



STAKEHOLDER ENGAGEMENT POLICY

EFFECTIVE AS OF APRIL 2026



Dubai Aerospace Enterprise

INDEX

1. Purpose
2. Scope – who are our stakeholders?
3. Principles
4. Frequency and method of engagement
5. Escalation

Purpose

The Dubai Aerospace Enterprise group (“**DAE**”, “**we**”, “**our**” or “**us**”) recognizes that our success relies largely upon the relationships we have developed and continue to foster with our internal and external stakeholders.

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

The purpose of this Stakeholder Engagement Policy (the “**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. Co-Investment Partners
9. Government & Regulators
10. Community

(together the “**Stakeholders**”).

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.

Frequency and method of engagement

| Stakeholder | Frequency of Engagement | Method of Engagement |
|------------------------|---|--|
| Customers | <ul style="list-style-type: none"> • Daily • Ad hoc • Regularly | <ul style="list-style-type: none"> • Ongoing interaction by email and telephone • Ad hoc negotiations and visits to customers' offices • Attendance at various industry forums and events |
| Shareholders | <ul style="list-style-type: none"> • On an informal basis, weekly • Annual / Ad hoc • On a formal basis, once per quarter • Regularly | <ul style="list-style-type: none"> • 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 |
| Employees | <ul style="list-style-type: none"> • Daily • Annual • Ad hoc • Ad hoc • Regularly | <ul style="list-style-type: none"> • 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 |
| Directors [*] | <ul style="list-style-type: none"> • Ad hoc • Regularly | <ul style="list-style-type: none"> • Wide range of updates provided at Board meetings • Regular business updates throughout the year |

| Stakeholder | Frequency of Engagement | Method of Engagement |
|--|---|--|
| Debt Investors & Lenders | <ul style="list-style-type: none"> • Quarterly • Quarterly / Ad hoc / Regularly | <ul style="list-style-type: none"> • 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 |
| Rating Agencies | <ul style="list-style-type: none"> • Annual • Quarterly • Ad hoc as required | <ul style="list-style-type: none"> • Provision of annual full business reviews as part of ongoing credit and ESG 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 |
| Manufacturers, Suppliers & Contractors | <ul style="list-style-type: none"> • Daily • Ad hoc • Ad hoc | <ul style="list-style-type: none"> • Ongoing interaction by email and telephone • Ad hoc negotiations and visits to manufacturers' and suppliers' offices • Attendance at various industry forums and events |
| Co-Investment Partners | <ul style="list-style-type: none"> • Annual • Quarterly • Ad hoc | <ul style="list-style-type: none"> • Formal annual portfolio updates, provided in a form agreed, with annual updates on aircraft managed by DAE on behalf of a co-investment partner • Formal quarterly portfolio updates, provided in a form agreed, with quarterly updates on aircraft managed by DAE on behalf of a co-investment partner, as well as attendance at board meetings, if requested or deemed required • Ad hoc updates and engagement as required to ensure that co-investment partners are receiving appropriate and timely updates on portfolio aircraft, lessees, and other information which may impact investment decisions |

| | | |
|-------------------------|---|--|
| Government & Regulators | <ul style="list-style-type: none"> • Ad hoc • Ad hoc | <ul style="list-style-type: none"> • Ad hoc interaction with various government bodies and regulatory authorities as required • Ad hoc interaction with the Dubai Financial Services Authority and Dubai Financial Markets with respect to both current and potential capital markets and Sukuk listings |
| Community | <ul style="list-style-type: none"> • Regularly • Ad hoc | <ul style="list-style-type: none"> • Various Corporate Social Responsibility activities • “Community Giving” initiative |

* 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).

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 [here](#) for additional contact information.

Alternatively, Stakeholders may raise concerns through our NAVEX WhistleB Helpline [here](#).