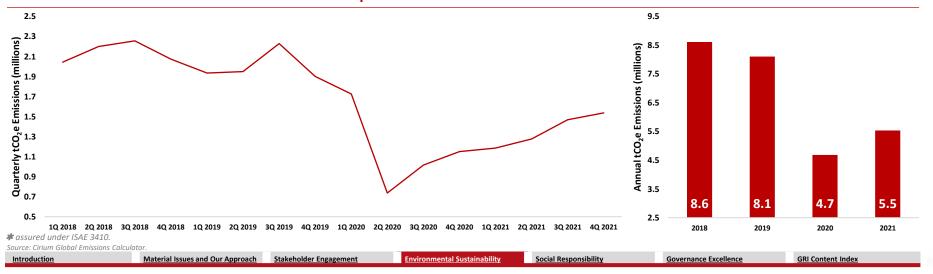


Prior Year Methodology	Revised Methodology
In 2020's Report, DAE used the Aviation Working Group (AWG) Carbon Calculator, and for each fleet type multiplied the average fleet size per year by the average utilization of such aircraft type and multiplied this by the AWG emissions factor.	In the 2021 Report, DAE uses the Cirium Global Emissions Calculator (GEM), to more accurately calculate the emissions of our owned and managed fleets.
 The methodology: Does not fully consider the various engine types, engine subtypes, and structural enhancements on individual aircraft which impact the actual emissions Does not account for external factors, such as COVID-19, which materially impact the utilization of our aircraft Considers aircraft block hours, and does not account for factors such as taxi time, holding times, and load factors, all of which impact the emissions of our fleet Had no external verification process to ensure accuracy in the reporting 	 GEM collects best-in-class aviation data from airline schedules to flight status to aircraft configurations to passenger traffic, partnering with over 800 airlines and third-party providers to cover global commercial flights and ensure GEM has the largest and most comprehensive fleet database in the world GEM's fuel burn calculation considers the aircraft and engine master series, operating empty weight, whether winglets have been fitted and the aircraft age GEM's approach accounts for each individual aircraft's seating configuration, including the actual pitch and width GEM uses an average assumed passenger load factor based on 2019 data, and a cargo payload assumption for each widebody aircraft type, both for passenger and all-cargo aircraft

The revision to the methodology provides more accurate emissions data, based on the actual utilization of an aircraft that DAE either owns or manages and allows DAE to better track its Scope 3 GHG Emissions, provides more accurate disclosures to our Stakeholders, and helps DAE to better manage its long-term goal of reducing these emissions

Page 74 of this Report provides more detail on the restatement and its impact on DAE's Scope 3 GHG Emissions disclosures

DAE Capital Leased Asset Emissions Evolution





DAE is committed to optimizing its global presence in order to manage and reduce its carbon footprint

DAE Capital Scope 3 GHG Emissions

DAE Capital's Scope 3 GHG Emissions predominantly arise from the division's Leased Assets; the aircraft that DAE Capital leases to airlines around the world. In 2021, Leased Assets represented 99% of all Scope 3 GHG Emissions, at 5.5 million tCO_2e .

DAE Capital also manages aircraft on behalf of institutional aircraft investors. Where DAE retains a minority equity stake in managed aircraft, the emissions attributable to DAE are recorded as investment emissions.

Other components of DAE's Scope 3 GHG Emissions are water supply, waste disposal, employee commute, and business travel.

DAE Engineering Scope 3 GHG Emissions

DAE Engineering's Scope 3 GHG Emissions predominantly arise from two sources: waste disposal from operations, and employee commuting to and from DAE Engineering's facilities, representing 97% of all Scope 3 GHG Emissions, at 4,507 tCO₂e.

DAE Engineering's aircraft maintenance, repair and overhaul (MRO) facility includes 17 aircraft bays, 10 workshops specialized in the repair and overhaul of over 400 product lines, and a full range of specialized services.

Emissions Breakdown

DAE Capital and DAE Engineering provide emissions data based on, where possible, actual emissions calculations from fuel suppliers, and where not available, makes a prudent estimate of location based emissions using data from available sources and uses DEFRA adjustment factors. DAE Capital uses Cirium's GEM to calculate aircraft related emissions.

DAE will continue to assess, gather data, quantify and include Scope 3 GHG emissions for upstream and downstream categories that are relevant and material to our business.

Scope 3 GHG (tCO	₂ e) 2021	2020
DAE Capital	5,557,398.815	4,705,340.320
Water Supply	0.147	0.379
Waste Disposal	2.304	0.482
Employee Commute	158.253	N/A
Business Travel	159.388	678.187
Investments	66,496.752	55,218.186
Leased Assets	5,490,581.971	4,649,443.086
DAE Engineering	4,507.223	2,181.365
Water Supply	2.720	4.032
Waste Disposal	2,241.888	2,177.333
Business Travel	151.368	N/A
Employee Commute	2,111.248	N/A
DAE Group	5,561,906.038*	4,707,521.685
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Introduction



Training and Development

"Our business relies on the talent that we employ, and the value that each member of our diverse workforce brings. We aim to foster an environment where long term growth and development is a key part of each employee's experience at DAE."

Susan Bradford, Chief Human Resources Officer, DAE Capital

This section of the Report outlines DAE's social assessment, the steps that we take to support our employees and the communities in which we operate, in addition to how we seek to foster social inclusion on a global scale.

DAE pays competitively within each market in which we employ, as well as providing what we consider to be a strong benefit package. Our workforce is highly diverse, and we have a long history of female leadership, which is reflected in our ratios.

We have a comprehensive Community Giving Program that donates to charities in each of our locations. We further support other external initiatives in the areas of education and social development.

DAE recognizes the role that aviation plays to promote social inclusion, and we lease a large number of our aircraft to emerging markets.





Wellbeing

External Initiatives

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DAE Capital Values



Our Vision

To be a premier aircraft leasing company

Our Mission

To deliver excellence to clients, shareholders, investors, and employees



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Joramco Values



We continuously strive to be the global independent world class MRO & technical aviation service of choice by delivering safe, efficient, flexible, technology-enabled quality services to our customers, with responsibility towards the environment, society and shareholders.

We will perpetually grow by investing in our people; to develop a distinguished, passionate, dedicated and highly competent team.



People

We believe that our people are integral to our success and we are committed to their well-being. We develop talent giving them the opportunity to grow within the organization. We work together as a passionate, dedicated and loyal team that respect and appreciate each other.



Integrity

We are committed to honest, fair, responsible and ethical practices in all our dealings with all our stakeholders.



Society and Environment

We are active in giving back to our community and in protecting the environment through an effective sustainability program.



Excellence

We are committed to quality and safety. That will always remain our guiding principle for delivering excellence to our customers.



Customer

We listen to our customer and deliver flexible solutions. We are transparent and seek to earn long term partnerships based on trust and shared values.

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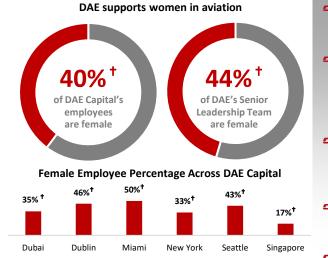
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Diversity and Inclusion



DAE Capital is a global company with a diverse workforce and a presence in 6 locations around the world



DAE is an equal opportunities employer, with non-discrimination policies in place that align with local laws

- DAE supports women in aviation, and this is reflected in the gender diversity of DAE Capital, from new hires right through to our Senior Leadership Team. DAE believes that this diversity is a significant competitive advantage
- As a global business that serves customers in over 50 countries, we value diversity in the workplace, and our employees reflect this diversity
- At the end of the reporting period, DAE Capital had 156 employees, including 11 temporary employees
- The average number of permanent employees during the year was 142 (2020: 141)



Age Breakdown of DAE Capital Employees **DAE Capital Employees by Location** Nationalities Employed by DAE Capital Age Breakdown of DAE Senior Management Dubai Singapore 30 - 50 40% Under 30 4%† 33%† Over 50 13%† Miami 22%[†] 5%† New York Seattle 2%† 2%† 24' **Nationalities** Dublin Over 50 30 - 50 47% 67%[†] 65%† *t* assured under ISAE 3000. Data for the year ended December 31, 2021, and refers to DAE Capital only. Includes both permanent and temporary employees. More details are available in the Detailed Disclosures in the GRI Content Index. Introduction Material Issues and Our Approach Stakeholder Engagement Environmental Sustainability Social Responsibility Governance Excellence **GRI Content Index**

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Training and Development



DAE believes in investing in its employees to support their professional development

- DAE Capital is focused on Employee Engagement and uses a multi-faceted approach across the business to ensure our internal communication channels and content remain appropriate and relevant
- DAE Capital holds a weekly business updates meeting which is open to all employees, regardless of role. In addition, we encourage teams to meet regularly, and further announcements are made through our internal portal and BizTV
- DAE Capital encourages employees to learn more about the business outside of their own roles. We offer Break to Educate sessions, to which all employees are invited, delivered by colleagues and covering topics across our business and industry, and access to LinkedIn Learning where employees can discover and develop business, technology-related, and creative skills through expert-led course videos

100%⁺ Of employees at DAE Capital performed semi-annual performance appraisals



Employees supported through Educational Assistance Program Employees progressed interdepartmentally internally



Internal and external training sessions attended by employees during 2021



DAE Capital runs half yearly appraisals through our Appraisd System

Provides employees and managers the opportunity to review performance against objectives, receive feedback from colleagues, set new objectives, review development needs and review how each employee lives the DAE Values. All DAE Capital employees participate in the semi-annual appraisal.



DAE supports graduate development through our Graduate Intake Programs

DAE Interns joined the team, the

eighth intern since 2018

2021 marked the fourth year of the DAE Intern Program, with one Intern being given the opportunity to work in a number of departments in both Dubai and Dublin. Also in 2021, we launched an Emirati Intern program, with 2 Emirati Interns joining DAE.



DAE supports professional development through our Employee Educational Assistance Program

DAE continues to support employees in achieving their potential, by providing training and development opportunities as well as financial support to complete relevant qualifications.



DAE supports professional development through our Break to Educate & LinkedIn Learnings Programs

Break To Educate sessions, run by employees, provide colleagues with a knowledge sharing platform to give insights into other parts of the business and specific transactions. With more than 5,000 courses and personalized recommendations, LinkedIn Learning allows employees to discover, complete, and track courses related to their field and interests in a decentralized manner.

t assured under ISAE 3000. Data for the year ended December 31, 2021, and refers to DAE Capital only. "Training Sessions" are defined as each employee's attendance at a particular training delivery.

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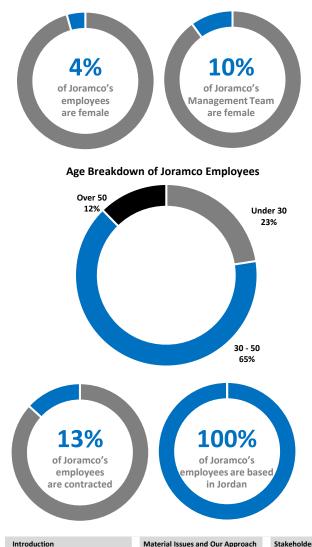
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Environmental Sustainability

Joramco Diversity, Inclusion & Development



DAE Engineering's Joramco brand is a regional MRO based in Amman, Jordan



DAE Engineering is an equal opportunities employer, with non-discrimination policies in place that align with local laws

Joramco provides strong packages for all employees, including competitive salary packages and comprehensive employment benefits. Joramco also strongly supports professional development for all employees, through both ongoing professional training and Joramco's Academy.

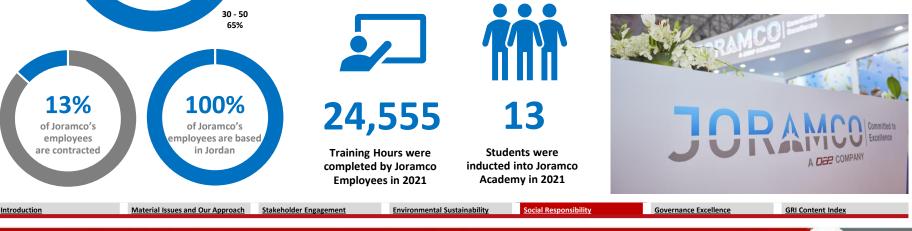
At Joramco, we believe in investing in overall health and in the future of our employees to attract, develop and retain talent.

At the end of the reporting period, DAE Engineering had 991 employees, including 115 temporary employees.

The average number of permanent employees during the year was 890 (2020: 973).



Joramco employees attended 257 separate training sessions in 2021, with an employee average of 3.9 attended training sessions, being approximately 25.2 training hours. Training sessions were both inhouse and external, ranging from aircraft specific familiarization modules to bespoke customer procedures and specialized professional development training.



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Joramco Academy



Learn More

Joramco Academy is a leading aviation maintenance educational provider in the Middle East

Joramco Academy is an independent, non-sectarian, Joramco Academy Scholarship Program institute provides coeducational that comprehensive education to prepare graduates for productive careers and responsible citizenship with aerospace, engineering, and related fields.

To achieve this goal, the Academy is dedicated to offering undergraduate degree programs that prepare students for career growth while providing a broad based education, with emphasis on communication and analytical skills in addition to academic excellence. The Academy aims to recruit and develop excellent faculty and staff, and to pursue research and creative activities that maintain and extend knowledge in aviation maintenance and related disciplines.

Joramco Academy provides approved training, to the standards of IR Part 66, at its facility in the Hashemite Kingdom of Jordan in association with and on behalf of Air Service Training (Engineering) of Perth, Scotland.

The Academy is accredited by the Jordan Civil Aviation Regulatory Commission (CARC) and the United Kingdom Civil Aviation Authority (UKCAA) in affiliation with the Scotland based EASA 147 approved Aeronautical Engineering School Air Service Training AST.

a With the introduction of the Joramco Academy Scholarship "Soar Into Your Future", Joramco is actively contributing to the support of the country's economy through the development of the private sector, according to the directives laid down by His Majesty King Abdullah II. The aim of the special emphasis on the needs of aviation, scholarship is to open doors for students to learn and master new skills that allow them to secure a bright, promising future in their preferred field.

> For 25 students, who are selected after multi-stage interviews and workshops, the scholarship not only covers the full cost of the aircraft maintenance training program, but also guarantees a career at Joramco after graduation. This initiative has been given full support by our majority owner DAE, as part of its role in giving back to the community. The MRO scholarship is Joramco's solution to support the growth of Jordan's economy by providing Jordanian students with the opportunity to secure a successful future, and actively contribute to the development of the private sector.



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CSR & Community Giving



DAE supports a range of charities annually through its global Community Giving Program

DAE has a diverse, multi-cultural working environment and encourages its staff to engage in various initiatives to support local charities and to participate in physical and mental well-being activities.

We specifically encourage Community Giving activities that have:

- a strong connection to DAE
- a strong connection to DAE staff, particularly where DAE staff are contributing
- **-** a humanitarian perspective



Special The Needs Future Development Center (SNF) focuses on empowering young adults with special needs. By offering personalized and professional support to students above the age of fourteen years, SNF strives to aid them to become self sufficient. personally, and professionally. SNF is in its thirteenth year as a center for adults with special needs.

HEROES OF HOPE

Heroes of Hope is a non-profit organization providing fitness programmes and sporting events for people of determination.

Founded to develop sporting, social, and interpersonal skills for people of determination, Heroes of Hope have built a strong, supportive community for athletes of determination and their families.



Pictured:

- 1. DAE Team Beach Clean Up
- 2. DAE & SNF Virtual Creative Workshop
- 3. DAE Team Offsite
- 4. DAE Annual Gathering







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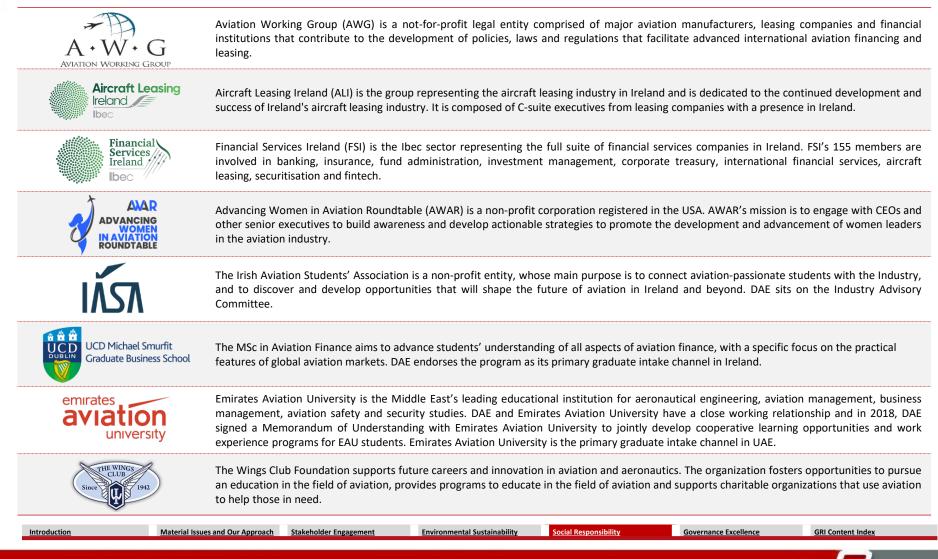
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Corporate Initiatives



DAE supports a range of external initiatives through various engagement channels

DAE supports and endorses a range of external initiatives, some of which are listed here:



Employee Memberships



DAE supports a variety of professional memberships and associations for its employees

80% of DAE Capital employees hold at least one professional membership



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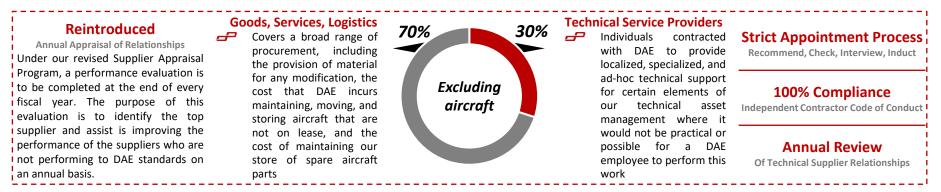
Technical Suppliers



DAE works with a wide range of both upstream and downstream suppliers and contractors globally



- DAE purchases new aircraft from Boeing, Airbus, and ATR, and second hand aircraft from both airlines and other aircraft lessors. When we purchase new aircraft, we source many of the components of the aircraft, including the engines, avionics, safety equipment, seating, galleys, and other cabin finishing from other suppliers
- DAE will often place larger orders with airframe manufacturers to achieve better pricing, and will source other components from a variety of suppliers to meet our customers' needs and required specifications prior to an aircraft's delivery



DAE prefers to build supply chains with partners that take into consideration safety, quality, and the environment. When we select vendors, we seek to ensure that they are in compliance with relevant industry standards, including where applicable ISO, ICAO, IATA, ASA, and AFRA certifications and/or accreditations

In 2021, our top 31 suppliers, representing 84% of our annual spend on suppliers, underwent a supplier performance evaluation, and we will continue to expand our supplier performance evaluation program, expanding parameters of evaluation for the supplier to include Standard Ethics Compliance and ESG

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Emerging Markets Exposure



DAE provides aircraft to over 100 customers in over 50 countries – contributing to continued economic development



- The aircraft leasing industry is a vital source of financing for airlines around the world. DAE maintains active relationships with over 200 airlines to support them in assessing their fleet requirements, and can provide airlines with aircraft on operating lease(s) which is often a more flexible, cost effective solution when compared to committing the capital required to purchase aircraft
- This is particularly important for emerging markets airlines, who may not have access to the capital required to acquire a large fleet of aircraft. Due to the variety of DAE's fleet, and our extensive OEM relationships, we have the ability to work with airlines to find comprehensive solutions that support the development of their operations
- As aircraft are inherently mobile assets, aircraft lessors including DAE play a vital role in the aviation ecosystem by matching aircraft supply and demand, and by transitioning aircraft between operators in response to market fluctuations
 - Aviation creates unique possibilities for empowering nations and people; it is a means of allowing people to access what they need: improves livelihoods, food, healthcare, education, safe communities and spaces, etc. Whether it be responses to crises, humanitarian aid, or leisure activities like vacations and visiting friends and relatives, aviation plays a vital role in promoting social causes and satisfying needs around the world. For all vulnerable groups, as well as for migrant communities and people living in remote and low density rural areas, air transport services are a lifeline to enhance their social inclusion



Due to the nature of our industry, DAE Capital's supply chain's exposure to potential human rights violations is very low. Nevertheless, DAE takes a zero-tolerance approach to all human rights violations, including forced labor, child labor, and human trafficking. DAE monitors for potential risks in its supply chain through its technical supplier reviews

1.	Based on Ascend Haif Life Current Market Value (HLCMV) as of December 31, 2021 of Owned, Managed, and Committed portfolio. For committed portfolio, purchase price is used in lieu of HLCMV.						
2.	2. Source: Aviation Benefits Report 2019, ICAO.						
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Employee Code of Conduct

"DAE is committed good corporate to governance, promoting the interest of our shareholder other stakeholders, and strengthening board management and accountability and helping build public trust in our Company."

Lesley Jones, Chief Legal Officer

Comprehensive Risk Management & Internal Audit This section of the Report outlines DAE's governance assessment and the policies, procedures, and standards that we hold our business to. DAE is committed to good corporate governance, which helps us compete more effectively, sustain success and build long-term shareholder value. DAE is governed by a Board of Directors which is supported by an Audit Committee, both of which meet throughout the year.

Governance is a continuing focus at DAE, starting with the Board and extending to management and all employees.

Strict Compliance Procedures

Core to the sustainability of DAE is understanding the risks we take and how they impact the commitments we make. Our risk management framework gives visibility into how risks interact through time and under varying degrees of stress.



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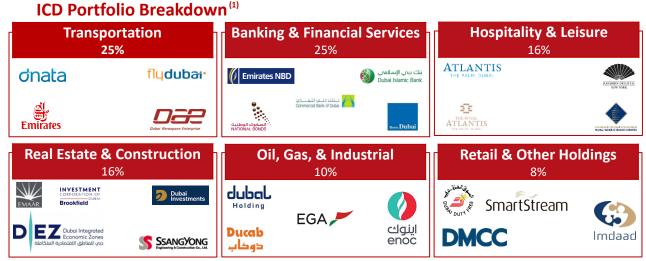
Shareholder and Structure



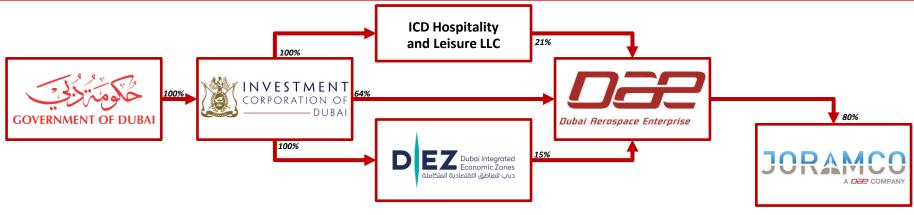
Investment Corporation of Dubai: Strategic 100% Shareholder of DAE

Established in 2006, Investment Corporation of Dubai (ICD) manages a broad portfolio of assets, both locally and internationally, across a wide spectrum of sectors that support Dubai's dynamic economy.

ICD's mandate is to consolidate and manage the Government's portfolio of commercial companies and investments. ICD also provides strategic oversight by developing and implementing an investment strategy and corporate governance policies that maximise value for the long-term benefit of the Emirate of Dubai.



Dubai Aerospace Enterprise (DAE) Ltd: Corporate Structure



1. Refer to <u>www.icd.gov.ae</u> for more information on major portfolio investments. Percentage is based on level of ICD investments as of December 31, 2020.

Note that on January 01, 2022, pursuant to Dubai Law No. (16) of 2021 Establishing the Dubai Integrated Economic Zones Authority ("DIEZ"), all assets of Dubai Silicon Oasis Authority ("DSOA") were transferred to DIEZ, and DSOA became a constituent of DIEZ.

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Board of Directors



H.H. Sheikh Ahmed bin Saeed Al Maktoum

Chairman & Board Member

Over the past 25 years H.H. Sheikh Ahmed Bin Saeed Al Maktoum has been at the forefront of Dubai's remarkable economic development. spearheading the successful expansion of aviation, which now supports 28 per cent of Dubai's GDP, and more recently, formulating economic, investment and fiscal policies and strategies in support of the Emirate's overarching vision.

Sheikh Ahmed embarked on his career in the aviation industry in 1985 when he was appointed President of the Dubai Department of Civil Aviation (DCA) – the governing body that oversaw the activities of Dubai International and Dubai Duty Free, among others. In the same year Emirates Airline, Dubai's international carrier, was launched with Sheikh Ahmed as its Chairman. He is now the Chairman and Chief Executive of Emirates Airline & Group, which includes dnata - the region's leading travel services and ground handling company, and other aviation related entities.

Under Sheikh Ahmed's leadership, the DCA underwent an organisational restructuring in April 2007 resulting in the creation of the Dubai Civil Aviation Authority (DCAA) as the local regulatory body, and Dubai Airports as the owner and operator of Dubai's airports – Dubai International and Dubai World Central. Following the restructuring, Sheikh Ahmed became the President of DCAA and Chairman of Dubai Airports.

The fact that Dubai is now firmly established as the region's leading tourist

measure to the efforts of Sheikh Ahmed. Under his leadership, Dubai International has developed from humble beginnings into the world's fourth busiest airport for international passenger and cargo traffic with a network of over 260 destinations served by more than 140 airlines.

Founded in 1985, Emirates has grown from just two leased aircraft and three destinations, to an acclaimed international airline with a fleet of over 250 aircraft, including the world's largest fleet of Boeing 777s and Airbus A380s. Emirates is the world's largest international airline, with an extensive network that has grown to offer its customers a choice of over 150 destinations across six continents, with convenient connections through its Dubai hub.

In June 2009, with the launch of flydubai, its own budget carrier, Dubai added another first to its long list. With Sheikh Ahmed to guide the fledgling carrier as its Chairman, another success story is already in the making. Within three years of its launch, flydubai had already emerged as the second largest contributor to traffic at Dubai International and features over 820 flights per week.

The opening of Concourse A, the world's first purpose-built A380 facility, in early 2013 was part of a US\$7.8 billion expansion plan designed to boost capacity at Dubai International to 90 million passengers by 2018 to accommodate the anticipated traffic growth driven by the rapid expansion of Emirates Airline and flydubai. Dubai World Central (DWC), Dubai's airport of the future, launched on June 27, 2010 and was another historical moment for Dubai as the first major step towards establishing Dubai as the world's preferred aviation and logistics hub. It followed the spectacular opening of Dubai International's Terminal 3 on October 14, 2008 - widely acknowledged in the industry as the most successful launch of a terminal of its size.

Sheikh Ahmed holds a number of government positions and plays an increasingly pivotal role in leading the Emirate's finance and energy sectors. Despite his numerous business activities, he is Patron to many charitable organisations. He has also received numerous accolades from various Governments and multi-nationals

Sheikh Ahmed has a Bachelor's Degree from the University of Denver, Colorado, USA. He is well known internationally for his contribution to the development of aviation in the region. The Royal Aeronautical Society, one of the industry's oldest and most respected professional associations honoured his achievements in aviation with a fellowship of the Society at the 1994 Farnborough Air Show in the UK. In May 2013, he was presented with an honorary Degree of Doctor of Science from City University London - Cass Business School in May 2013 in recognition of his outstanding leadership in the development of professional sectors including aviation. finance, banking and entrepreneurship among others in the UAE.



H.E. Mohammed Al Shaibani

Vice Chairman & Board Member

H.E. Mohammed Ibrahim Al Shaibani is the Director General of H.H. The Dubai Ruler's Court, and Managing Director of the Investment Corporation of Dubai, the principal investment arm of the Government of Dubai. He is also the Vice Chairman of the Supreme Fiscal Committee of Dubai which oversees the Emirate's fiscal policies, and is a member of Dubai's Executive Council, an entity charged with supervising and supporting Dubai's government bodies.

In addition, H.E. Al Shaibani is Deputy Chairman of the Higher Committee of World Expo 2020, the universal fair held in Dubai, and Chairman of the Supreme Committee for the Supervision of International Humanitarian City (IHC), founded in 2003 in Dubai by H.H. the Ruler of Dubai as a global center for humanitarian emergency preparedness and response.

His Excellency also serves as Chairman of the Board of Directors at Nakheel, the world-leading property developer of landmark projects in Dubai, including the award-winning iconic Palm Jumeirah, as well as Chairman of the Board of Directors at Dubai Islamic Bank and Meydan City Corporation.

H.E. Al Shaibani is also a member of the board of several governmentrelated organizations including Dubai World.

In 2009, he played a pivotal role in restructuring Dubai's debt.

destination and busine	ess, trade and transport hub is due in	no small					
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Board of Directors



H.E. Dr. Mohammed Al Zarooni

Board Member

With over 25 years of experience leading and developing free economic zones, H.E. Dr. Mohammed Al Zarooni is considered one of the world's top free zone influencing leaders. In 2021, H.E. Dr. Al Zarooni was appointed as Executive Chairman of Dubai Integrated Economic Zones Authority (DIEZ), holding three of Dubai's pioneering Free Zones, Dubai Airport Freezone, Dubai Silicon Oasis, and Dubai CommerCity.

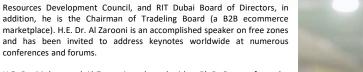
In 2000, H.E. Dr. Al Zarooni was appointed as Director-General of the Dubai Airport Freezone Authority (DAFZA), which, through his visionary leadership, quickly grew to become one of the top-performing free zones in the world.

In 2002, the Dubai Government appointed him as Vice Chairman and CEO of the Dubai Silicon Oasis Authority (DSOA), one of the region's most advanced and successful technology hubs. He continues to lead Dubai Airport Freezone and Dubai Silicon Oasis concurrently.

In 2014, H.E. Dr. Al Zarooni was instrumental in conceptualizing and establishing the non-profit World Free Zones Organization. He is presently the chairman of this multilateral organization which acts as an association for all free zones in the world. He is also the Secretary-General of the Dubai Free Zone Council.

A prominent personality in Dubai's economy, H.E. Dr. Al Zarooni is a member of the Dubai Economic Council. He also sits on several major institutions' boards, including Dubai Aerospace Enterprise, Emirati Human

Dubai Rerospace Enterprise



H.E. Dr. Mohammed Al Zarooni graduated with a Ph.D. Degree from the University of Durham in the U.K. His doctoral thesis was on "The Position of the Free Zones in Economic Development."



Khalifa AlDaboos

Mr. Khalifa AlDaboos is the Managing Director of Dubai Aerospace Enterprise (DAE) Ltd and a member of the DAE Board of Directors.

With over 25 years of experience, Mr. AlDaboos holds a number of significant positions. He is the Deputy CEO of Investment Corporation of Dubai, a corporation mandated to supervise the investment portfolio of the Government of Dubai. He is also the Chairman of National Bonds Corporation PJSC, SmartStream Technologies Group Limited and Aswaaq LLC., in addition he is a board member of Kerzner International Holdings Limited, Emirates Investment & Development PSC, and Dubal Holding.

Previously, Mr. AlDaboos served as Investment Director at the Government of Dubai's Department of Finance. He also held positions within the treasury, foreign exchange and capital market functions with Emirates NBD Bank PJSC.

Mr. AlDaboos, a UAE national, earned a degree of Science in Computer Information Systems & Management Science from Metropolitan State College in Denver.

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Board of Directors







Firoz Tarapore

Independent Non-Executive Board Member

Wassim Younan

Mr. Wassim Younan is the Managing Director & Vice Chairman for International at HPS Investment Partners LLC. He previously held various roles at Goldman Sachs over a 29-year tenure, most recently as the chief executive officer of Goldman Sachs for the Middle East and North Africa region. With more than 37-years' experience in the financial services industry, he has worked in six different financial centers across the United States, Europe, and Asia. Mr. Younan holds an MBA from Loyola University of Chicago, and a Bachelor of Arts in Business Administration from the American University of Beirut. **Chief Executive Officer & Executive Board Member**

Mr. Firoz Tarapore is the Chief Executive Officer and a member of the Board of Directors of DAE. Mr. Tarapore previously served as the Chief Operating Officer and Chief Financial Officer of DAE.

Mr. Tarapore is a seasoned finance and operating executive with over 35+ years of experience in managing complex, global businesses.

Mr. Tarapore holds an MBA in Finance from The Wharton School, University of Pennsylvania and a Bachelor of Commerce from the University of Bombay. In 2021, DAE further strengthened its Board composition with the appointment of both an executive and a non-executive Director to the Group's Board of Directors.

The Board is responsible for protecting shareholder's interests, establishing policies for management and oversight of the Group, and is a key decision maker on the Group's strategy and direction.

Four (4) Meet	ings of the Board	of Directors held between Januar	y 01, 2021 – December 31, 2021
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		Nationality /	Appointment Date	Meeting 1	Meeting 2	Meeting 3	Meeting 4
H.H. Sheikh Ahmed bin Saeed Al	Maktoum Chairman		April 19, 2006	•	•	•	•
H.E. Mohammed Al Shaibani	Vice Chairman		March 11, 2007	•	•	•	•
Khalifa Al Daboos	Managing Director	J	une 02, 2013	•	•	•	•
H.E. Dr. Mohammed Al Zarooni			April 19, 2006	•	•	•	•
Wassim Younan	Non-Executive		October 01, 2021				•
Firoz Tarapore	Executive, CEO		October 01, 2021				•
denotes attendance in person. denotes attendance by way of proxy.							•
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Board Communication







The Managing Director acts as the primary liaison between DAE's Board of Directors and Management





Annual update on corporate strategy and benchmarking against company performance and objectives

Board of Directors and Shareholder are involved in the dialogue around DAE's corporate strategy and company performance



Regular board updates on commercial activities, Joramco, risk, finance, HR, and governance

Board of Directors are supported in their duties by regular business updates to inform their decision making



Annual reporting to the Board on DAE's Enterprise Risk Register, as well as Quarterly reporting to the Audit Committee on Internal Audit matters

DAE maintains transparent reporting to DAE's governing bodies on business risks and the appropriate risk acceptance and mitigation actions required



Annual ESG Reporting to the Board

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DAE is committed to improving communication on ESG risks, and will be implementing a more regular reporting process

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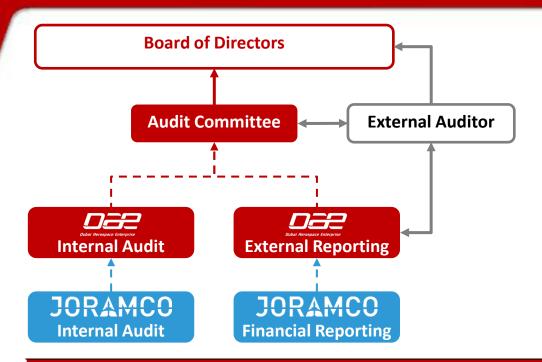
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Audit Committee





The Audit Committee is an operating committee of the Group's Board of Directors, and its composition is determined by our Shareholder.

The Audit Committee is responsible for oversight of the financial reporting process, selection of the independent auditor, and receipt of both internal and external audit receipts.

The Group were subject to a number of compliance reviews in the reporting period, both internally, through our Internal Audit Functions at DAE Capital and DAE Engineering, and externally, through various oversight bodies at both DAE Capital and DAE Engineering

Compliance Review	Total Audits
Internal Compliance Review	38
External Compliance Review	45
Total	83

		Meeting 1	Meeting 2	Meeting 3	Meeting 4
William Chappell ⁽¹⁾	William Chappell is the Chief Financial Officer and Executive Vice President of Technology and Entrepreneurship at Dubai Silicon Oasis Authority. His financial experience spans more than 27 years since he joined PricewaterhouseCoopers (PwC) in 1984 as an auditor.	•	•	•	•
Camillia AlMarashi	Kamillia AlMarashi is the Principal – Portfolio Management at Investment Corporation of Dubai. She is Chairperson of the audit committee of one of ICD's portfolio companies and is a member of the audit committee of three of ICD's subsidiaries.	•	•	•	•
Luher Taj	Zuher Taj is Vice President, Finance at Investment Corporation of Dubai, where he has been for 13 years.	•	•	•	•
On January 01, 2022, Du	ibai Silicon Oasis Authority was transferred to Dubai Integrated Economic Zones Authority ("DIEZ") pursuant to	Dubai Law No. (16) of	2021, and Mr William Cha	appell became Chief Financ	cial Officer of DIEZ.
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Senior Leadership Team





Firoz Tarapore Chief Executive Officer

12+ Years at DAE 35+ Years Experience

Mr. Firoz Tarapore is the Chief Executive Officer and a member of the Board of Directors of DAE. Mr. Tarapore previously served as the Chief Operating Officer and Chief Financial Officer of DAE.

Mr. Tarapore is a seasoned finance and operating executive with over 35+ years of experience in managing complex, global businesses.

Mr. Tarapore holds an MBA in Finance from The Wharton School, University of Pennsylvania and a Bachelor of Commerce from the University of Bombay.



Jennifer Creevey Chief Financial Officer

12+ Years at DAE 25+ Years Experience

Ms. Jennifer Creevey was appointed Chief Financial Officer of DAE Capital in October 2017. Ms. Creevey joined AWAS in 2008 as Chief Accounting Officer leading the Financial Reporting team and working on key strategic projects within the company.

Prior to joining AWAS, Ms. Creevey was Head of Investor Relations with Eircom the main telecommunication provider in Ireland, she also worked in Westpac Banking Corporation in Sydney, Australia and Bayer Diagnostic Group in Ireland.

Ms. Creevey's 25+ year career in finance spans a range of sectors including Aircraft Leasing, Banking and Telecommunications with responsibilities including Corporate Finance, Investor Relations, Financial Control, Performance Reporting and Management Accounting.

Ms. Creevey is a Fellow of the Chartered Institute of Management Accountants and has a Master's in Business Administration degree from Dublin City University. She is also a member of the Institute of Directors.



Lesley Jones Chief Legal Officer

12+ Years at DAE 25+ Years Experience

Ms. Lesley Jones joined DAE in 2008 as General Counsel and Company Secretary and was appointed Chief Legal Officer of Dubai Aerospace Enterprise (DAE) Ltd in 2017.

Ms. Jones has over 25 years of legal experience having initially qualified in private practice before moving in-house to work for a major motor retail group and Barclays Bank PLC.

Ms. Jones is admitted as a solicitor (England & Wales).



David Houlihan President, DAE Capital

7 Years at DAE 20+ Years Experience

Mr. David Houlihan was appointed President of DAE Capital in May 2018. Prior to this appointment, Mr. Houlihan was Chief Marketing Officer of DAE Capital. Mr. Houlihan joined DAE Capital in June 2014.

Mr. Houlihan has over 20 years' experience in the aviation industry, is a certified ISTAT aircraft appraiser, a GCAA rated private pilot, is on the Engineering Advisory Board of Emirates Aviation University and holds a Bachelor's degree in Aeronautical Engineering from the University of Limerick.



Jeff Wilkinson CEO, DAE Engineering

4 Years at DAE 25+ Years Experience

Mr. Jeff Wilkinson was appointed Chief Executive Officer of DAE Engineering in November 2021, when his role was expanded to cover strategy and growth of the wider DAE Engineering brand. Prior to this, he was Chief Executive Officer of Joramco.

Mr. Wilkinson began his career as an apprentice airframe engineer with BAE systems. He obtained a higher national diploma in aeronautical engineering as well as successful completion of his apprenticeship in airframe engineering. He then entered the field of B747 modifications for some of the worlds' biggest engineering companies. Following this, he relocated to Switzerland for Swiss International Airlines, where he became Head of Base and Line Maintenance.









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Senior Leadership Team





Dan Stone Executive Vice President

7 Years at DAE 20+ Years Experience

Mr. Dan Stone is Executive Vice President of Dubai Aerospace Enterprise. Mr. Stone is responsible for overseeing DAE's Aircraft Investor Services (AIS) unit, a separate unit dedicated to servicing the needs of debt and equity investors in aviation assets. In addition, he oversees DAE's lease operations, branding and communications, and insurance functions.

Mr. Stone has over 30 years of experience in finance and over 20 years' experience in aircraft finance and leasing. Prior to joining DAE in 2014, Mr. Stone served in a number of senior roles with aircraft lessors and financiers including Amentum Capital, HSH Nordbank, Macquarie AirFinance, and GATX. Prior to working in the aircraft finance industry, Mr. Stone spent a decade at Standard & Poor's where he served as a senior credit analyst.

Mr. Stone holds a Master of Public Policy degree from the University of California at Berkeley and a Bachelor of Arts degree from the Johns Hopkins University.



Michael Dowling Chief Risk Officer

12+ Years at DAE 20+ Years Experience

Mr. Michael Dowling is Chief Risk Officer at DAE Capital, having previously served as Vice President Portfolio and Risk Management at AWAS. Mr. Dowling leads the Risk and Portfolio Management functions. During his 10+ year tenure in AWAS, and subsequently DAE, Mr. Dowling has held various investment, underwriting and risk roles.

Mr. Dowling has two decades of experience in the aviation industry, and previously worked as a development engineer with Rolls-Royce, based in the UK.

Mr. Dowling holds an MBA from the Open University and a Bachelor of Engineering from University College Dublin. Michael is a Certified Appraiser with the International Society of Transport Aircraft Trading and a Chartered Engineer with the Institute of Mechanical Engineers.



Susan Bradford Chief HR Officer

12+ Years at DAE25+ Years Experience

Ms. Susan Bradford joined AWAS as Vice President, Human Resources in May 2007 and is now DAE's Chief Human Resources Officer.

Prior to joining AWAS, Ms. Bradford was the Head of Human Resources at Investment Technology Group (ITG) for five years. Ms. Bradford joined ITG from GE Money where she held a variety of Human Resource roles including the position of Human Resources Manager for the Irish and European Headquarters business and also worked with Citigroup in Dublin.

Ms. Bradford holds a Master's in Business Studies specializing in Human Resources from the Michael Smurfit School of Business, University College Dublin and a Bachelor of Commerce from National University of Ireland, Galway.



Fiona Taaffe Chief Information Officer

10 Years at DAE 30+ Years Experience

Ms. Fiona Taaffe joined the company in 2011 as Head of IT and Business Improvement. Ms. Taaffe is now Chief Information Officer for DAE Capital.

Prior to this, Ms. Taaffe held the role of European CIO at CIT Vendor Finance. Ms. Taaffe's 25+ years career spans various sectors including manufacturing, banking and financial services.

Ms. Taaffe holds a Bachelor of Commerce (Hons) from National University of Ireland, Galway, Postgraduate Diploma (Hons) in Computer Science, Diploma in Corporate Direction from Institute of Directors and Diploma in Advanced Leadership Development from Cranfield University UK. She is also a member of the Institute of Directors and Fellow of the Irish Computer Society. DAE's Senior Leadership Team:

- Have a combined 275+ years of relevant experience, and the majority have a tenure of 10+ years at DAE
- Have navigated DAE successfully through multiple investment cycles, multiple economic downturns, and multiple industry events

Have consistently delivered industry leading returns, which exceed the investment mandate for both owned and managed assets



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Board of Directors							
Manual of Authorities	Transaction Advisory Group	Financing Review Group	Valuations Working Group				
DAE's Manual of Authorities (MoA) sets out the authorities that the Board of Directors of Dubai Aerospace Enterprise (DAE) Ltd have delegated to the CEO, DAE's President and other senior executives of DAE Capital to approve transactions or actions It serves as the mechanism to delegate the power and authority to manage the day-to-day operations and activities of DAE and it ensures that the financial transactions of the DAE Group are executed within the scope of delegated authorities creating a framework of financial control over commitments and expenditures DAE's MoA covers both transaction related and non-transaction related approvals, authorities, and delegation	DAE's Transaction Advisory Group (TAG) is an informal decision-making body established to facilitate the internal review of certain proposed leasing and trading transactions as required by the MoA The TAG considers and if deemed appropriate, "recommends" that the business engages or declines to engage in certain proposed transactions Where a transaction is being proposed to the business, the Deal Team submit a Recommendation Memorandum, which sets out the salient details of the proposed transaction, together with the corresponding Letter of Intent / Term Sheet for review at the meeting	DAE's Financing Review Group (FRG) is an informal decision-making body established to facilitate the internal review of certain proposed financing transactions as required by the MoA The FRG considers and if deemed appropriate, "recommends" that the business engages or declines to engage in certain financing transactions Where a financing transaction is being proposed to the business, the Deal Sponsor submits an FRG Memorandum, which sets out the salient details of the proposed transaction and the corresponding Term Sheet for review at the meeting	DAE's Valuations Working Group (VWG is an informal decision-making bod designed to facilitate the interna- review of DAE's investment, releas and divestment analyses The VWG meets, and if deeme appropriate, "recommends" that th business amends its underwritin assumptions for aircraft valuations an lease assumptions Using DAE's 35+ year track record an rich dataset in aircraft underwritin analysis, as well as market data forecasts, and agreed assumptions, th VWG prepares an analysis on the targe asset types for DAE's investment Assumptions are calibrated to market realities. The VWG helps to ensure tha DAE's capital allocation continues to b managed prudently				
	The Transaction Advisory Group meet weekly	The Financial Review Group meet based on DAE's financing requirements	The Valuations Working Group meet quarterly				

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Internal Audit & Enterprise Risk Management



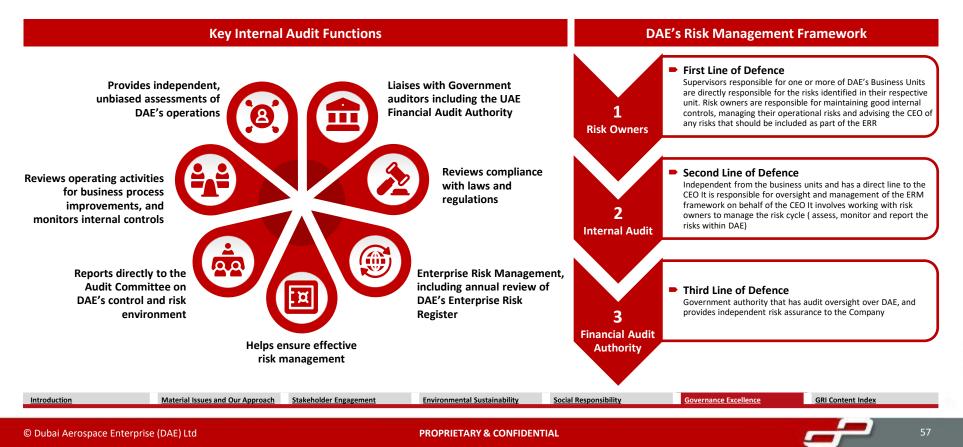
DAE's Internal Audit function is an integral part of its operations

Enterprise Risk Management (ERM) plays a critical role in how we respond to a world of increasing uncertainty. Integrated and effective risk management facilitates better decisionmaking and builds resilience into our business, thereby driving performance, creating growth opportunities and generating sustainable shareholder value.

ERM Framework

Our ERM framework is a core part of our risk management culture and is integrated across our departments to support strategic decision making. We recognise that strong risk management practices can provide a competitive advantage and an opportunity for value creation. Our ERM process optimises the allocation of resources and prioritizes mitigating risks, which could prevent the achievement of strategic objectives. Risks are continually identified and assessed as the relevant economic, social, political and regulatory landscape evolves, along with changes to our business and the markets in which we operate.

DAE applies a "bottom-up" and "top-down" approach to ERM. This technique involves the identification of risks and controls at an operational level of the company and periodic review and assessment of these risks by senior management.



Compliance



DAE holds all its employees to the highest standards of business and professional ethics and compliance. All employees and independent contractors are expected to comply with our Codes of Conduct. DAE's business standards are governed by a comprehensive suite of compliance documents that ensure DAE's zero tolerance approach to ethical violations resonates though every element of how we do business globally





Anti-Money Laundering and Counter-Terrorism Process and Procedure



Sanctions Screening



Whistle-Blower Policy covered in Code of Conduct and EthicsPoint Hotline



Annual Training on a range of compliance issues for all employees

	Zero E	thics Incidents Z	ero Data Breaches during the reporting period		ontributions	
Introduction	Material Issues and Our Approach	Stakeholder Engagement	Environmental Sustainability	Social Responsibility	Governance Excellence	GRI Content Index

Know Your Customer Due Diligence Process and Procedure



Comprehensive Employee and Independent Contractor Codes of Conduct



Data Protection and Data Retention Policies and Procedures



Anti-Corruption Policy and Gifts

Register

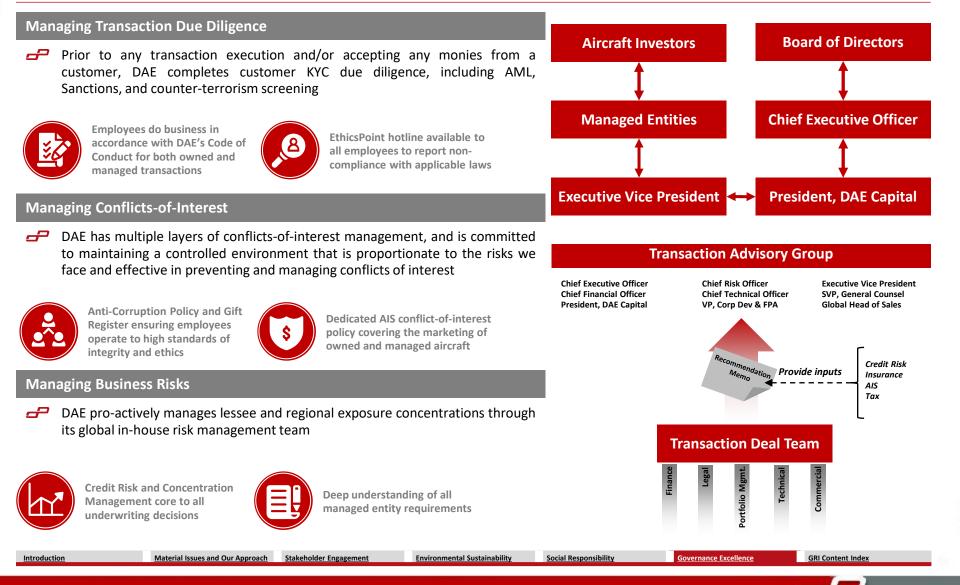
Information Pack for internal directors, and Conflicts-of-Interest Register

PROPRIETARY & CONFIDENTIAL

Transaction Governance



Best practice governance is core to all leasing transactions that are managed by DAE



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Employee Governance



Board of Directors

Chief Executive Officer

DAE expects the highest level of ethics and integrity from all of its employees

Making Good Choices

DAE's Code of Conduct outlines the responsibilities of employees, provides guidance and support for raising concerns, covering a range of policies around business ethics and employee behaviour

 \checkmark

 \checkmark

- Policy Against Retaliation and Victimization \checkmark
- Co-operating with Investigations \checkmark
- Respect in the Workplace \checkmark
- Workplace Safety \checkmark
- Handling Inside Information

- Data Protection Policy
- Use of Company Information Systems
- Communication (Including Social Media Use) \checkmark
- Gifts and Entertainment \checkmark
- Conflicts-of-Interest

Maintaining Books and Records

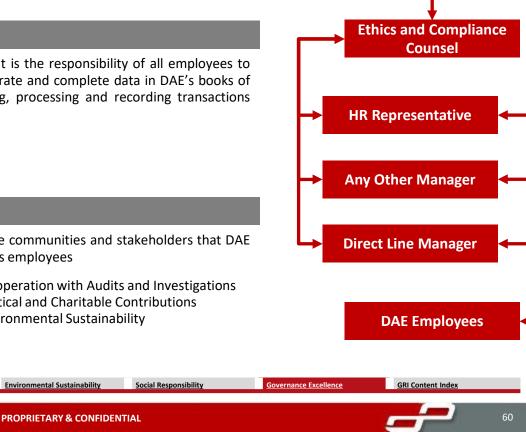
- DAE's books and records must be accurate and truthful. It is the responsibility of all employees to ensure the integrity of these documents by entering accurate and complete data in DAE's books of account. Every DAE employee is responsible for creating, processing and recording transactions candidly and accurately
- **Document Management and Destruction** \checkmark
- **Protecting Company Assets** \checkmark
- \checkmark **Protecting Customer Data**

Care for Communities

- DAE's Code of Conduct highlights our relationship with the communities and stakeholders that DAE interacts with, and lays out a number of expectations for its employees
- \checkmark Anti-Corruption Policy
- Trade Sanctions and Boycotts Policy \checkmark
- Money Laundering and Terrorism Financing \checkmark

Material Issues and Our Approach Stakeholder Engagement

- \checkmark External Communications
- Co-operation with Audits and Investigations \checkmark
 - Political and Charitable Contributions \checkmark
 - **Environmental Sustainability** \checkmark



Introduction

Information Technology Governance



Board of Directors

Chief Executive Officer

Chief Information Officer

Service Delivery Director

IT Service Desk & SIEM

DAE Employees

DAE recognizes the importance of information security and that the risk it poses to business interruption continues to rise

Information Security Policies

DAE maintains best-in-class information security infrastructure to ensure that our data is protected P Over the past number of years, DAE has transitioned to secure digital mobility solutions, including migration to laptops for all employees, multi-factor authentication, secure cloud-based servers, and a secure electronic platform that covers the vast majority of the business' processes



Full Business Continuity and Disaster Recovery Plans for all global sites



24/7/365 Global IT Help **Desk and Security Operations Centre**

Information Security Processes

- DAE has extensive processes to manage information security risks, which helps DAE effectively manage security concerns before they become an incident
- Independent intrusion testing, awareness training and education, security monitoring, least privilege principle access across applications, and active investment in DAE's IT infrastructure are just some of the ways that DAE implements its security policies



Regular Independent Security Intrusion Testing



Mandatory ongoing cyber security awareness training for all employees



Ongoing and continued investment in digital solutions

Privacy by Design

global IT infrastructure

implemented across all DAE's

Information Security Training

- All DAE employees and independent contractors with access to DAE systems are required to complete annual training on information security; this is one of DAE's most important lines of defence against cyber attacks
- Employee training covers a broad range of topics and includes best practices, awareness training, and responses to attempted attacks



Awareness training to identify security risks both in office and remotely



Phishing and ransomware awareness training and response



Password, Wi-Fi, and Digital Footprint best practices and training

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Customer Risk Management



DAE maintains a robust asset valuation and risk management framework to proactively manage value and risk factors across its new business origination, ongoing asset management activities, and customer relationship management

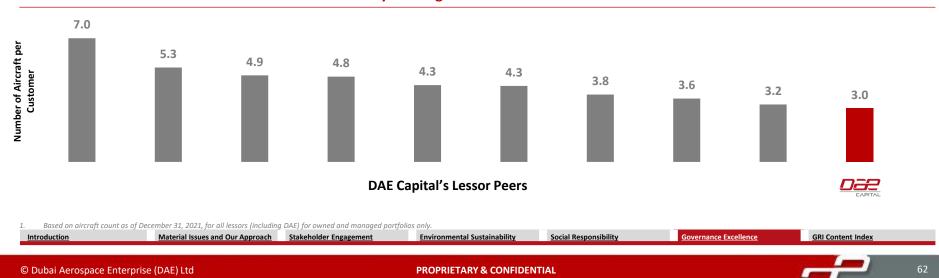


- Over more than 35 years' aircraft leasing experience, DAE has built robust & efficient systems to conduct airline due diligence

DAE has tools and processes which enable the efficient gathering and analysis of airline data and the generation of robust credit reports

All credit reports are stored in the Risk Library (2,500 files), a tool which provides DAE with unique insight into airline performance over time

The Risk Management Team also manage a "notional scoring database" which contains an estimated credit rating for airlines not rated: typically those that are not customers, and this is done in addition to the process for airlines customers



Industry Leading Customer Diversification (1)

Business Continuity Planning



Business Continuity Planning is an important part of DAE's risk management

- Business Continuity Plans (BCPs) define the resources, actions, tasks and information required to recover business processes and functions in the event of a disaster. DAE has a clear Global Policy defining how Business Continuity will be addressed within DAE. Detailed local BCP Policies for each DAE Site ensure that all major business disruption events are managed safely and effectively
- The BCP Plan is available internally to all employees, and is regularly reviewed by the Global Continuity Team to ensure that it remains relevant to the business
- Fining and regularity of review and testing are scheduled by the BCP Coordinator, (being a part of the Global Continuity Team) with a minimum of one tabletop exercise per annum

Global Continuity Team

Chief Financial Officer

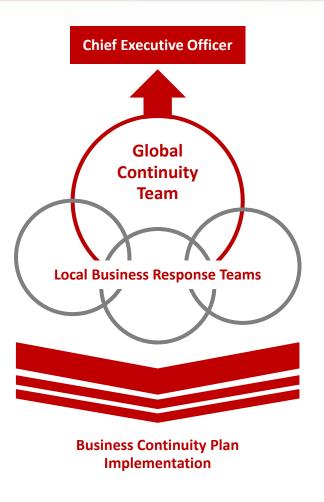
President, DAE Capital

Service Delivery Director

Functional Department Representatives

Functional Office Location Representatives

IT Managed Services and Security Operations Representatives





Major business disruption events in the reporting period

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7	Introduction				
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ð	Stakeholder Engagement				
ð	Environmental Sustainability				
ð	Social Responsibility				
P	Governance Excellence				
_	GRI Content Index				

GRI Index references are used where relevant, with reference being made either to this ESG Report for the year ended December 31, 2021 (**ESG**), our Results for the year ended December 31, 2021 (**FIN**), or external links to other resources as appropriate. We cover all Group subsidiary companies on an Equity Share approach.

For details on external assurance conducted by KPMG please see <u>page \Rightarrow 76-78</u>.

GRI Code	Description	Reference	Comments
General Dis	closures		
	Organization Profile		
102-1	Name of the organization	➡ESG pg. 65. See comment	Dubai Aerospace Enterprise (DAE) Ltd
102-2	Activities, brand, products, and services	➡ESG pg. 5-9.	
102-3	Location of headquarters	➡ESG pg. 3. See comment.	Dubai, United Arab Emirates
102-4	Location of operations	➡ESG pg. 7. ➡FIN pg. 35.	
102-5	Ownership and legal form	➡ESG pg. 48. See comment. ➡FIN pg. 11.	The Company is limited by shares and was incorporated on 19 April 2006 in the Dubai International Financial Centre ("DIFC") under the Companies Law, DIFC law No. 2 of 2004 which was superseded by DIFC law No. 5 of 2018.
			The Company is privately owned by Investment Corporation of Dubai ("ICD"), ICD Hospitality & Leisure LLC ("ICD H&L") and Dubai Integrated Economic Zones Authority ("DIEZ"). Effective 1 January 2022 the shares previously held by Dubai Silicon Oasis Authority ("DSOA") were transferred to DIEZ. ICD H&L and DIEZ are subsidiaries of ICD. ICD directly and indirectly owns 100% of the Company and is therefore the ultimate controlling party of the Group. ICD is controlled by the Government of Dubai.
102-6	Markets served	➡ESG pg. 5-9.	
102-7	Scale of organization	➡ESG pg. 5-9.	
102-8	Information on employees and other workers	⇒ESG pg. <u>37</u> , <u>39</u> , <u>70</u> .	
102-9	Supply chain	➡ESG pg. 44.	
102-10	Significant changes to the organization and its supply chain	n <u>➡ESG pg. 65.</u> See comment.	None in the reporting period.
102-11	Precautionary approach or principle	➡ESG pg. <u>17-18</u> , <u>57</u>	
102-12	External initiatives	➡ESG pg. <u>14</u> , <u>25</u>	
102-13	Membership of associations	<u>⇒ESG pg. 42</u>	
	Strategy		
102-14	Statement from most senior decision maker	<u>⇒ESG pg. 4</u>	
102-15	Key impacts, risks, and opportunities	⇒ESG pg. <u>17-18</u> , <u>57</u>	
	Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	→ESG pg. 35-36 →Code of Conduct	
102-17	Mechanisms for advice and concerns about ethics	→ESG pg. 21 →Code of Conduct	
	Governance		
102-18	Governance structure	⇒ESG pg. 11	
102-19	Delegating authority	➡ESG pg. <u>11</u> , <u>56</u>	
Introduction	Material Issues and Our Approach Sta	akeholder Engagement	Environmental Sustainability Social Responsibility Governance Excellence GRI Content Index



Download Financials



GRI Code	Description	Reference	Comments
General Di	sclosures (Continued)		
102-20	Executive-level responsibility for economic, environmental, and social topics	<u>→ESG pg. 11.</u>	
102-21	Consulting stakeholders on economic, environmental, and social topics	➡ESG pg. 21-22. ➡Engagement Policy.	
102-22	Composition of the highest governance body and its committees	➡ESG pg. <u>49-51</u> , <u>53</u> .	
102-23	Chair of the highest governance body	➡ESG pg. 51. See comment.	. His Highness Sheikh Ahmed bin Saeed Al Maktoum
102-25	Conflicts of Interest	➡ESG pg. 58.	
102-26	Role of the highest governance body in setting purpose, values, and strategy	➡ESG pg. 11.	
102-29	Identifying and managing economic, environmental, and social impacts	➡ESG pg. <u>11</u> , <u>17-19</u> .	
102-30	Effectiveness of risk management processes	➡ESG pg. <u>11</u> , <u>57</u> .	
102-31	Review of economic, environmental, and social topics	➡ESG pg. <u>11</u> .	
102-32	Highest governance body's role in sustainability reporting	<u>⇒ESG pg. 11</u> .	
102-33	Communicating critical concerns	➡ESG pg. <u>11</u> , <u>52</u> .	
102-35	Remuneration policies	➡ESG pg. 66. See comment.	. DAE pays competitively within each market in which we employ, as well as providing what we consider to be a strong benefit package.
	Stakeholder Engagement		
102-40	List of stakeholder groups	➡ESG pg. 22.	
102-41	Collective bargaining agreements	➡ESG pg. 66. See comment.	. 92% of DAE Engineering employees and 0% of DAE Capital employees are subject to a collective bargaining agreement.
102-42	Identifying and selecting stakeholders	➡ESG pg. 21-22. ➡Engagement Policy.	
102-43	Approach to stakeholder engagement	➡ESG pg. 21-22. ➡Engagement Policy.	
102-44	Key topics and concerns raised	➡ESG pg. 18.	
	Reporting Practice		
102-45	Entities included in the consolidated financial statements	➡ <u>FIN pg. 12-13.</u>	
102-46	Defining report content and topic boundaries	➡ESG pg. <u>3</u> , <u>17-19</u> .	
102-47	List of material topics	<u>➡ESG pg. 17-19.</u>	
102-48	Restatements of information	<u>➡ESG pg. 74.</u>	
102-49	Scope or aspect boundary changes	<u>➡ESG pg. 66.</u> See comment.	. Expanded to include majority owned subsidiary, Jordan Aircraft Maintenance Co. ("Joramco"), which was excluded previously.
102-50	Reporting period	<u>⇒ESG pg. 3.</u>	
102-51	Date of most recent report	<u>⇒ESG pg. 3.</u>	
102-52	Reporting cycle	<u>⇒ESG pg. 3.</u>	
102-53	Contact person for questions regarding the report	<u>⇒ESG pg. 3.</u>	
102-54	Claims of reporting in accordance with the GRI Standards	<u>⇒ESG pg. 3.</u>	
102-55	GRI Content Index	<u>⇒ESG pg. 65-69.</u>	
102-56	External assurance	<u>⇒ESG pg. 76-78.</u>	
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GRI Code	Description	Reference	Comments
Manageme	ent Approach		
103-1	Explanation of the material topic and its boundaries	➡ESG pg. 17-19.	
103-2	The management approach and its components	➡ESG pg. 17-19.	
103-3	Evaluation of the management approach	➡ESG pg. 17-19.	
Economic I	Performance		
201-1	Direct economic values generated and distributed	➡FIN pg. 7.	
201-2	Financial implications and other risks and opportunities due to climate change	<u>→ESG pg. 25.</u>	
201-4	Financial assistance received from government	➡ESG pg. 67. See comment.	None in the reporting period.
Indirect Ec	onomic Impacts		
203-2	Significant indirect economic impacts	➡ESG pg. <u>25</u> , <u>45</u> .	
Procureme	ent Practices		
204-1	Proportion of spending on local suppliers	➡ESG pg. 67. See comment.	100% of wet and dry goods sourced locally from all office locations.
Anti-Corru	ption		
205-1	Operations assessed for risks related to corruption	<u>⇒ESG pg. 58.</u>	
205-2	Communication and training about anti-corruption policie and procedures	es <u>➡ESG pg. 58.</u>	
205-3	Confirmed incidents of corruption and actions taken	➡ESG pg. 67. See comment.	None in the reporting period.
Anti-Comp	etitive Behaviour		
206-1	Legal action for anti-competitive behaviour, anti-trust, and monopoly practices	d <u>→ESG pg. 67.</u> See comment.	None in the reporting period.
Тах			
207-1	Approach to tax	➡DAE Tax Strategy	
Energy			
302-1	Energy consumption within the organization	➡ESG pg. <u>30</u> , <u>70</u> .	
302-2	Energy consumption outside the organization	➡ESG pg. <u>31-32</u> , <u>70</u> .	
302-4	Reduction of energy consumption	➡ESG pg. <u>30</u> , <u>70</u> .	
302-5	Reductions in energy requirements of products and services	➡ESG pg. 26-28.	
Water and	Affluents		
303-5	Water consumption	➡ESG pg. 70.	
Emissions			
305-1	Direct (Scope 1) GHG Emissions	➡ESG pg. <u>70</u> , <u>72</u> .	
305-2	Energy Indirect (Scope 2) GHG Emissions	➡ESG pg. <u>70</u> , <u>72</u> .	
305-3	Other Indirect (Scope 3) GHG Emissions	➡ESG pg. <u>70</u> , <u>72</u> .	
Waste			
306-2	Management of significant waste-related impacts	➡ESG pg. 29.	
306-3	Waste generated	➡ESG pg. 70.	
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GRI Code	Description	Reference	Comments
Environme	ental Compliance		
307-1	Non-compliance with environmental laws and regulations	➡ESG pg. 68. See comment.	None in the reporting period.
Employme	nt		
401-1	New employee hires	➡ESG pg. 71.	
Occupatio	nal Health and Safety		
403-6	Promotion of worker health	<u>→ESG pg. 68.</u> See comment.	DAE takes workplace health seriously. Across both DAE Capital and DAE Engineering, employees are encouraged to regularly refresh their workplace health and safety training, and all necessary precautions and safeguards are in place to minimize the risk of injury.
403-9	Work-related injuries	<u>⇒ESG pg. 71.</u>	
403-10	Work-related deaths	➡ESG pg. 68. See comment.	None in the reporting period.
Training a	nd Education		
404-2	Programs for upgrading employee skills and transition assistance programs	➡ESG pg. <u>38</u> , <u>40</u> .	
404-3	Percentage of employees receiving regular performance and career development reviews.	➡ESG pg. 68. See comment.	100% of DAE employees receive regular performance reviews.
Diversity a	nd Equal Opportunity		
204-1	Diversity of employees	➡ESG pg. 37.	
Non-Discri	mination		
406-1	Incidents of discrimination and corrective actions taken	➡ESG pg. 68. See comment.	None in the reporting period.
Freedom o	of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	➡ESG pg. 68. See comment.	None in the reporting period.
Child Labo	r		
408-1	Operations and suppliers at significant risk for incidents of child labor	➡ESG pg. 68. See comment.	None in the reporting period.
Forced of	Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced of compulsory labor	➡ESG pg. 68. See comment.	None in the reporting period.
Human Rig	ghts Assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	➡ESG pg. 68. See comment.	None in the reporting period.
Local Com	munities		
413-1	Operations with local community engagement, impact assessments, and development programs	➡ESG pg. 41.	
412-2	Operations with significant actual and potential negative impacts on local communities	➡ESG pg. 68. See comment.	None in the reporting period.
Supplier S	ocial Assessment		
414-2	Negative social impacts in the supply chain and actions taken	➡ESG pg. 68. See comment.	None in the reporting period.
Public Poli	cy		
415-1	Political contributions	➡ESG pg. 68. See comment.	None in the reporting period.
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GRI Code	Description	Reference	Comments
Customer H	lealth and Safety		
416-1	and service categories		All of DAE's aircraft are compliant with strict regulatory standards that certify an aircraft's airworthiness. All our customers are required to maintain our assets to EASA, FAA, or their competent equivalent authority's standards. DAE conduct regular surveillance and oversight visits to monitor all our assets and their associated records to ensure that operators meet their contractual obligations related to the maintenance standards required.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	➡ESG pg. 69. See comment.	None in the reporting period.
Customer F	Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	➡ESG pg. 69. See comment.	None in the reporting period.
Socioecono	mic Compliance		
419-1	Non-compliance with lows and regulations in the social and economic area	➡ESG pg. 69. See comment.	None in the reporting period.

Environmental Sustainability

(

Data Summary



Environmental

Energy	Equity Share	2021	2020	2019	Detailed Emissions Report (all shown in tCO ₂ e)	2021	2020	201
Total Energy Consumption (millions kWh)		4.4	3.4	4.7	Scope 1 (Direct) GHG Emissions			
DAE Capital	100%	DAE Capital 0% 11% 10% Company Facilities						
	100%	10%	11%	10%	Company Facilities Company Vehicles	-	-	
DAE Engineering	80%	82%	89%	90%	DAE Engineering	-		
% Fuel Certified Renewable		0%	0%	0%	Filled Fuel	577.685	551.467	515.89
		0,0	0,0	0,0	Total Scope 1 (Direct) GHG Emissions	577.685*	551.467	515.89
Water	Equity Share	2021	2020	2019	Scope 2 (Electricity Indirect) GHG Emissions			
		22.001	15 750	20.005	DAE Capital			
Total Water Consumption (m ³)		23,801	15,753	20,905	Used Electricity	170.063	77.404	103.6
DAE Capital	100%	4%	7%	10%	DAE Engineering Used Electricity	756.652	637.742	900.6
DAE Engineering	80%	96%	93%	90%	Total Scope 2 (Electricity Indirect) GHG Emissions	926.715*	715.146	1,004.2
0 0					Scope 3 (Other Indirect) GHG Emissions			
Waste	Equity Share	2021	2020	2019	DAE Capital			
					Water Supply	0.147	0.379	0.7
Total Waste Consumption (tonnes)		5,850	5,780	5,880	Waste Disposal	2.304	0.482	2.5
DAE Capital	100%	0.2%	0.1%	0.1%	Employee Commute	158.253		
	100%	0.270	0.170	0.170	Business Travel	159.388		2,404.8
DAE Engineering	80%	99.8%	99.9%	99.9%	Investments	66,496.752		79,735.20
					Leased Assets	5,490,581.971	4,649,443.086	7,576,582.8
Emissions	Equity Share	2021	2020	2019	DAE Engineering Water Supply	2.720	4.032	5.1
					Water Supply Waste Disposal	2,241.888		2,814.1
Total gross CO ₂ e emissions (millions tonnes)		5.6	4.7	7.7	Employee Commute	2,111.248		
DAE Capital	100%	99.9%	99.9%	99.9%	Business Travel	151.368		
•					Total Scope 3 (Other Indirect) GHG Emissions	5,561,906.038*	4,707,521.685	7,661,545.4
DAE Engineering	80%	0.1%	0.1%	0.1%	DAE Capital			
% Scope 1 (Direct) GHG Emissions		0.01%	0.01%	0.01%	Total Scope 1 GHG Emissions	-	-	
		0.020/	0.020/	0.010/	Total Scope 2 GHG Emissions	170.063	77.404	103.64
% Scope 2 (Electricity Indirect) GHG Emissions		0.02%	0.02%	0.01%	Total Scope 3 GHG Emissions	5,557,398.815	4,705,340.320	7,658,726.0
% Scope 3 (Other Indirect) GHG Emissions		99.97%	99.97%	99.98%	DAE Engineering			
					Total Scope 1 GHG Emissions	577.685	551.467	515.8
					Total Scope 2 GHG Emissions	756.652		900.6
					Total Scope 3 GHG Emissions	4,507.223	2,181.365	2,819.3
assured under ISAE 3410.	_		_					
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Data Summary



Social

Safety	2021	2020	New Employees					2021	2020
DAE Engineering			DAE Capital						
Number of fatalities	-		United Arab Er	mirates				53%	29%
	-		Ireland					47%	57%
Facility rate per 1,000	-	-	United States of	of America				0%	7%
Number of lost time injuries	80	44	Singapore					0%	79
Number of lost days	1,738	1,180	Male					53%	719
	,	,	Female					47%	29%
mployees By Country	2021	2020	Under 30					41%	79
DAE Capital			30-50					53% 6%	79%
•	<u> </u>		Over 50					6%	14%
United Arab Emirates	64	57	DAE Engineering Jordan				-	100%	
Ireland	69	75	Male					5%	
United States of America	14	15	Female					95%	
Singapore	6	6	Under 30				-	63%	
	0		30-50					28%	
DAE Engineering			Over 50					9%	
Jordan	991	899	As at December 31, 2	2021 Irel	and	UAE	USA	Singapore	Jorda
raining and Education	2021	2020	Male Permanent	1021 1161	anu	UAL	USA	Singapore	JUIUd
			Under 30		3	7			13
AE Capital (Training Sessions)	250	206	30-50 Over 50		25 8	28 3	3	3	58 10
Administrative	32%	50%	Male Temporary		0	3	0	Σ	10
Professional or Technical	56%	15%	Under 30		1	4			8
Personal Development	12%	35%	30-50 Over 50		1				3- 1
		35%	Female Permanent		-				
OAE Engineering (Training Hours)	24,555		Under 30		4	3			1
Administrative	57%		30-50 Over 50		20 7	15 4	4	1	31
Professional or Technical	43%		Female Temporary		,		1	_	
			Under 30		1				
Personal Development	0%		30-50 Over 50		1				
te: Employees includes both permanent and temporary employees. Introduction Material Issues and Our Approach			Environmental Sustainability	Social Responsibility	1	Governance Excellence		GRI Content Index	

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Methodologies and Disclosures



Disclosures

Next Generation Technology Assets

DAE define next generation asset types as aircraft whose technological capabilities, including such aircrafts' fuel efficiency, exceeds that of the generally accepted replacement aircraft types. In the context of DAE's fleet, this includes:

- Boeing 737 MAX 8, replacing the Boeing 737-800
- Airbus A320NEO family, replacing the Airbus A320CEO family
- Boeing 787, replacing the Boeing 767
- Airbus A350, replacing the Airbus A330

DAE continually evaluate aircraft that meet the definition of next generation technology assets based on the current available aircraft in the market and the composition of DAE's fleet.

Fuel Efficient Assets

DAE define fuel efficient asset types as aircraft whose fuel efficiency exceeds that of either that of the generally accepted replacement aircraft type or such aircraft type's common competing aircraft on similar routes or sector lengths. In the context of DAE's fleet, this includes:

- Boeing 737 MAX 8, replacing the Boeing 737-800
- Airbus A320NEO family, replacing the Airbus A320CEO family
- Boeing 787, replacing the Boeing 767
- Airbus A350, replacing the Airbus A330
- ATR 72-600, competing with similarly sized regional jets

The quantum of fuel efficiency gains relative to either their replacements or their competitors is laid out on <u>page 27</u> of this Report.

DAE continually evaluate aircraft that meet the definition of fuel efficient assets assets based on best available market data on fuel efficiency, the current available aircraft in the market, and the composition of DAE's fleet.

GRI Standard 305 Base Year Disclosure

Introduction

In accordance with GRI 305, DAE's Base Year for the purposes of tracking emissions changes over time in **2019**. DAE considers 2019 to be an appropriate base year given:

- Across both DAE Capital and DAE Engineering, there is reliable benchmark data to track emissions changes over time, and
- Across both DAE Capital and DAE Engineering, there was an absence of external events which may materially impact (either positively or negatively) emissions data.

Material Issues and Our Approach Stakeholder Engagement

Methodologies

Percentage of Fleet with Winglets, Sharklets, or Scimitars

DAE consider it appropriate to acknowledge that, even in current technology assets, there are certain modifications to aircraft that can improve the fuel efficiency of those aircrafts' operations. In this context, DAE disclose the proportion of their owned fleet that have such modifications. To perform the calculation, DAE review the proportion of aircraft in its owned fleet that have either a performance enhancing winglet, sharklet, or scimitar winglet fitted or retrofitted, based on ongoing aircraft surveillance performed by DAE's Technical Asset Management team on a half-life current market basis, as provided by Cirium's Values Analyzer tool. The calculation excludes aircraft types that do not have the capability of adding such performance enhancing modifications. In the context of DAE's fleet, this includes:

- Boeing 777 family aircraft
- Boeing 787 family aircraft
- Airbus A350 family aircraft
- ATR 72-600 aircraft

Percentage of Fleet with Engine Performance Enhancements

DAE consider it appropriate to acknowledge that, even in current technology assets, there are certain modifications to aircraft engines that can improve the fuel efficiency of those aircrafts' operations. In this context, DAE disclose the proportion of their owned fleet that have such modifications to our title engines. To perform the calculation, DAE review the proportion of aircraft in its owned fleet that have either a highly fuel efficient, next generation engine, or and engine with either an enhancement or performance improvement package, based on ongoing aircraft surveillance performed by DAE's Technical Asset Management team on a half-life current market basis, as provided by Cirium's Values Analyzer tool. The calculation excludes aircraft types that do not have jet engines. In the context of DAE's fleet, this includes:

ATR 72-600 aircraft

Engines with performance enhancements include:

- All CFM LEAP engines
- All PW 1000G engines
- All GEnx engines
- All RR Trent 1000 engines
- All CFM56 engines with either "E" or "PIP" packages
- All V2500 engines with "SelectOne" or "SelectTwo" packages

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Scope 1 GHG Emissions

For DAE Capital, our Corporate Services teams globally conduct an annual assessment of DAE Capital's real estate alongside landlords or building managers, as appropriate, to ensure that no power consumed within our real estate meets the definitions as laid out by the GHG Protocol. As a Company Policy, DAE Capital do not provide company vehicles, and there is a positive confirmation sought annually to ensure that no vehicles used by DAE Capital staff meet the definition of company vehicles as laid out by the GHG Protocols.



At DAE Engineering, Scope 1 GHG Emissions are calculated by assessing the annual purchase and consumption of both diesel and petrol from the relevant suppliers, and multiplied by the relevant DEFRA adjustment factor annually in order to calculate the reported emissions. Diesel fuel is purchased and stored in central tanks which fuels company boilers and airport vehicles which are used by staff.

Scope 2 GHG Emissions

Both DAE Capital and DAE Engineering consume electricity to power their various premises. DAE use a number of methodologies to calculate used electricity emissions, based on the information available from electricity providers or landlords:

- Where a premises has a direct contract with an electricity provider who provides a calculation or carbon emissions based on their assessment of the carbon intensity of their generation operations on annual billings, DAE will use this, adjusting from tCO_2 to tCO_2e using the relevant DEFRA adjustment factor
- Where a premises has a direct contract with an electricity provider who does not provide carbon emissions on its billings, DAE will convert the kWh of electricity used to GHG emissions using the relevant DEFRA adjustment factor
- Where a premises does not have a direct contract, and instead is powered through a landlord contract, DAE will, where possible, calculate its energy utilization by multiplying total building energy utilization by DAE's percentage of leased area over total building leased area (excluding vacant leasable area) and using the relevant DEFRA adjustment factor, and where not possible (for DAE Capital only), will estimate annual energy utilization by taking the average kWh per square foot of office space and multiplying that by the leasable area, and using the relevant DEFRA adjustment

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factor.

As at December 31, 2021, the breakdown of each methodology is shown as follows (calculated as a percentage of total leased floor space):

- Carbon Emissions calculated by electricity provider: 11%
- Energy consumption provided by electricity provider: 79%
- Energy consumption provided by landlord: 0%
- Energy consumption estimated: 10%

Scope 3 GHG Emissions

Water Supply

Both DAE Capital and DAE Engineering consume water in their operations. DAE use a number of methodologies to calculate water consumption, based on the information available from water providers or landlords:

- Where a premises has a direct contract with a water provider who does not provide carbon emissions on its billings, DAE will convert the m³ of water consumed to GHG emissions using the relevant DEFRA adjustment factor
- Where a premises does not have a direct contract, and instead is supplied through a landlord contract, DAE will, where possible, calculate its water consumption by multiplying total building water consumption by DAE's percentage of leased area over total building leased area (excluding vacant leasable area) and using the relevant DEFRA adjustment factor, and where not possible (for DAE Capital only), will estimate annual water consumption by taking the average m³ per square foot of office space and multiplying that by the leasable area, and using the relevant DEFRA adjustment factor.

As at December 31, 2021, the breakdown of each methodology is shown as follows (calculated as a percentage of total leased floor space):

- Water consumption provided by water provider: 89%
- Water consumption provided by landlord: 0%
- Water consumption estimated: 11%

Waste Consumption

Introduction

Both DAE Capital and DAE Engineering consume waste in their operations. DAE Capital and DAE Engineering use differing methodologies DAE use a number of methodologies to calculate water consumption, based on the information available:

 Where landlords maintain waste statistics for tenants, DAE will calculate carbon emissions using the relevant DEFRA adjustment factor for both refuse and recycling.

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- Where landlords do not maintain tenant level waste statistics, DAE will, where possible, calculate its waste consumption by multiplying total building waste by DAE's percentage of leased area over total building leased area (excluding vacant leasable area) and using the relevant DEFRA adjustment factor, and where not possible (for DAE Capital only), will estimate annual waste consumption by taking the average ton per square foot of office space and multiplying that by the leasable area, and using the relevant DEFRA adjustment factor.
- For DAE Engineering, DAE estimates waste consumption by multiplying the number of daily waste pick ups by the truck capacity and the average fill, as well as adding the diesel consumption of the waste truck, multiplying both by the relevant DEFRA adjustment factors.

As at December 31, 2021, the breakdown of each methodology is shown as follows (calculated as a percentage of total leased floor space):

- Detailed Waste Breakdown: 23%
- Estimated Waste Consumption: 11%
- DAE Engineering: 65%

Employee Commute

Both DAE Capital and DAE Engineering employees commute to work.

- For both DAE Capital and DAE Engineering employees who commute to work by car, carbon emissions are calculated by multiplying the number of drivers per location by the number of working days in a year by the average commuting distance based on best available statistics, and finally multiplying by the relevant DEFRA adjustment factor.
- DAE Engineering additionally provides staff busses as an alternative method of commuting to and from Amman Airport, and these carbon emissions are calculated by multiplying the number of daily bus trips by the number of working days in a year by the distance travelled on each bus trip, and finally multiplying by the relevant DEFRA adjustment factor.

Business Travel

Both DAE Capital and DAE Engineering employees periodically engage in business travel on behalf of the Company. All company travel is booked through nominated travel agents in each location, who provide DAE with an annual statement of carbon emissions derived from business flights, and a statement of hotel stays, from which hotel stay emissions are calculated using the

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relevant DEFRA adjustment factor.

Leased Assets and Investments

DAE Capital's primary line of business is the investing in, leasing of, and management of aircraft assets that are operated by airlines globally. DAE Capital uses Cirium's GEM to calculate the emissions derived from the operation of those aircraft. On a quarterly basis, DAE Capital exports an emissions report from GEM which calculates and aggregates flight-by-flight emissions data based on a proprietary calculation methodology. Cirium collects aviation data from airline schedules to flight status to aircraft configurations to passenger traffic, partnering with over 800 airlines and third-party providers to cover global commercial flights.

GEM's fuel burn calculation takes into account the aircraft/engine master series, operating empty weight, whether winglets have been fitted and the aircraft age, as well as each individual aircraft's seating configuration, including the actual pitch and width which allows for more accurate assessment of passenger payload, and the configuration data determines how much space and therefore what proportion of the CO₂ emissions each seating class will be responsible for. Passenger and freight payloads are assumed based on 2019 data, and finally, calculates estimated fuel burn based on actual tracked flight time and taxi times using both satellite and ADS-B tracking data in order to more accurately factor in total flight time (rather than just emissions based on distance travelled).

Following the data export, DAE apportions the emissions on an Equity Share basis – aircraft owned by DAE and reported as 'Leased Assets', where 100% of the carbon emissions from those aircrafts' operations are included in our emissions disclosures. In some instances, DAE will retain a minority equity interest (generally less than 10%) in certain aircraft that it manages on behalf of institutional investors, and the emissions attributable to DAE under the Equity Share calculation methodology is reported as 'Investments' in DAE's emissions disclosures.

Equity Share Consolidation

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DAE deem the Equity Share basis of GHG Emissions consolidation to be most appropriate for its operations, as DAE does not exercise operational control over the aircraft it leases to airlines, and DAE does not exercise financial control over the assets that it manages on behalf of third party investors.

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Restatements of Information

Leased Assets and Investments

As laid out on page 31, DAE revised and restated its emissions disclosures for both Leased Assets and Investments in this Report.

In its previous emissions reporting, DAE used the Aviation Working Group (AWG) Carbon Calculator, and for each fleet type multiplied the average fleet size per year by the average utilization of such aircraft type and further multiplied this by the AWG emissions factor.

However, in this and future emissions reporting, DAE will be using the Cirium GEM, which used actual fleet utilization data and a proprietary calculation methodology to more accurately calculate emissions based on fleet utilization.

The restatement of information has resulted in a reduction in Scope 3 GHG Emissions disclosures. This is because the previous methodology used long-term average fleet utilization data, which failed to account for airline specific fleet requirements or macroeconomic events (for example, the impact of COVID-19 on DAE's Leased Assets and Investments emissions is not fully incorporated into the previous emissions reporting due to the use of long term average utilization to calculate emissions, rather than actual utilization which is materially lower than long-term averages as a result of governmental restrictions on international travel that were imposed globally during the pandemic).

It was also felt that two years of abnormally low aircraft operations may impact averages and understate emissions in future if DAE continued to use the previous emissions methodology.

Using actual tracked flight time and taxi times from both satellite and ADS-B tracking data, DAE is able to more accurately calculate the emissions of its fleet on a real-time basis and improve its overall emissions reporting to stakeholders.

Leased Assets (Previous Methodology) tCO ₂ e	2021	2020	2019	2018
Total Emissions Reported		8,442,110	9,324,400	9,774,342
Leased Assets		8,313,213	9,218,077	9,736,306
Investments		128,897	106,323	38,036
Leased Assets (Revised Methodology) tCO ₂ e	2021	2020	2019	2018
Total Emissions Reported	5,557,079	4,704,657	8,136,943	8,649,516
Leased Assets	5,490,582	4,649,439	8,050,275	8,611,297
Investments	66,497	55,218	86,668	38,219
Change in Emissions Reported Following Restatement	2021	2020	2019	2018
Total Emissions Reported		(44)%	(13)%	(12)%
Leased Assets		(44)%	(13)%	(12)%
Investments		(57)%	(18)%	0%

The impact of COVID-19 on aircraft utilization is the primary driver for the 44 percentage point decrease in 20 emissions when restating emissions.

The primary driver of emissions decreases in prior years relates to actual aircraft utilization differing from historic averages that were originally used to calculate gross leased aircraft emissions.

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Glossary of Terms



AFRA:	Aircraft Fleet Recycling Association	IATA:	International Air Transport Acceptation
AML:	Anti-Money Laundering		International Air Transport Association
ATAG:	Ait Transport Action Group	IASA:	Irish Aviation Students' Association
		ICAO:	International Civil Aviation Organization
AWAR:	Advancing Women in Aviation Roundtable	ICD:	Investment Corporation of Dubai
AWG:	Aviation Working Group	KYC:	Know Your Customer
Carbon Off	fset: A reduction in carbon dioxide emissions or other greenhouse gasses made in order to compensate for emissions emitted elsewhere	MOA:	Manual of Authorities, the document which sets out the delegation of authority, and its associated limits, to approved persons within DAE
CARC:	Jordan Civil Aviation Regulatory Commission		Capital
CORSIA:	Carbon Offsetting and Reduction Scheme for International Aviation	NEO:	New Engine Option
DEFRA:	United Kingdom Department of the Environment, Food, and Rural Affairs	OEM:	Original Equipment Manufacturer
0.57		SAF:	Sustainable Aviation Fuel
DIEZ:	Dubai Integrated Economic Zones Authority	SIEM:	Security Information and Event Management
DSOA:	Dubai Silicon Oasis Authority	SDG:	United Nations Sustainable Development Goal (of which there are 17)
EASA:	European Union Aviation Safety Agency		which recognize hat ending poverty and other social deprivations work in tandem with protecting the planet
FAA:	United States Federal Aviation Administration	SNF:	Dubai Special Needs Future Development Center
FAA:	Dubai Financial Audit Authority	TAG:	Transaction Advisory Group, a recommendation body who considers
FRG:	Financing Review Group, a recommendation body who considers certain financings under consideration by DAE Capital in accordance with the MOA		certain leasing an trading transaction under consideration by DAE Capital in accordance with the MOA
GCAA:	United Arab Emirates General Civil Aviation Authority	TAM:	Technical Asset Management
		TCFD:	Taskforce for Climate related Financial Disclosures
GEM:	Cirium Global Emissions Monitor	UKCAA:	United Kingdom Civil Aviation Authority
GHG:	Greenhouse Gas		
IAA:	Irish Aviation Authority		
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Independent Limited Assurance Report to Dubai Aerospace Enterprise (DAE) Ltd on the selected ESG information

We were engaged by Dubai Aerospace Enterprise (DAE) Ltd ("DAE" or "the Company") to report on the Company's ESG information (the "ESG information") comprising the following: elements of the subject matter information marked with the symbols * and † per the Environmental, Social, and Governance (ESG) report (the "ESG report") for the year ended 31 December 2021, in the form of two independent limited assurance conclusions that:

- based on our work performed and evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's greenhouse gas emission information ("greenhouse gas emission information") marked with the symbol * is not properly prepared, in all material respects, in accordance with the Global Reporting Initiative Standards ("GRI Standards").
- based on our work performed and evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's other ESG information ("other ESG information") marked with the symbol † is not properly prepared, in all material respects, in accordance with the Global Reporting Initiative Standards ("GRI Standards"), supported by DAE's internally developed guidelines, and collectively referred to as "DAE's reporting criteria".

DAE's Responsibilities

The directors of the Company are responsible for preparing an Environmental, Social, and Governance (ESG) report that is free from material misstatement in accordance with the GRI Standards and DAE's reporting criteria and for the ESG information contained therein.

This responsibility includes, designing, implementing, and maintaining internal control relevant to the preparation and presentation of the ESG information that is free from material misstatement, whether due to fraud or error. It also includes selecting the appropriate criteria against which to measure and report the ESG information, and for designing, implementing and effectively operating controls to achieve the stated control objectives; selecting and applying policies; making judgments and estimates that are reasonable in the circumstances; and maintaining adequate records in relation to the ESG information.

The directors are also responsible for preventing and detecting fraud and for identifying and ensuring that the Company complies with laws and regulations applicable to its activities. The directors are responsible for ensuring that the Company and staff involved with the preparation of the ESG information are properly trained, systems are properly updated and that any changes in reporting encompass all significant business units.

Our Responsibilities

Our responsibility is to examine the ESG information prepared by the Company and to report thereon in the form of two independent limited assurance conclusions based on the evidence obtained.

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and International Standard on Assurance Engagements (ISAE) 3410 Assurance Engagements on Greenhouse Gas Statements issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform our procedures to obtain a meaningful level of assurance about whether the ESG information is fairly stated in all material respects, as the basis for our limited assurance conclusions.

The firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

A limited assurance engagement in accordance with ISAE 3000 and ISAE 3410 involves assessing the risks of material misstatement of the ESG information, whether due to fraud or error, responding to the assessed risks as necessary in the circumstances of the engagement and evaluating the overall presentation of the ESG information.

The nature, timing and extent of procedures selected depend on our understanding of the ESG information and other engagement circumstances, and our consideration of areas where material misstatements of the ESG information are likely to arise. In obtaining an understanding of the ESG information and other engagement circumstances, we have considered the process used to prepare the ESG information in order to design assurance procedures that are appropriate in the circumstances, but not for the purposes of expressing conclusions as to the effectiveness of the Company's process or internal control over the preparation and presentation of the ESG information.

Our engagement also included: assessing the appropriateness of the ESG information, the suitability of the criteria used by the Company in preparing the ESG information in the circumstances of the engagement, evaluating the appropriateness of the methods, policies and procedures, and models used in the preparation of the ESG information, and the reasonableness of estimates made by the Company.

We have performed the following procedures:

- Assessed the appropriateness of the reporting criteria for the ESG information.
- Conducted interviews with Management to understand the processes, systems, and controls in place over the preparation of the ESG information.
- Agreed a selection of the ESG information to source documentation.
- Assessed a selection of formulae used against the relevant reporting framework and industry best-practice and recalculated manual calculations performed over the ESG information.
- Assessed documentation associated with the processes and systems to generate and report the ESG information via walkthroughs and inspection.
- Performed analytical procedures over the aggregated ESG information, having regard to our understanding of the business and through reading the ESG report and narrative accompanying the ESG information for consistency with our findings.

Limited assurance is less than absolute assurance and reasonable assurance. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the evidence-gathering procedures performed in response to the assessed risks. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance engagement been performed. We did not perform procedures to

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identify additional procedures that would have been performed if this were a reasonable assurance engagement.

As part of this engagement, we have not performed any procedures by way of audit, review, or verification of the ESG information nor of the underlying records or other sources from which the ESG information was extracted.

We have also read other information included in the ESG report that contains the ESG information and our report thereon in order to identify material inconsistencies, if any, with the ESG information.

Criteria

The ESG information identified by * was evaluated against the Global Reporting Initiative Standards ("**GRI Standards**"). The ESG information identified by † was evaluated against the Global Reporting Initiative Standards ("**GRI Standards**"), supported by DAE's internally developed guidelines, and collectively referred to as "DAE's reporting criteria".

Inherent Limitations

Greenhouse gas emissions quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Limited Assurance

Limited assurance conclusion in relation to matters reported on in accordance with ISAE 3410

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on the procedures we have performed and evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's greenhouse gas emission information identified by * in the Environmental, Social, and Governance (ESG) report for the year ended 31 December 2021 is not properly prepared, in all material respects, in accordance with the Global Reporting Initiative Standards ("GRI Standards").

Limited assurance conclusion in relation to matters reported on in accordance with ISAE 3000

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report. We believe that the

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evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on the procedures we have performed and evidence we have obtained, nothing has come to our attention that causes us to believe that the Company's other ESG information identified by + in the Environmental, Social, and Governance (ESG) report for the year ended 31 December 2021 is not properly prepared, in all material respects, in accordance with "DAE's reporting criteria".

We have read the other information included in the Environmental, Social, and Governance (ESG) report that contains the ESG information and our independent limited assurance report thereon. We did not identify any material inconsistencies in this information with the ESG information. Restriction of Use of Our Report

Our report is made solely to Dubai Aerospace Enterprise in accordance with the terms of our engagement letter dated 27 January 2022 ("**the Engagement Letter**"). Our assurance work has been undertaken so that we might state to the Company those matters we are required to state to the Company in an independent limited assurance report and for no other purpose.

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than DAE for any purpose or in any context, save to the extent separately agreed upon in writing with KPMG. Any other party who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any such other party for our work, for this independent limited assurance report, or for the conclusions we have reached.

KPMG 1 Stokes Place St. Stephen's Green Dublin 2 D02 DE03

April 28, 2021



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Appendix 1

The Underlying Selected Data that constitutes the ESG Information is listed below. The information in this Appendix should be read together with the limited assurance report. ESG Information for the year ended 31 December 2021:

Underlying Selected Data	Unit	Value	Coverage
Scope 1 GHG emissions (total metric ton CO $_{ m 2}$ e)	tCO ₂ e	578	Dubai Aerospace Enterprise (DAE) Ltd.
scope 2 GHG emissions (total metric ton CO $_2$ e)	tCO ₂ e	927	Dubai Aerospace Enterprise (DAE) Ltd.
Scope 3 GHG emissions (total metric ton CO $_2$ e)	tCO ₂ e	5,561,906	Dubai Aerospace Enterprise (DAE) Ltd.
Proportion of DAE fleet with advanced winglets, sharklets, or scimitars to reduce fuel burn in flight (% value of eligible fleet)	%	88	Dubai Aerospace Enterprise (DAE) Ltd.
Proportion of DAE fleet with engine performance improvement or next generation technology to reduce fuel burn in flight (% value of eligible fleet)	%	57	Dubai Aerospace Enterprise (DAE) Ltd.
Percentage of employees that are female	%	40	DAE Capital
emale employee percentage across DAE Capital	%	Dubai – 35	DAE Capital
		Dublin – 46	
		Miami – 50	
		New York – 33	
		Seattle – 43	
		Singapore – 17	
Age breakdown of DAE Capital employees	%	Under 30 – 13	DAE Capital
		30-50 - 65	
		Over 50 – 22	
DAE Capital employees by location	%	Dubai – 40	DAE Capital
		Dublin – 47	
		Miami – 5	
		New York – 2	
		Seattle – 2	
		Singapore – 4	
DAE Capital nationalities	Number	24	DAE Capital
Percentage of Senior Leadership team that are female	%	44	DAE Capital
Age breakdown of Senior Leadership team	%	Under 30 – 0	Dubai Aerospace Enterprise (DAE) Ltd.
		30-50 – 33	
		Over 50 – 67	
Percentage of new hires that are female	%	47	DAE Capital
Office locations of new hires	%	Dubai – 53	DAE Capital
		Dublin – 47	
		Miami – 0	
		New York – 0	
		Seattle – 0	
		Singapore – 0	
Age breakdown of new hires	%	Under 30 – 41	DAE Capital
		30-50 - 53	·
		Over 50 – 6	
Percentage of employees receiving regular performance and career development reviews	%	100	DAE Capital
Provision of training & development courses for employees - "Percentage Increase in number of courses attended)	%	21	DAE Capital

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This Presentation may include certain non-IFRS financial information, such as Adjusted EBITDA, not prepared in accordance with IFRS. Because of the limitations of Adjusted EBITDA, it should not be considered as a substitute for financial information prepared or determined in accordance with IFRS, as applicable. Where applicable, DAE compensates for these limitations by relying primarily on its IFRS results and using Adjusted EBITDA only for supplemental purposes.

