

# 2025 Sustainability Report



Late Amir  
**His Highness**  
**Shaikh Isa bin Salman Al Khalifa**



**His Majesty**  
**King Hamad bin Isa**  
**Al Khalifa**

The King of  
the Kingdom of Bahrain



**His Royal Highness**  
**Prince Salman bin Hamad**  
**Al Khalifa**

The Crown Prince and Prime Minister  
of the Kingdom of Bahrain

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## Care Beyon Now

**We care about our people, communities, nation, and planet. The decisions we make today shape tomorrow's environmental, social, and economic outcomes.**

**Our ESG approach is rooted in accountability, sustainability, and long-term value creation, embedding responsible practices into how we operate, grow, and create measurable impact across generations.**

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# Group CEO Message



**As environmental challenges continue to shape the global agenda, the role of our industry becomes even more vital. We are proud to lead this digital transformation by pairing advanced technology with responsible practices that drive real impact.**

Andrew Kvaalseth  
Beyon Group CEO

# Group CEO Message

2025 marked a year of substantial progress for Beyon as we strengthened our position as a regional leader in sustainable digital transformation. I am pleased to present our third group-wide sustainability report, reflecting both our achievements and our dedication to building a smarter and more resilient digital future for the communities we serve.

Sustainability is not an add-on to our strategy it is fundamental to who we are. Guided by our core value "Care Beyon Now", we continue to integrate responsible practices into how we innovate, invest, and operate. This aligns closely with Bahrain's national priorities, including Economic Vision 2030 and the Kingdom's Net Zero by 2060 pathway.

We operate at a time when climate change, resource pressures, and rapid digitalisation are reshaping global expectations. These realities underscore the essential role of the technology and telecommunications sectors not only as a driver of economic growth and connectivity, but as a promotor for low-carbon innovation, digital inclusion, and resilient infrastructure. At Beyon, we recognise the responsibility to lead this transition with purpose and accountability.

Throughout 2025, we advanced initiatives that delivered measurable environmental and operational impact. At a group level 28% of Beyon's total electricity consumption is sourced from renewable energy. Our Solar Parks in Bahrain generated more than 6.5 GWh of clean electricity, reducing emissions by 4,800 tonnes of CO<sub>2</sub> annually and enabling the operation of Bahrain's first net-zero Tier 3 data centres. We further enhanced energy efficiency through smart inverter cooling at off-grid mobile sites, while strengthening circular-economy practices through our Recycle it Right programme, which diverted over 7.2 tonnes of office waste and supported responsible asset reuse and recycling. Our water-efficiency measures, including the use of treated sewage effluent and fixture optimisation, helped save nearly 29,000 m<sup>3</sup> of water across our campuses.

Across our digital businesses, we continued to elevate customer experience and cybersecurity resilience. We expanded the capabilities of Basma, our AI-powered digital assistant, and our AI-driven security operations were strengthened through Orryx. AI improving detection speed and regional cyber readiness. We also advanced digital trust and inclusion through secure

e-government platforms and accessible design enhancements that support broader community participation in the digital economy.

At a group level, Beyon achieved a 26% reduction in scope 1 & 2 GHG emissions compared to last year. Moreover, our international subsidiaries demonstrated equally strong progress in advancing the Group's sustainability vision. In Jordan, Umniah successfully expanded its solar infrastructure and improved energy efficiency across operations while strengthening national digital inclusion through innovative onboarding and customer-focused technologies. In the Maldives, Dhiraagu accelerated the adoption of clean-energy solutions across its island operations, contributing directly to resilience efforts in one of the world's most climate-vulnerable nations. In the Channel Islands and Isle of Man, Sure delivered significant energy improvements through the introduction of free-cooling technologies and new solar PV systems across its data centres, reducing emissions and substantially improving power usage effectiveness.

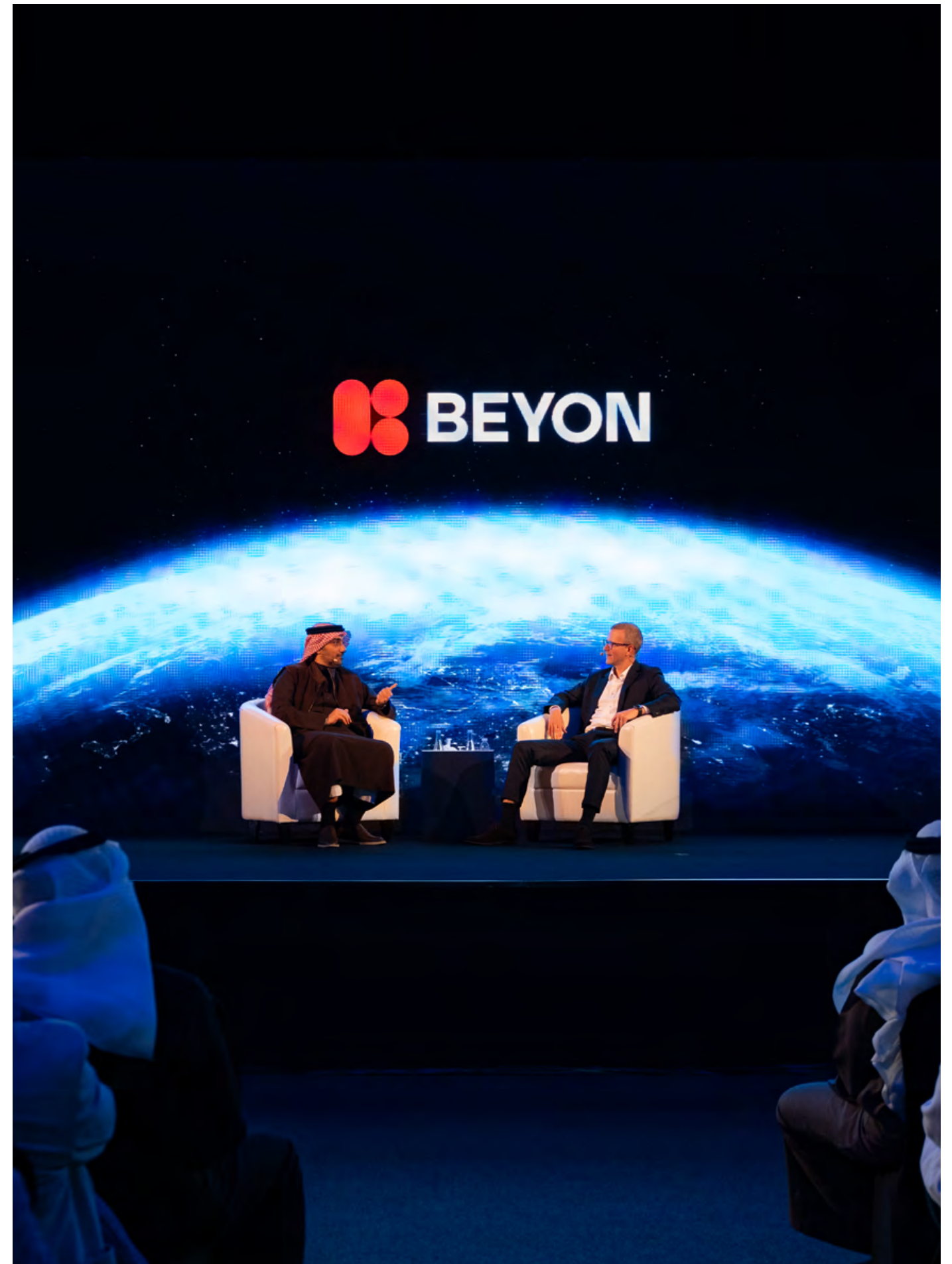
These achievements earned significant global recognition. Beyon received the 2025 Gartner Eye on Innovation Award for environmental initiatives including robotic cleaning at our Solar Parks, fully solar-powered Tier 3 data centres, and the deployment of off-grid mobile sites, all clear demonstrations of how sustainability and technology are advancing together across our operations. We were also honoured with the ESG Excellence Achievement Award at GITEX Global, recognising our broader progress in decarbonisation and circular-economy practices. At the same event, VOYA eSIM which offers frictionless global connectivity received the New Product/Service Launch Achievement Award, highlighting our ongoing focus to delivering meaningful innovation that enhances customer experience.

I extend my sincere appreciation to our employees, partners, customers, and shareholders; your support and collaboration enable our progress and strengthen our purpose.

Beyon will continue to uphold transparency, accountability, and responsible innovation as we work to build a digital future that is not only smarter, but also more inclusive, resilient, and sustainable for generations to come.

**Andrew Kvaalseth**

Beyon Group CEO



# About this Report

The Beyon Group 2025 Sustainability Report represents our third comprehensive, group-wide publication, showcasing the increasing importance of sustainability within our strategic direction and operational practices.

In this report, we present our Environmental, Social, and Governance (ESG) initiatives, achievements, and performance over the past year, while also outlining our future priorities, commitments, and strategic pathways to embed ESG best practices across all our entities. Our aim is to provide our stakeholders with a transparent, accurate, and holistic view of our ongoing journey toward responsible and sustainable growth.

## Reporting Period

This report covers Beyon Group's ESG performance, initiatives, and activities for the period 1 January 2025 to 31 December 2025.

## Report Boundary





The scope of this report includes Beyon Group and its subsidiaries: Batelco by Beyon, Beyon Money, Beyon Solutions, Beyon Connect, Beyon Cyber, Dhiraagu, Sure by Beyon, and Umniah by Beyon. Unless otherwise indicated, numerical data and performance indicators represent the consolidated results of Beyon Group.

## Reporting Guidelines

The report has been developed with reference to the Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB)-Telecommunication Services sector, the United Nations Sustainable Development Goals (UN SDGs), the Bahrain Bourse ESG Reporting Guidance, and the Bahrain Economic Vision 2030. In addition to achieving high-level alignment with the IFRS standards, we aim to further enhance and deepen this alignment in the future.

## Feedback

Beyon welcomes feedback, questions, or suggestions regarding this report. Please contact us at:

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# Beyon. Live the Difference



**A global technology group born in the Kingdom of Bahrain to reach out to the region and beyond. Bringing technology closer to people and businesses with best in class connectivity and digital solutions.**

**Beyon. Live the Difference.**

# Accelerate the digital future for better lives and prosperity.

Established in 2022 and headquartered in Manama, Bahrain, Beyon has evolved into a leading technology and telecommunications powerhouse in the region. As the parent company of Batelco by Beyon, Beyon Connect, Beyon Cyber, Beyon Money, and Beyon Solutions—all operating within Bahrain—along with Dhiraagu in the Maldives, Sure by Beyon in the Channel Islands, and Umniah by Beyon in Jordan, Beyon continues to expand its international footprint. Together, these entities form a vibrant digital ecosystem that drives seamless connectivity, technological innovation, and cross-border collaboration.

## Our Strategy

We are focused on creating an international thriving and diverse digital growth portfolio that spans across a variety of sectors including financial services, ICT solutions & cybersecurity, gov-tech, ed-tech, and much more.

At the same time, we will continue to invest in our telco connectivity businesses to connect the world, provide innovative solutions to our customers and offer the best-in-class customer experiences. With these priorities – digital growth and connectivity – we are proud to contribute to Bahrain’s Vision 2030.

## Our Purpose

Accelerate the digital future for better lives and prosperity.

## Our Values

- Think beyon limits
- Deliver beyon excellence
- Care beyon now

# Awards and Recognition

## Beyon Group

- Gartner Eye on Innovation Award (2025) for environmental initiatives, recognising innovations such as solar-powered Tier III data centres, robotic solar park cleaning, and off-grid mobile sites
- ESG Excellence Achievement Award at the MEA Technology Achievement Awards
- BTECH Bahrain Digital Content Awards (BDCA) – Environment & Green Category
- Great Place to Work® Certification

## Batelco by Beyon

- New Product/Service Launch Achievement Award (Telecom Category) for VOYA eSIM

## Beyon Cyber

- Fastest-Growing Cybersecurity Company in the Region by Deloitte Fast 50
- Excellence in Cybersecurity Innovation for its proprietary platform Intel X at the 2025 Cybersecurity Excellence Awards
- Fastest Growing Cybersecurity Company at the 2025 Cybersecurity Excellence Awards
- Cybersecurity CEO of the Year at the 2025 Cybersecurity Excellence Awards

## Dhiraagu

- Special Recognition from the Government of Maldives for achieving 100% high-speed fibre broadband coverage across all inhabited islands.
- Three Ookla® Speedtest Awards™ as the Fastest 5G Network, Best 5G Network, and Best 5G Gaming Experience in the Maldives for Q1-Q2 2025
- First Tier IV Certified Data Centre in the Maldives, awarded by the Uptime Institute
- Token of Appreciation from the Government of Maldives for achieving 100% Fibre-to-the-Home (FTTH) coverage across all inhabited islands in the Maldives
- Ran Fara Award from the Maldives Inland Revenue Authority, recognising Dhiraagu among the top 15 taxpayers in the country.

## Umniah by Beyon

- International Green World Award 2025 presented by the independent international organisation The Green Organisation
- Customer Experience Excellence in Telecom 2025 by International Business Magazine
- Fortinet Preferred Managed Security Services Provider (MSSP) of the Year – Jordan 2025
- Women’s Employment Award at the 2025 WEPs Awards

## Associations and Memberships

- GCC ESG ICT and Telecommunications Companies Alliance
- Sustainability Innovation Hub
- GSMA member



# Our Approach to Sustainability

**Our sustainability efforts are governed by clear strategic goals and are regularly evaluated against KPIs to track progress and identify areas for improvement.**



Beyon's Sustainability Committee

Beyon continues to embed sustainability at the heart of its strategy and operations. We recognise that long-term business success depends on how effectively we manage our economic, social, and environmental impacts, while creating meaningful value for our stakeholders and communities.

As a rapidly evolving organisation, Beyon's sustainability journey has been one of growth and alignment. Over the past year, we have made significant efforts in building a unified sustainability approach that reflects our Group-wide ambitions and supports the national and global sustainability agendas.

In 2025, we began moving from foundation-building to implementation and integration translating our focus into tangible initiatives and measurable outcomes across all entities. We are also enhancing cross-company collaboration to ensure a consistent and holistic sustainability approach that captures the strengths of our diverse subsidiaries and markets.

Beyon is a founding member of the GCC Sustainability Innovation Hub, a joint initiative of leading Gulf telecom operators including e& (Etisalat), du, Ooredoo, Omantel, stc Group, and Zain. The Hub promotes climate action, digital innovation, and sustainability in the ICT sector.

### Sustainability Governance

At Beyon, sustainability is a core dimension of corporate governance and strategic decision-making. The Board of Directors and the Chief Communications and Sustainability Officer (CCS) champion the company's efforts to embedding sustainability across all business activities.

Beyon's purpose "to accelerate the digital future for better lives and prosperity" supports its responsibility to deliver long-term value through responsible governance, environmental stewardship, and social progress. Oversight of sustainability-related risks and opportunities rests with the Board of Directors and Executive Committees, supported by the Business Excellence Team and our Sustainability Committee. (please refer to section ESG and Sustainability-Related Risk Management for more information)

#### Sustainability Committee

To operationalise our sustainability approach, Beyon has established a management level Sustainability Committee, chaired by the CCS. The committee includes representatives from key departments including Communication and Sustainability, Technology, Human Resources, Procurement, and Digital Growth, as well as international subsidiaries, ensuring a Group-wide perspective.

The Committee's responsibilities include:

- **Strategic Planning:** Setting the annual sustainability plan, including ESG initiatives and projects, and prioritising material topics across the Group.
- **Performance Monitoring:** Reviewing progress through monthly Committee meetings and evaluating outcomes against defined KPIs and targets.
- **Governance and Accountability:** Reporting regularly to the Board of Directors to ensure ESG considerations remain embedded in Beyon's governance framework and decision-making processes.
- **Responsible Business Practices:** Extending ESG expectations across the value chain by integrating sustainability considerations into partner engagement and supplier evaluation processes.
- **Capacity Building:** Strengthening organisational awareness through regular training, development initiatives, and stakeholder engagement to embed a strong sustainability culture across all levels of the Group.

To ensure effective execution, Single Points of Contact (SPOCs) are designated within each subsidiary and major department to facilitate alignment, share best practices, and monitor progress against Group-level sustainability objectives through structured coordination and regular SPOC meetings. This network supports cohesive implementation and continuous improvement across Beyon's regional footprint.

Beyon prioritises transparency and open dialogue with its stakeholders. Sustainability commitments and progress are communicated through multiple channels, including internal platforms, workshops, onboarding programs, and external reports. The Sustainability Committee leads these communication efforts, ensuring consistent engagement with employees, investors, regulators, and other stakeholders.

Beyon is also exploring mechanisms to link performance against sustainability objectives to future incentive structures.

#### ESG Policy

Beyon's ESG Policy, which was approved by the Board of Directors outlines the Group's sustainability commitments and governance principles. The policy applies to all entities under Beyon's control including Batelco by Beyon, Sure by Beyon, Umniah by Beyon, Dhiraagu, and Beyon Digital companies ensuring consistent ESG integration across geographies and business lines.

The ESG Policy is guided by international best practices and national frameworks, reflecting the following key principles:

- Continuous ESG risk and opportunity assessment, and environmental risk mitigation.
- Proactive resource efficiency and responsible innovation.
- Respect for human rights across all operations, prohibiting child labour, discrimination, and modern slavery.

Policy ownership rests with the CCS, and it is reviewed by the board level Remuneration, Nomination, Donation and Corporate Governance Committee (REMCOM) every two years to maintain alignment with evolving regulations and best practices.

#### Materiality Assessment

Beyon's materiality assessment, completed in 2023, was structured in line with the GRI Standards and served as the foundation for defining the Group's sustainability focus. The process included four stages: understanding Beyon's organisational context, identifying actual and potential impacts, assessing their significance to key stakeholders, and prioritising the most material issues.

Through sector benchmarking, alignment with ESG rating agencies and international frameworks, and review of national sustainability ambitions, 14 material ESG topics were identified as most significant to Beyon's business and stakeholders. These topics continue to guide our strategic priorities and sustainability reporting.

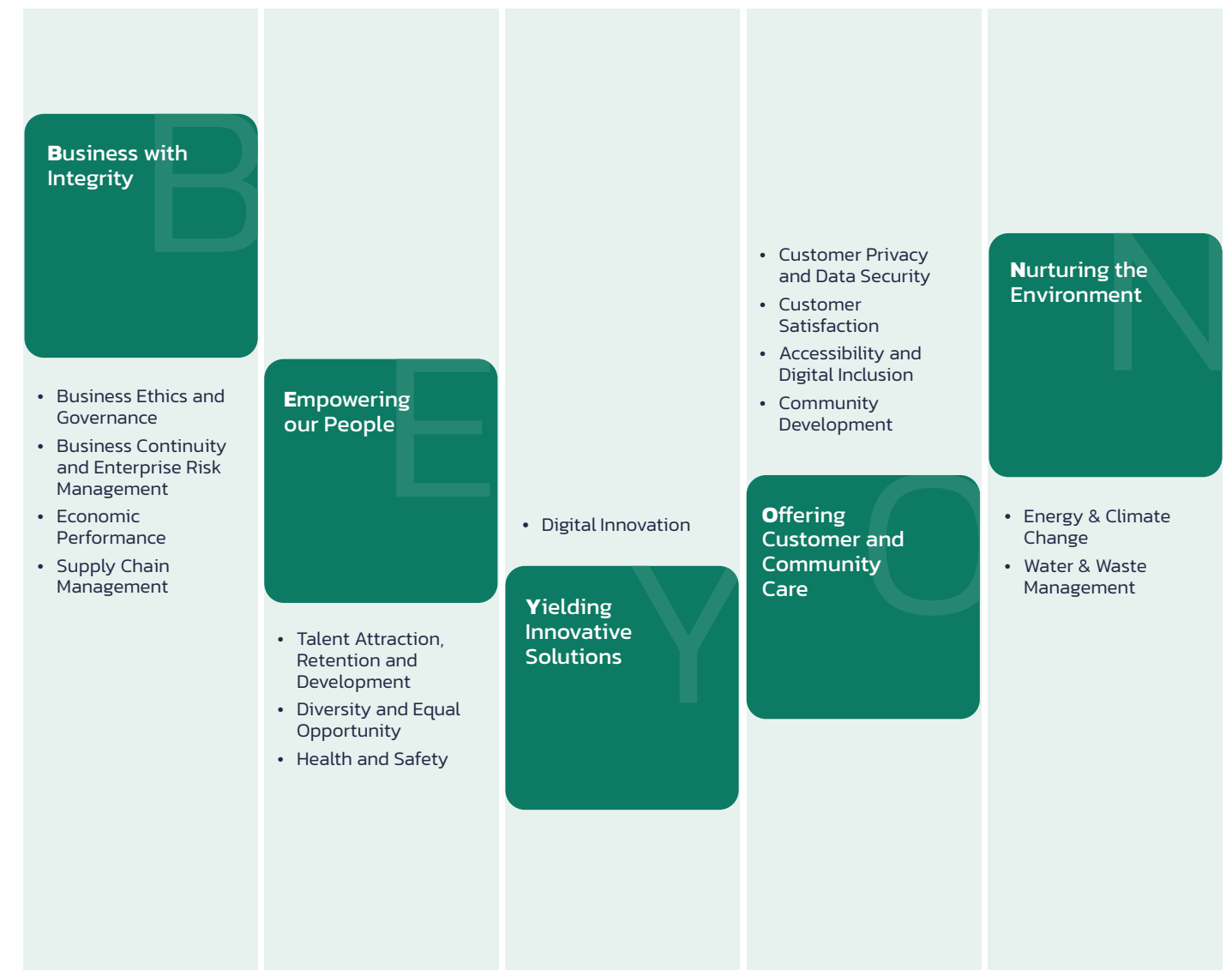




## Sustainability Framework

Our framework provides a clear roadmap for embedding sustainability across all aspects of Beyon’s business, ensuring that each pillar translates into measurable impact and long-term value creation.

The sustainability framework has been carefully developed to assess all relevant aspects, including environmental, social, and governance dimensions, in line with global best practices and standards. It supports decision-making, enhances efficiency, and enables performance monitoring and progress measurement, strengthening Beyon’s ability to achieve its sustainability goals and long-term impact.



### Sustainability Targets and Progress

Material topics	Target	Progress	UN SDGs
<b>Business Ethics and Governance</b>	<b>Beyon Bahrain</b> • Achieve External Quality Assessment Certification by 2026	• Confirmed alignment with IIA 2024 Global Standards following UAE IAA external quality assessment readiness review.	
<b>Talent Attraction, Retention and Development</b>	<b>Beyon Bahrain</b> • Implement 2025 L&D Strategy	• Launched an integrated digital learning ecosystem (LinkedIn Learning, Lumofy, Pluralsight, O'Reilly), introduced Beyon Elevate and Beyon Navigate leadership programmes, and expanded practical AI capability development through monthly AI sessions and role-specific tool training.	 
	<b>Beyon Bahrain</b> • Expand succession frameworks and integrate 360° feedback.	• Implemented Deeper Signals Assessments and structured 360° feedback.	
	<b>Beyon Bahrain</b> • Redesign of Talent & Succession Planning Framework.	• Implemented a revised Talent and Succession Framework across EMT and BMT roles using the 9-box grid to guide leadership and succession planning.	
	<b>Beyon Bahrain</b> • Launch Beyon Academy	• Commenced sourcing specialist learning and AI capability partners to build a future-ready vendor ecosystem, alongside initiating the design of the Beyon Academy focused on practical, high-impact AI capability development.	
	<b>Umniah by Beyon</b> • Average 20 training hours per employee per year (quality-focused).	• Umniah achieved 15 training hours/employee in 2025.	
<b>Health and Safety</b>	<b>Umniah by Beyon</b> • 95% real-time safety monitoring.	• Achieved 95% real-time.	
	<b>Umniah by Beyon</b> • 100% USafety app adoption.	• USafety app fully in use across Umniah and contractors.	
	<b>Umniah by Beyon</b> • 100% corrective actions implemented	• Achieved 100% corrective action implementation.	
	<b>Umniah by Beyon</b> • 100% OHS training compliance.	• Mandatory OHS training completed for all employees and contractors.	
<b>Digital Innovation</b>	<b>Beyon Bahrain</b> • Establish regional leadership in digital learning and leadership development	• Launched integrated digital learning platforms and leadership programs.	
	<b>Beyon Connect</b> • Expand eKey 2.0 capabilities and integrations.	• Launched eKey 2.0 digital identity, • Overcame system integration challenges through collaboration with IGA	
	<b>Umniah by Beyon</b> • Expand auto E-sim provisioning.	• Auto eSIM provisioning launched;	
	<b>Umniah by Beyon</b> • Integrate more digital wallets (Google Pay, Samsung Pay).	• Apple Pay enabled;	
	<b>Umniah by Beyon</b> • Expand EKYC capabilities.	• Extend EKYC to postpaid and business.	

References to "Beyon Bahrain" specifically represent the Group's Bahrain-based subsidiaries: Batelco, Beyon Money, Beyon Solutions, Beyon Connect, and Beyon Cyber.

### Sustainability Targets and Progress continued

Material topics	Target	Progress	UN SDGs
<b>Customer Privacy and Data Security</b>	<b>Beyon Cyber</b> • Expand AI SOC predictive analytics and automation.	• Launch of Orryx.AI enhancing threat detection and response.	
	<b>Beyon Cyber</b> • Enhance privacy compliance and staff training.	• Achieved ISO 27001 recertification and full PDPL compliance.	
	<b>Beyon Solutions</b> • Maintain full PDPL compliance.	• Fully aligned with PDPL and data governance standards.	
<b>Customer Satisfaction</b>	<b>Umniah by Beyon</b> • Deliver major CX enhancement projects.	• Established CX team and VOC platform; created detailed analytics dashboard.	
<b>Accessibility and Digital Inclusion</b>	<b>Beyon Connect</b> • Expand eKey 2.0 access and introduce services enhancing digital identity and cross-border inclusion.	• eKey 2.0 expanded to GCC citizens, improving regional digital access.	
	<b>Umniah by Beyon</b> • Achieve 50% 5G population coverage	• Developed customer journey maps for 5G/Fiber.	
<b>Community Development</b>	<b>Umniah by Beyon</b> • Expand Forsa Project to 26 new schools.	• Rehabilitated playgrounds in 24 schools across 11 governorates. • Benefited 16,416 students directly and 65,500 indirectly.	 
<b>Energy and Climate Change</b>	<b>Beyon Bahrain</b> • Achieve significant emission reductions through solar and renewable projects.	• 21% of total electricity consumption sourced from clean energy. • Net-zero Tier 3 data centres launched. • 4,800 tons CO <sub>2</sub> avoided annually. • 18.5 GWh energy reduction	 
	<b>Batelco by Beyon</b> • Reduce network energy consumption through AI and 5G technology.	• 30% energy reduction across Batelco's network utilising 5G Radio 6646 technology, AI-powered sleep modes, and compact antenna deployment • 18% additional savings from compact antenna deployment	
	<b>Sure by Beyon</b> • Solar PV	• 100 MWh/year solar power generation	
	<b>Sure by Beyon</b> • Free cooling initiatives.	• Free cooling installed with 80% energy savings vs CRAC units	
<b>Water and Waste Management</b>	<b>Beyon Bahrain</b> • Reduce water consumption	• Saved 300,000 litres of water through robotic cleaning.	
	<b>Beyon Bahrain</b> • Improve recycling and disposal.	• Recycle it Right campaign reduced waste by ~7,220 kg • Proper disposal of 41 metric tons of e-waste. • BHD 63,900 assets recycled via Mazad	

# 2025 Group Sustainability Highlights

## Business with Integrity



**8%**

increase in revenues



**64%**

our suppliers are local



**33%**

increase in supplier spending compared to previous year



**23%**

of Beyon's Board members are women

## Empowering our People



**34%**

of new hires females



**16%**

reduction in the number of employees who left the organisation



**30%**

increases training hours delivered across the organisation

## Yielding Innovative Solutions

**13%**

increase in R&D investment compared to 2024

**BHD4.6M**

invested in research and development

## Offering Customer and Community Care

**99%**

of customer complaints were successfully resolved

**239**

CSR projects conducted

## Nurturing the Environment

**28%**

of Beyon's total electricity consumption is sourced from renewable energy

**15%**

GWh reduction in energy consumption

**26%**

reduction in Scope 1 and Scope 2 GHG emissions compared to last year

The reported figures represent cumulative totals at the Group level and include its international subsidiaries, unless otherwise stated.

# Business with Integrity

**Beyon’s success is grounded in strong governance, ethics, and transparency. The company upholds integrity, accountability, and regulatory compliance while engaging stakeholders and contributing to national development goals through responsible practices and innovative economic contributions.**

## Business Ethics and Governance

Our governance framework is supported by three specialised Board Committees that ensure the application of best practices and effective oversight:

- **Audit Committee:** Oversees financial reporting integrity, internal controls, risk management, and internal and external audits.
- **Remuneration, Nomination, Donation and Corporate Governance Committee (REMCOM):** Oversees director and executive management selection and remuneration, monitors corporate governance compliance, and reviews the Group’s Corporate Social Responsibility (CSR) and sustainability initiatives and policies.
- **Executive Committee:** Reviews the company’s annual business plan, performance goals, capital and operational expenditure, mergers and acquisitions, and investment portfolio.

As a Bahrain-based public joint stock company, Beyon complies with the Bahrain Commercial Companies Law, the Corporate Governance Code (2018) of the Ministry of Industry and Commerce, and all Central Bank of Bahrain governance requirements.

The Delegation of Authority (DoA) framework, approved by the Board, governs decision-making levels for transactions, approvals, and disclosures, ensuring that operational processes are transparent and auditable. Regular internal audits verify compliance with this framework, supported by advanced digital governance systems.

Beyon conducts annual Board evaluations to assess performance at the Board and Committee levels, the effectiveness of governance oversight, and individual directors’ contributions. Evaluation results guide improvement plans and governance enhancements.

Board remuneration follows a transparent policy comprising both fixed and variable components, linked to company performance and subject to shareholder approval. As of 2025, 23% of Beyon’s Board members are women, showing ongoing commitment to diversity in leadership.

Beyon’s policies, formally approved by the Board of Directors are centrally maintained in a digital repository accessible to all employees. Core policies include the Employee Code of Conduct, Anti-Bribery and Corruption Policy, Whistleblowing Policy, Fraud Risk Management Policy, Data Protection Policy, and ESG Policy, supported by Anti-Money Laundering, Information Security and Cybersecurity, and Artificial Intelligence Usage and Security policies. Together, these ensure responsible business conduct, ethical technology use, and transparent operations across all entities.

Beyon aligns with international standards, including the UN Global Compact (UNGC) principles, OECD Guidelines for

### Material Topics

- Business Ethics and Governance
- Business Continuity and Enterprise Risk Management
- Economic Performance
- Supply Chain Management





Multinational Enterprises, and ILO Conventions. The company strengthens respect for human rights, fairness, and community well-being through the CSR Policy, HR frameworks, and Gift, Hospitality, and Entertainment Policy.

Each policy within Beyon's framework clearly defines accountable owners, implementation teams, and oversight mechanisms. Policy owners translate corporate requirements into operational procedures, internal controls, and training programs to ensure organisation-wide adherence. All policies undergo biennial reviews, or earlier if required, to ensure alignment with updated regulations, stakeholder expectations, and sustainability standards.

This integrated approach embeds responsible business conduct at all organisational levels and across the value chain including procurement and supplier engagement processes ensuring ethical principles that guide both internal operations and external partnerships.

During the reporting period, one regulatory non-compliance was recorded following a Final Order issued by the Telecommunications Regulatory Authority (TRA) related to the migration of enterprise customer circuits. The matter was addressed in coordination with the regulator, and corrective measures were implemented to ensure compliance going forward.

Beyon ensures that all employees are well-informed and competent in implementing corporate policies through a structured communication and training framework. Once approved by the Board, policies are cascaded to all employees through internal channels.

Mandatory training is provided on critical topics such as Information Security, Cybersecurity, Data Protection, Anti-Bribery and Corruption, Health and Safety, and Human Resources. Training is delivered through e-learning modules, classroom sessions, and awareness campaigns.

New employees receive policy orientation during onboarding, while existing staff complete regular refresher sessions. Attendance and completion rates are tracked by the HR and Business Excellence teams.

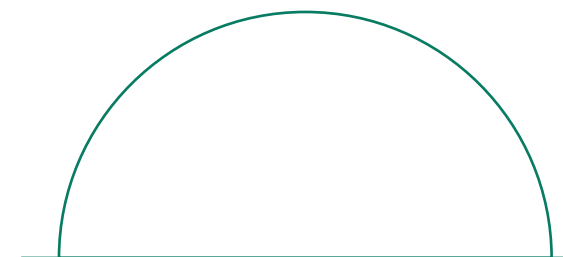
### Highlight Story

The UAE Internal Auditors Association (UAE IAA) completed an external quality assessment readiness review of Beyon's internal audit function.

Planned enhancements include:

- Updating the internal audit charter to clarify safeguards and define assurance versus advisory roles.
- Expanding the internal audit manual to address due professional care, reliance on other assurance providers, and the internal audit strategy process.
- Introducing root cause analysis (people, process, technology) in audit reporting and presenting consolidated findings annually to the Audit Committee.

These initiatives position Beyon for External Quality Assessment Certification against the IIA Standards by 2026.



**100%**

governance body members received training on anti-corruption

# Notable Initiatives by our Portfolio Companies



Dhiraagu is a signatory to the UNGC and publishes an annual Communication on Progress outlining its contributions to the UNGC principles and the Sustainable Development Goals. This report is publicly available on the UNGC website and is also included in Dhiraagu's Sustainability Tomorrow and Annual Reports.

To support this commitment, the company conducts annual strategy sessions to identify key focus areas and initiatives for the year ahead. Achievement of these strategic objectives, including sustainability-related goals, is linked to performance appraisal and remuneration, reinforcing accountability and alignment across the organisation.

## Business Continuity and Enterprise Risk Management

Beyon maintains a comprehensive Enterprise Risk Management (ERM) framework designed to ensure resilience, operational continuity, and strong governance across the Group. The framework aligns with leading global standards, including ISO 31000, the COSO Framework, ISO 22301 (Business Continuity Management), and the RIMS Risk Maturity Model. This integrated approach enables Beyon to systematically identify, assess, and manage strategic, operational, compliance, environmental, and social risks across all subsidiaries.

Risk management responsibility is shared across the organisation, with clear oversight at the highest levels.

- The Board of Directors, through the Audit Committee, provides strategic direction and oversight of enterprise risk management, with the effectiveness of the risk framework reviewed annually at Board level.
- The Risk Management and Internal Audit functions monitor adherence to policies, assess control effectiveness, and drive continuous improvement.
- Business units including HSE, HR, Sustainability, Corporate Strategy, Network Operations, Facilities Management, and Compliance are responsible for identifying and managing risks within their specific domains.

To ensure consistent implementation of certified management systems, the Business Excellence Team centrally governs the deployment and ongoing management of ISO 9001 (Quality Management) and ISO 22301 (Business Continuity Management) across Batelco. The team provides an enterprise-wide framework, coordinates implementation with functional owners, and ensures consistent application of standard requirements across strategic, functional, and operational levels. Assurance over the effectiveness of these systems is provided through periodic internal audits and independent external audits conducted by accredited certification bodies, supporting continual improvement.

To enhance coordination, Beyon uses the Archer Governance, Risk Management and Compliance (GRC) platform, which automates risk identification, assessment, reporting, and monitoring. Regular internal audits and scenario-based exercises such as telecom emergency simulations and business continuity drills strengthen organisational preparedness.

## Integrated Risk Categories

### Strategic Risks:

Include market competition, operational transformation, cybersecurity, regulatory compliance, and reputational exposure. These are managed through ongoing monitoring, diversification strategies, and risk mitigation plans coordinated across business units under the ERM framework.

### Operational Risks:

Include service disruptions, technology failures, cyber threats, and process inefficiencies. These are mitigated through robust controls, network modernisation, continuous system monitoring, and implementation of ISO 22301-aligned Business Continuity Plans (BCPs) and incident response mechanisms.

### Compliance Risks:

Relate to evolving regulatory requirements, tax obligations, data privacy, and ethical standards. These are managed through policy reviews, compliance monitoring, regular employee training, and coordination with regulators. The company applies a dedicated methodology for assessing anti-corruption risks, including bribery and fraud, as part of its integrated framework.

### Reputational Risks:

Arise from service disruptions, ethical breaches, or stakeholder dissatisfaction. These are addressed through transparent communication, proactive issue management, and strict adherence to corporate values.

## ESG and Sustainability-Related Risk Management

Oversight of sustainability-related risks and opportunities rests with the Board of Directors and Executive Committees, supported by the Business Excellence Team. The Sustainability Committee conducts monthly and quarterly reviews, ensuring ESG risks are addressed promptly. Any critical sustainability-related risk is escalated to senior management and the Board for action.

Environmental and social risks are integrated into the Group's ERM framework. Assessments consider operational activities, geographic exposure, and stakeholder impact. Where significant risks are identified, mitigation actions such as impact assessments, enhanced due diligence, or targeted controls are implemented, with progress reported to the Risk Committee.

Current effects include the need for strong governance, continuous risk monitoring, business continuity planning, and cross-functional coordination across HSE, HR, Sustainability, Network Operations, Facilities, and Compliance.

Exposure is concentrated in operational areas, especially network infrastructure, digital systems, regulatory-driven business functions, and customer-facing services.

Anticipated effects include higher requirements for compliance, expanded environmental and social due-diligence, increasing cybersecurity and technology investment, and stronger resilience measures across the digital and telecommunications value chain. Reputational and regulatory pressures may also influence strategic decisions, resource allocation, and stakeholder engagement.

In managing ESG-related risks, Beyon applies quantitative and qualitative evaluation methods based on defined scales for likelihood and impact, often supported by external expertise from global risk advisory partners.

Beyon conducts regular risk audits and performance reviews to ensure that mitigation measures remain effective and aligned with industry standards. The Risk Management and Internal Audit teams oversee follow-up actions based on identified mitigations and targets, ensuring accountability and improvement.

Type	Description of the risk	How the risk is addressed
Climate Transition Risk	Exposure to rising carbon regulations, climate commitments, and global decarbonisation expectations.	Please refer to Energy and Climate Change section
Energy Security & Cost Risk	Volatile energy prices, increasing operational energy demand, and risk of supply disruptions.	Please refer to Energy and Climate Change section
Regulatory & Compliance Risk	Exposure to stricter ESG, waste, data, and safety regulations across multiple jurisdictions.	Please refer to ESG Policy, Water and Waste Management, and Supply Chain Management sections
Cybersecurity & Data Privacy Risk	Increased digital threats and potential data breaches impacting customer trust.	Please refer to Customer Privacy and Data Security section
Human Capital Risk	Workforce capability gaps, safety challenges, and retention concerns.	Please refer to Empowering our People chapter
Supply Chain Risk	Risk of unethical labour practices or noncompliant supplier behaviour.	Please refer to Supply Chain Management section

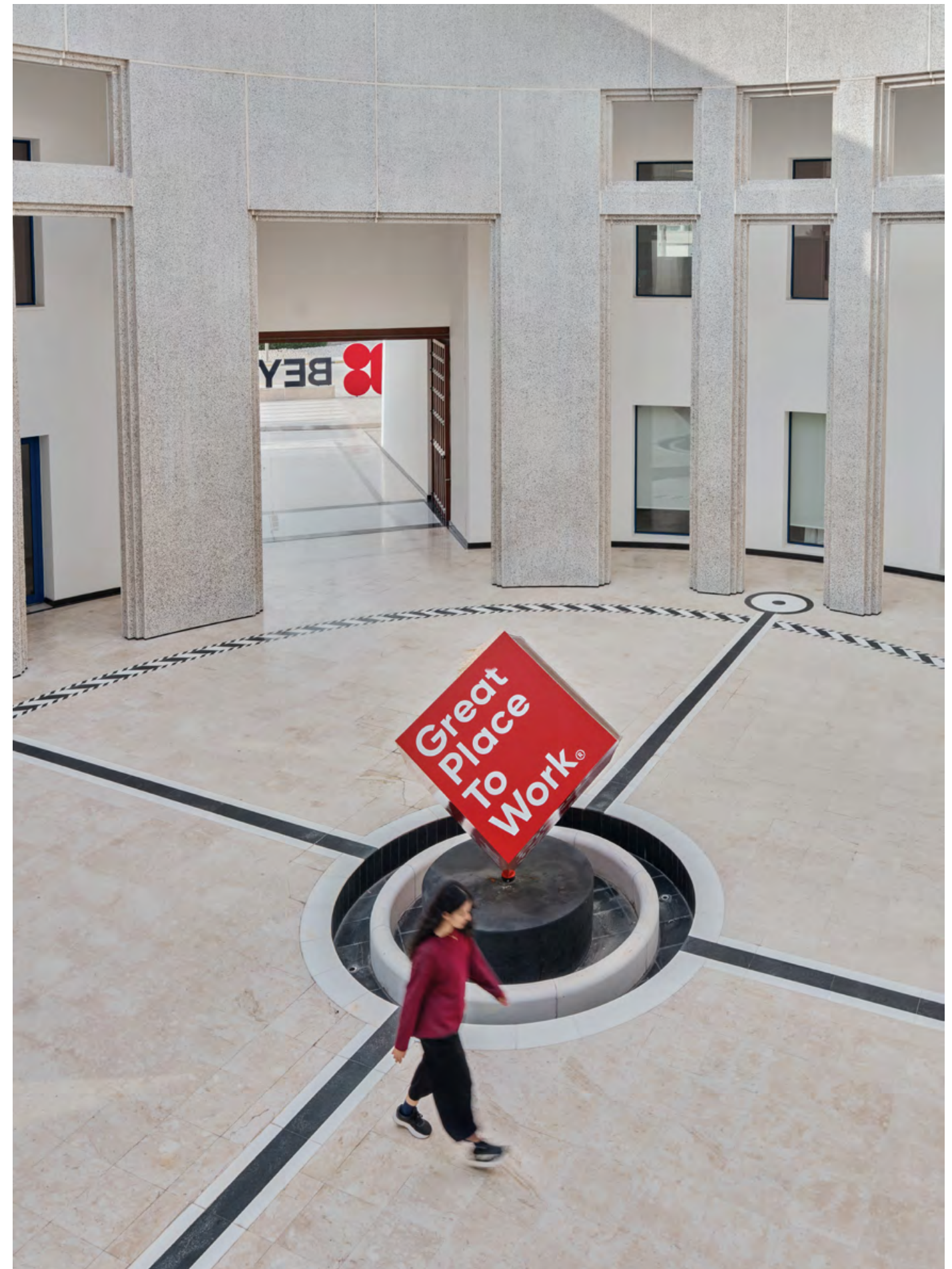
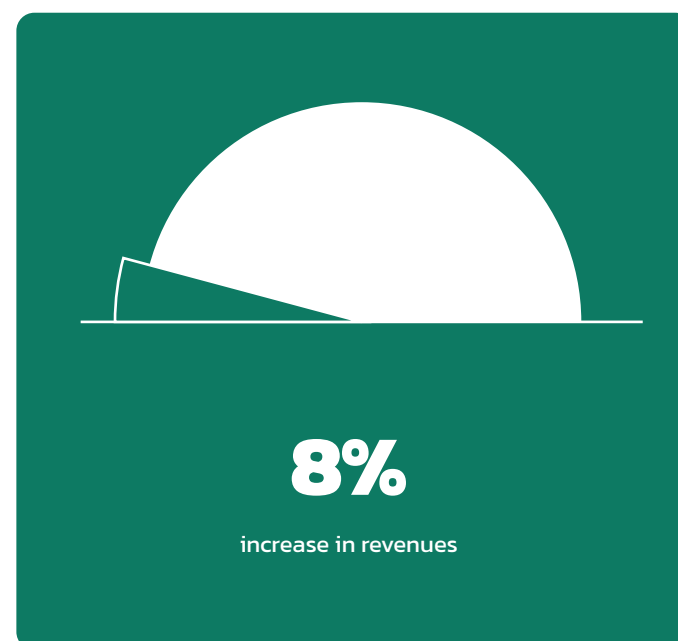
### Economic Performance

Beyon continues to demonstrate strong financial performance and resilience across its diversified portfolio. Our results reflect the Group's disciplined execution of its strategy, sound financial management, and ongoing focus on sustainable growth and shareholder value creation.

For the 2025 financial year, Beyon achieved a net profit of BHD 71.33 million, with total revenues reaching BHD 496.64 million.

Beyon delivers value to its shareholders through regular dividend payments and strategic share buyback programmes. The company continues to pay attractive dividends and operates a market-making programme to enhance share liquidity and ensure that the company's stock reflects its underlying value.

Through disciplined capital management, Beyon ensures that investments are directed toward sustainable digital growth while maintaining prudent financial ratios and strong returns. Strategic capital expenditure is aligned with the company's long-term growth objectives, supporting both financial performance and sustainability priorities.

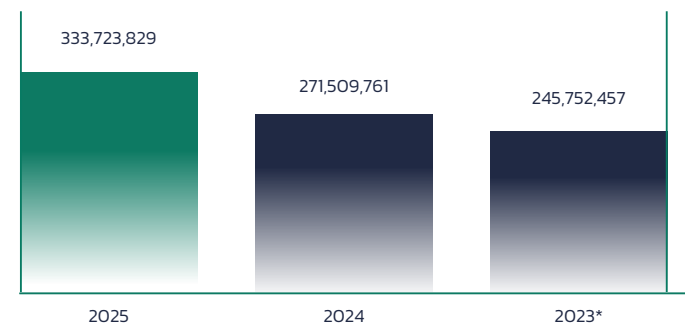


### Supply Chain Management

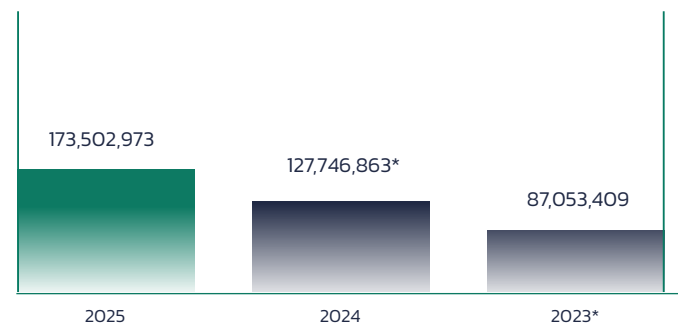
To enhance efficiency and compliance, Beyon has implemented a centralised Enterprise Resource Management system that streamlines procurement operations across the Group. The company enforces a strict supplier policy requiring thorough screening and adherence to the Environmental and Social Management System (ESMS), ensuring that all suppliers meet standards related to environmental protection, human rights, and ethical conduct.

Supplier agreements include clauses covering intellectual property, confidentiality, anti-bribery, and anti-corruption, as well as compliance with HSE regulations. Regular on-site audits and compliance checks are conducted to verify adherence to these requirements and promote continuous improvement in supplier practices.

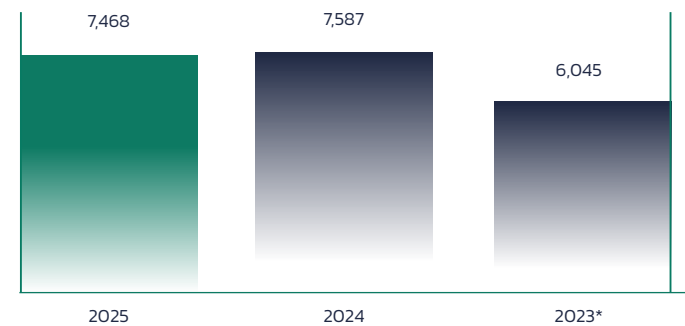
In 2025, our total spend on procurement was BHD 333.7 million of which BHD 173.5 million was with local suppliers which makes 64% of suppliers. This represents a 54% increase on last year's local supplier spending.



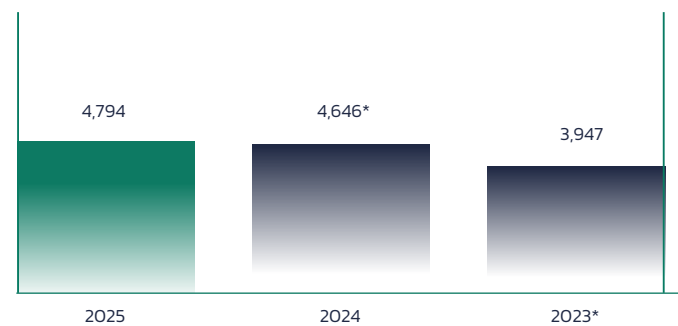
Total spending on suppliers (BHD)



Total spending on local suppliers (BHD)



Total number of suppliers



Total number of local suppliers



**56%**

of procurement spending was on local suppliers

\*Data reflects Beyon Group except Sure  
2024 values were restated due to update in Beyon Digital spendings

## Notable Initiatives by our Portfolio Companies



Umniah follows a structured Procurement Policy and Procedure, ensuring that all sourcing activities are transparent, compliant, and aligned with our ethical and operational standards. While Umniah does not currently maintain a standalone Supplier Code of Conduct, supplier responsibility is embedded through an annual supplier evaluation process that assesses performance across quality, delivery, compliance, and sustainability criteria.

Umniah conducts regular site audits and inspections for local suppliers providing civil, telecom, fibre, and power services. These audits, carried out jointly by the Health and Safety team and relevant departments, ensure that no instances of child labour, forced labour, or hazardous work involving young workers occur at any Umniah sites.

The company maintains open communication channels with all suppliers to address any potential labour violations, corruption, or environmental concerns. This open-door mechanism functions as an informal grievance and whistleblowing platform, encouraging transparency and early resolution of issues.



Dhiraagu maintains a Procurement Policy and a Supplier Code of Conduct, which is publicly available on the company's website.

Dhiraagu has identified the sourcing of solar panels and inverters as a key area with potential risk related to child and forced labour. To address this, the company has implemented a dedicated Environmental and Social (E&S) due diligence process for solar vendors. This process assesses labour and human rights risks prior to engagement, and any vendor found to present unacceptable risks is disqualified from sourcing.

All suppliers are contractually required to comply with Dhiraagu's Supplier Code of Conduct, which sets minimum standards on labour rights, human rights, workplace conditions, and responsible business conduct. These requirements include compliance with occupational health and safety standards, provision of safe and hygienic working environments, emergency preparedness, and appropriate use of personal protective equipment where required.

Suppliers must also uphold human rights principles, including equal opportunity and non-discrimination, freedom of association and collective bargaining, fair wages and working hours, and the strict prohibition of child labour, forced labour, human trafficking, harassment, and abuse. Accessible grievance mechanisms must be in place to allow workers to raise concerns without fear of retaliation, including access to Dhiraagu's external grievance channels.

**100% of suppliers went through environmental and social audits**



Batelco launched an ESG Supplier Assessment initiative marking an important step toward embedding sustainability throughout the supply chain.

This initiative involved distributing a detailed ESG questionnaire to key strategic suppliers to assess their sustainability practices, labor standards, environmental management, and governance transparency. The results provide insights into supplier performance and sustainability maturity, helping Batelco to:

- Strengthen partnerships with suppliers who share Batelco's sustainability values
- Identify areas for collaboration and improvement in ESG performance.

Batelco plans to expand the assessment to additional suppliers advancing Batelco's broader objective of developing a responsible and resilient supply chain.

# Empowering our People



**We provide an inclusive workplace that not only draws, develops, and retains top talent but also prioritises the well-being of our people. Our aim is to establish an environment at Beyon where individuals can truly thrive and prosper.**

## Diversity and Equal Opportunity

Beyon nurtures a workplace culture built on fairness, respect, and equal opportunity, ensuring that all team members can thrive and contribute to the Group's long-term growth. Discrimination of any kind has no place in our operations, and we provide equal access to opportunities across all levels and functions.

Beyon's human resources policies are guided by the labour laws and human rights regulations of the Kingdom of Bahrain,

which serve as the overarching framework for protecting team members' rights and maintaining ethical business practices. These principles are integrated into our onboarding, training, and management processes, ensuring that every employee understands their rights and responsibilities from day one.

While Beyon does not have a standalone human rights training program, key human rights and ethical principles are embedded in regular awareness sessions covering the Code of Conduct, anti-harassment, grievance mechanisms, and labour rights.

In 2025, Beyon welcomed 155 new female employees, representing 34% of all new hires. Women now comprise 32% of our total workforce, with 127 female employees holding senior or middle management positions.

The current gender pay ratio stands at 97%<sup>1</sup> for basic salaries. Beyon remains firmly committed to pay equity and transparency, continuously advancing its compensation policies and remuneration frameworks to ensure fairness across all roles and levels.

### Material Topics

- Talent Attraction, Retention and Development
- Diversity and Equal Opportunity
- Health and Safety



<sup>1</sup> Value reflects Umniah, Dhiraagu and Batelco.

**Employee Relations and Grievance Mechanisms**

Beyon maintains open communication and corrective guidance between management and employees. The company's HR policies include structured grievance and redressal mechanisms to ensure fair resolution of concerns across all levels.

**Grievance Redressal Process**

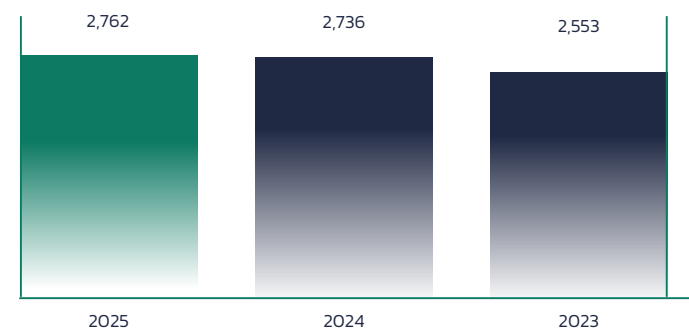
- Stage I (Informal): Discussion with the line manager.
- Stage II (Formal): Written submission to the Division or Department Head or HR.
- Stage III (Formal): Escalation to the Grievance Committee, which reviews and recommends a decision to the CEO.

**Designated Committees:**

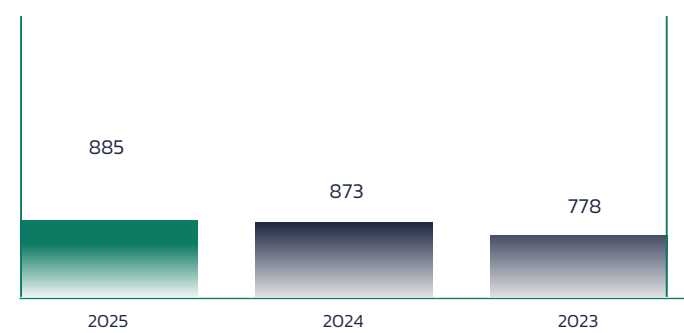
- Grievance Committee – Reviews formal grievances and submits recommendations to the CEO.
- Arbitration Committee – Addresses escalated performance management-related (PMR) grievances to ensure impartial resolution.

Additional mechanisms include the Whistleblowing Policy, allowing confidential reporting of unethical conduct or policy violations, and the PMR Grievance Process, which enables employees below Grade 4 to appeal performance ratings through a structured review. Employees may also approach HR directly if the grievance involves their line manager or cannot be resolved internally.

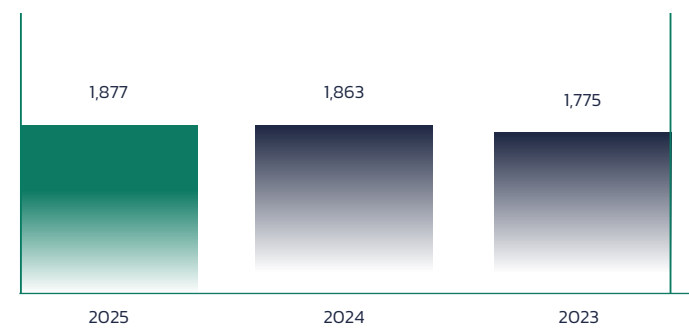
These structured channels ensure that all team members have access to fair, transparent, and confidential communication pathways.



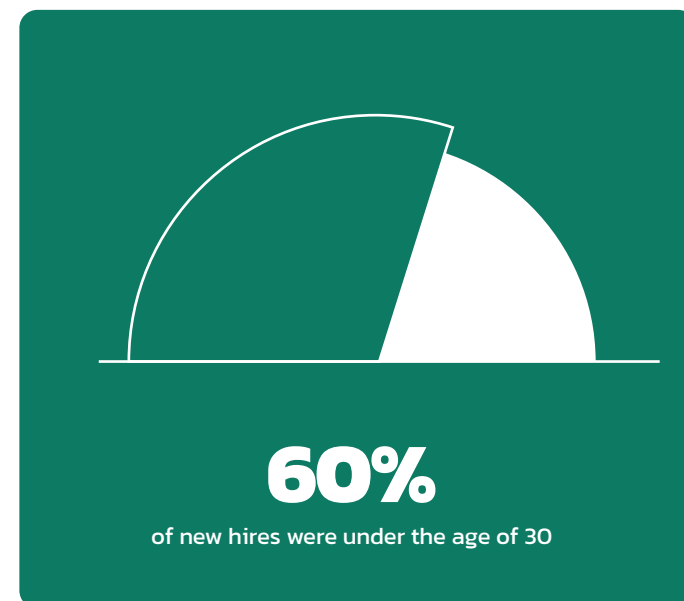
Total full-time employees



Female full-time employees



Male full-time employees



# Notable Initiatives by our Portfolio Companies



Female team members are given equal opportunities across all stages of the hiring process and in all job categories. Recruitment and promotion decisions are based solely on merit, skills, and potential. The company actively supports women's advancement through targeted leadership and development programs, creating clear pathways for career progression.

In 2025, Batelco achieved a significant milestone in gender representation and professional development where 17 female team members were advanced into supervisory, managerial, and senior managerial positions.

### Talent Attraction, Retention and Development

Beyon’s approach to human capital management is guided by a strategic and structured framework focused on attracting, developing, engaging, and retaining talent to drive organisational performance and long-term growth. Our philosophy emphasises fairness, continuous development, diversity, and ethical conduct across all stages of the employee lifecycle from acquisition to exit.

Beyon’s retention strategy prioritises employee engagement through recognition and awards:

- o **Beyon Ambassador:** Quarterly recognition for employees who exemplify company values. In 2025, 24 Ambassadors were honoured across Beyon entities, including international operations.
- o **Chairman’s Award:** Endorsed by Beyon’s chairman, this prestigious award honours three exceptional individuals annually for outstanding contributions to Beyon’s success.

In addition to several initiatives across Beyon’s Bahrain-based subsidiaries:

- o **Social Engagement:** The Beyon Social Committee organises cultural and team-building events such as the Family Fun Day, Town Hall BBQ Night, and Ghabga.
- o **Work-from-Home Policy:** Introduced in 2025, allowing up to 12 remote working days per year. A total of 362 work-from-home days were utilised.
- o **Special Offers and Benefits:** Exclusive discounts for employees on hospitality, education, and wellness services.
- o **Employee Engagement “Temperature Checks”:** Four pulse surveys conducted across departments measure perceptions of camaraderie, respect, credibility, pride, and fairness. Findings inform action plans to improve culture and satisfaction.

We actively engage with our employees to ensure their feedback informs continuous improvement. In 2025, Beyon achieved an employee engagement score of 80% and an employee satisfaction score of 76%<sup>2</sup>, reflecting a strong sense of connection across the organisation.

Beyon’s full-time workforce comprised 2,762 employees, with an additional 19 part-time employees. Over the year, we welcomed 460 new team members, representing an increase in our workforce compared to the previous year. Meanwhile, 401 employees left the organisation, a 16% reduction from 2024.

The turnover rate stood at 15% in 2025 a reduction from 2024, reflecting the positive impact of strengthened employee engagement initiatives and an improved workplace culture. To build on this progress, Beyon continues to implement targeted strategies focused on career development, continuous feedback, and employee well-being to further reduce turnover and enhance retention.



<sup>2</sup> This value reflects Sure and Dhiraagu



### Parental Leave

Beyon offers comprehensive parental benefits aligned with Bahrain's labour laws.

- Maternity Leave: 60 days fully paid, plus 15 days unpaid leave and flexibility to combine with annual leave. Mothers are entitled to two daily nursing breaks for one-year post-return.
- Paternity Leave: One paid day of leave following childbirth.

Beyon ensures job continuity and flexible arrangements to support employees returning from parental leave.

### Learning and Development

In 2025, the Group achieved a key milestone with the realisation of Beyon's Learning and Development (L&D) Strategy "Empowering Talent. Accelerating Digital. Leading the Future." This strategy established a data-driven and business-aligned learning ecosystem, integrating digital platforms such as LinkedIn Learning, Lumofy, Pluralsight, and O'Reilly with in-person and experiential learning to create scalable and inclusive development opportunities.

Beyon's L&D Policy ensures that every team member has access to opportunities to build the skills, knowledge, and behaviours needed to succeed today and in the future.

Learning is structured around an annual and continuous Training Needs Analysis (TNA), aligned with business priorities, performance reviews, and succession planning.

The Oracle Learn Module serves as the central platform for all learning activities, providing real-time visibility into progress, tracking certifications, and analysing engagement across the Group.

Leadership and professional growth are supported through Individual Development Plans (IDPs), developed collaboratively between employees and leaders across Beyon entities. These plans are informed by Deeper Signals Assessments and 360° feedback, translating insights into clear, actionable development goals.

The L&D Policy sets an average of 24 training hours per employee, complemented by post-training evaluations and satisfaction surveys. In 2025, Beyon maintained a 4.5/5 training satisfaction rate, reflecting the effectiveness of its programs.

A four-level development framework was launched to formalise growth pathways for team members:

1. Graduate Development Program
2. Leadership Development Program
3. High-Potential Development Program
4. Executive Leadership Program

A Manager Development Program is scheduled for rollout in 2026 to strengthen leadership readiness at all management levels.



Two flagship initiatives shaped leadership growth across Beyon's Bahrain-based subsidiaries in 2025:

### Beyon Navigate

Delivered in partnership with the University of Strathclyde Business School, this programme focuses on strategic leadership, transformation, and innovation. It combines academic learning with practical workplace projects.

In 2025, 14 of the 53 participants were women, demonstrating strong female participation in leadership development initiatives.

### Beyon Elevate

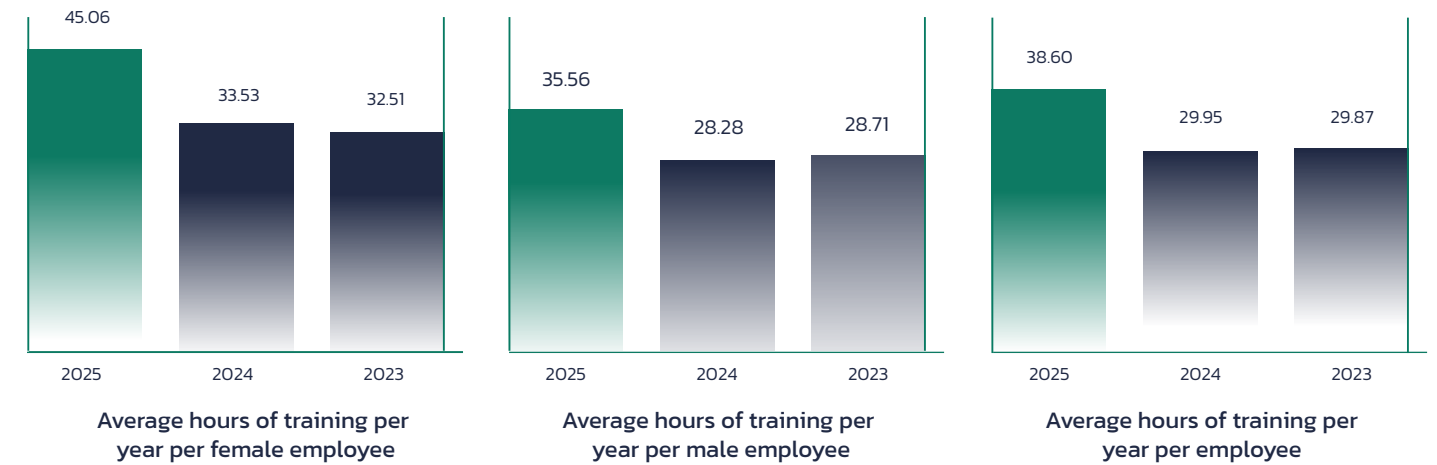
A 12-month flagship program designed to accelerate the readiness of high-potential employees for future leadership roles, Elevate includes psychometric and ability testing, Deeper Signals assessments, group case studies, cross-functional rotations, mentorship and coaching from senior leaders. Partnerships with INSEAD, LSE, and Harvard Business School further enriched Elevate's content. The programme has produced measurable outcomes and participants have taken on expanded roles and led strategic projects.

Out of the five participants in the Beyon Elevate programme, three were female, highlighting the program's inclusive approach to talent development.

In 2026, Elevate will become an annual programme, selecting five high-potential participants each year, supported by advanced analytics, mentoring networks, and integration with the Beyon Digital Academy.

In 2025, Beyon delivered a total of 106,622 training hours across the organisation. Female employees accounted for 37% of the total training hours, and male employees for 63%. On average, women completed 45.06 hours of training each, while men averaged 35.56 hours.

As part of our sustainability awareness efforts, we partnered with Ericsson to deliver specialised training on net zero, decarbonisation, energy management, and waste reduction.



#### Nationalisation

Beyon's recruitment strategy focuses on hiring, nurturing, and retaining national talent in line with Bahrain's Vision 2030 for human capital development. In 2025, Beyon recruited over 65 Bahraini employees, including 17 Graduate Trainees across various business units.

The Graduate Trainee Program provides young professionals with structured learning, mentorship, and cross-functional exposure, building essential skills and preparing them for long-term careers in telecommunications and digital industries.

The succession management process engaged 115 leaders to identify and develop national talent, ensuring clear progression pathways and leadership continuity across the organisation.

Beyon also attends an average of three national career fairs annually, strengthening its presence as an employer of choice and supporting Bahrain's economic diversification goals.

### Highlight Story

A key achievement of 2025 was the launch of the AI Learning Series, developed with the Bahrain Institute of Banking and Finance (BIBF) and OpenAI (ChatGPT), enhancing employees' understanding of artificial intelligence and its business applications.

To build a digitally fluent and AI-ready workforce, Beyon will launch the Beyon Digital Academy, a unified platform consolidating all digital learning and upskilling initiatives. The Academy will provide employees with access to AI learning pathways, certification-based programs, and world-class content.

Partnerships with local Bahraini training providers, such as Origin and EMIC, ensure that learning remains culturally relevant while aligned with global standards.

# Notable Initiatives by our Portfolio Companies



At Umniah, employee development is guided by a structured L&D Framework aligned with business priorities and future skill needs. Supported by the Learning and Development Policy and the Career Development and Promotion Policy, the framework ensures clear pathways for growth, internal mobility, and succession planning. Key elements include:

- Annual Training Needs Analysis and company-wide training plans.
- Technical & Digital Skills: Telecom, cybersecurity, data analytics, AI, and network optimisation.
- Soft Skills: Communication, teamwork, and time management.
- Leadership Programs: Emerging Leaders and Leading the Umniah Way.
- Sales Academy: Enhancing customer engagement and sales excellence.
- Compliance and Ethics Training: Code of Conduct, data privacy, and anti-harassment.

Umniah targets an average of 20 training hours per employee, prioritising quality and impact over volume. Effectiveness is measured through pre- and post-assessments and feedback surveys, ensuring continuous improvement.



Through its 1-1-1 Learning Pledge, Sure provides all employees with open access to thousands of learning resources via leading digital platforms.

Employees can develop technical capabilities through Pluralsight, Sure's dedicated technical learning platform, while Percipio (Skillsoft) supports growth in soft skills, leadership, and people management. Together, these platforms enable self-directed, flexible learning aligned with individual career goals and organisational needs.

## Health and Safety

The health and safety of our people remain a top priority at Beyon. Our Environment, Occupational Health, and Safety (EHS) policies are integrated within the Corporate Security Policies and Procedures, which are maintained for internal reference and ensure consistent implementation across all operations.

The company adheres to Ministry of Labour Ministerial Order No. (6) of 2013, concerning the protection of workers from fire hazards, and Ministerial Order No. (8) of 2013, regulating occupational safety and health in establishments. These form the foundation to maintaining a safe, compliant, and healthy workplace for all employees, contractors, and visitors.

Beyon follows a systematic approach to hazard identification, risk assessment, and control through structured method statements and a work permit system.

- Hazard identification is carried out through scheduled inspections and pre-task evaluations for high-risk activities.
- Risks are assessed, prioritised, and managed using defined control measures.
- Work permits ensure that all high-risk tasks are properly authorised and performed safely.

Employees and contractors are encouraged to report work-related hazards via email or through the Security Operations Centre. All reports are treated confidentially, investigated promptly, and corrective actions are implemented to prevent recurrence.

Employee participation is integral to Beyon's safety culture. Employees contribute through safety meetings, site observations, and assessments.

While there is no formal joint management-worker Health and Safety Committee, performance is reviewed monthly during Business Performance Meetings, where safety issues are discussed and corrective actions are agreed upon to ensure ongoing compliance and risk reduction.

In line with the annual emergency preparedness plan, evacuation drills were conducted across major facilities to ensure all employees are prepared for potential emergencies. These drills ensure general safety awareness and site-specific procedures.

Beyon protects employee health through comprehensive medical insurance coverage that includes consultations, hospital care, dental and optical services, and diagnostic tests. Employees benefit from access to an extensive network of local and international healthcare providers. All employees sign confidentiality agreements upon joining the company, and personal or medical information is securely managed within HR systems. Insurance providers are bound by confidentiality clauses to protect employees' health data.

Beyon collaborates with private hospitals to deliver wellness sessions and awareness campaigns, including breast cancer awareness initiatives and health check-up offers. These initiatives promote preventive health and overall employee well-being.

Occupational health and safety impacts are mitigated through periodic risk assessments, site inspections, contractor safety inductions, and ongoing performance reviews. The company's management system is regularly evaluated to ensure it remains effective, proactive, and aligned with operational needs.

# Notable Initiatives by our Portfolio Companies



Sure has established a comprehensive Occupational Health and Safety (OHS) Management System aligned with UK health and safety legislation, the HSE's Managing for Health and Safety (HSG65) framework, and ISO 45001 standards.

Sure's Health and Safety Policy, endorsed by senior management, sets clear objectives to ensure compliance, reduce risk, and foster a proactive safety culture. Hazards are systematically identified and managed through regular risk assessments, site inspections, job safety analyses, and employee feedback. Both routine and non-routine activities are covered under a structured permit-to-work system, supported by method statements, dynamic risk assessments, and the hierarchy of controls to eliminate or minimise risks.

Employees play an active role in shaping and maintaining a safe workplace. The company operates a joint management-worker Health and Safety Committee, which meets quarterly to review performance, share lessons learned, and recommend improvements. Health and safety information is communicated through briefings, intranet updates, and refresher training, ensuring accessibility for all staff, including remote and field teams.

Sure uses an online Assure portal to enable the reporting of incidents, hazards, near misses, and ill health, promoting a just culture that encourages transparency and learning without blame. Incident investigations follow a structured process identifying root causes, applying corrective actions based on the hierarchy of controls, and updating risk assessments and training accordingly.

The company also supports employee well-being through occupational health services such as health surveillance, fitness-for-work assessments, mental health support, annual health checks, seasonal flu vaccinations, and free eye tests. These services are delivered by qualified professionals and accredited providers.

# Notable Initiatives by our Portfolio Companies



Umniah's USafety app enables real-time hazard reporting, task management, and pre-work safety checks, providing a centralised digital platform for monitoring and managing OHS performance. It aligns with Umniah's corporate objectives of reducing workplace incidents, improving data accuracy, and strengthening compliance with ISO 45001 and Jordan's Ministry of Labour regulations. By digitising safety processes, the app enhances responsiveness across all operational levels.

Internally, the app supports Umniah's sustainability targets by providing actionable insights that help identify hazards early and guide corrective actions. Externally, it reflects Umniah's response to evolving regulatory requirements and stakeholder expectations for workplace safety and digital efficiency.

The rollout of the USafety app was not without challenges. Early resistance to adopting new digital tools and varying levels of technical literacy among field teams initially slowed its adoption. Umniah overcame these challenges through comprehensive training programs, continuous support, and collaboration with contractors and partners.

The implementation of USafety has already delivered measurable benefits, including improved accuracy of safety data, faster hazard detection, and timelier corrective actions. It has enhanced engagement among employees and contractors, empowering them to play an active role in maintaining safe work environments.

Looking ahead, Umniah plans to expand the capabilities of the USafety app by integrating AI-driven analytics to predict and prevent potential hazards before they occur. The next phase will also extend the platform's use across additional contractor teams, incorporate real-time monitoring, and introduce advanced safety training programs.



In 2025, Dhiraagu strengthened its health and safety framework by fully aligning its HSE management system with the Maldives Occupational Health and Safety Act (2/2024).

A formal Health and Safety Policy was developed and approved, supported by a comprehensive update of the HSE Manual to ensure consistency across all occupational health and safety practices. Incident and accident reporting processes were enhanced, and digital monitoring was strengthened through improved data capture and reporting via the Network Operations Centre. The HSE team was expanded and formalised in line with legislative requirements, reinforcing accountability and operational oversight.

Health and safety targets are set and monitored by senior management, implemented through the HSE function, and reviewed annually based on performance and regulatory developments. Progress is tracked through inspections, incident data, and management reviews, with health and safety performance embedded into management accountability.

Looking ahead, Dhiraagu will continue to strengthen its HSE framework through advanced HSE training and licensing, benchmarking against ISO 45001, enhanced digital monitoring, and expanded employee wellbeing initiatives.

# Yielding Innovative Solutions



**Positioned at the forefront of the digital transformation movement in the MENA region and beyond, our goal is to pave the way for a future marked by prosperity and sustainability. We are dedicated to expanding our influence, aiming to bridge the gap between technology and individuals, as well as businesses, by offering best-in-class connectivity and digital solutions.**

## Digital Innovation

As industries evolve at unprecedented speed, we continue to pioneer technologies that enhance customer experiences, optimise operations, and contribute to Bahrain's Vision 2030 for digital transformation and sustainable development.

In 2025, we expanded our digital growth portfolio by integrating AI, automation, and advanced analytics across operations and customer platforms. These investments have strengthened cybersecurity, improved efficiency, and delivered seamless, secure, and data-driven experiences across the Group's companies and markets.

Beyon advanced its transformation journey through automation tools, enhanced IT service management, and data-driven decision-making frameworks streamlining workflows, reducing manual processes, and boosting operational agility. Digitalisation targets are communicated through internal policies and operational guidelines, while performance is monitored via system metrics, dashboards, and project indicators under senior management oversight.

Digital excellence is further demonstrated through substantial investment in research and development (R&D). In 2025, we invested BHD 4.6<sup>4</sup> million, representing a 13% increase from the previous year.

### Material Topics

- Digital Innovation



<sup>4</sup>Value covers Umniah, Dhiraagu, Batelco, Beyon Solutions, Beyon Cyber, Beyon Money, Beyon Connect.

Key Focus Areas:

- **Customer-Centric Solutions:** Expanding digital self-service channels, upgrading eKYC systems, and enhancing e-commerce and engagement platforms.
- **AI and Advanced Analytics:** Using predictive insights to strengthen decision-making, personalisation, and performance.
- **Cloud and Smart Technologies:** Scaling cloud-based services, fortifying data infrastructure, and supporting Bahrain's smart city and e-government ambitions.
- **Enterprise Modernisation:** Implementing ERP and intelligent management systems for real-time visibility and streamlined operations.
- **Digital Workplace Tools:** Enabling hybrid work through cloud-based collaboration, paperless document management, and integrated performance dashboards.

Sustainability is embedded throughout Beyon's R&D lifecycle, from design to deployment, ensuring digital progress supports environmental and social goals. We prioritise:

- Resource efficiency by minimising paper use and manual workflows.
- Energy-conscious development through cloud hosting and virtualisation.
- Inclusive digital design to ensure accessibility for all.
- Responsible resource consumption and e-waste management.
- Employee upskilling in data management and digital innovation through continuous learning initiatives.

# Notable Initiatives by our Portfolio Companies

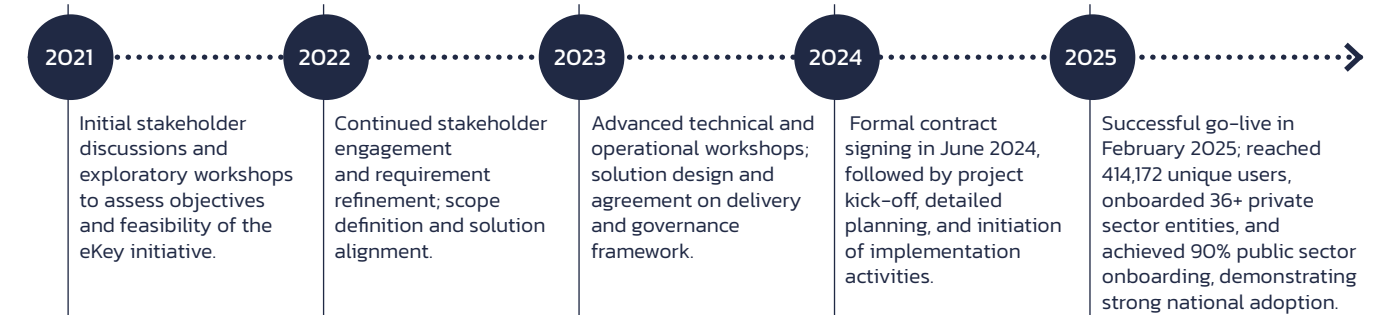
## BEYON Connect

During the reporting period, Beyon Connect advanced its digital trust product portfolio OneBox and eKey 2.0 (formerly OneID), cementing its role as a key enabler of Bahrain's secure digital transformation. In collaboration with the Information and eGovernment Authority (iGA), Beyon Connect successfully expanded eKey 2.0, enabling seamless authentication for thousands of citizens and residents. The platform now supports secure access for private sector entities, creating a unified digital identity ecosystem that bridges public and private services. Key outcomes include:

- Improved authentication and data protection aligned with global privacy standards and the National Cyber Security Centre (NCSC).
- Enhanced accessibility for GCC cardholders, broadening inclusivity.
- Reduced administrative waste through paperless verification and streamlined digital workflows.
- Strengthened public trust in Bahrain's national digital infrastructure.

Despite the complexity of integrating multiple legacy systems, close collaboration with iGA and cross-functional taskforces ensured successful implementation and efficient system interoperability.

Looking ahead, the next phase of eKey 2.0 will extend digital access to all private entities in Bahrain.



## BEYON Solutions

Beyon Solutions conducted process mapping to identify repetitive manual workflows, deployed digital workflows via Microsoft Power BI, piloted in key internal departments, and extended to other units, including select customer reporting functions. In addition to delivering awareness and training sessions to ensure smooth adoption and integrated real-time monitoring dashboards to track performance and digital adoption.

While full integration with external vendor systems remains in progress, the initiative demonstrates how targeted digital improvements can deliver substantial environmental and operational impact, making processes faster, more transparent, and sustainable.

Looking ahead, Beyon Solutions plans to expand automation to customer service and procurement workflows and integrate e-signature solutions across departments.

## BEYON Money

In 2025, Beyon Money launched the Arabic version of its mobile application, marking a major step toward greater accessibility and inclusion across the Arab region to meet customer needs.

Developing the Arabic app required rebuilding the platform from the ground up, including full right-to-left interface design, localised content, and the adaptation of legal and financial terminology to comply with Bahraini regulations. The project involved close collaboration between design, development, and legal teams to ensure linguistic accuracy, cultural relevance, and technical precision.

To ensure continued efficiency, Arabic functionality will now be developed in parallel with future features.

# Offering Customer and Community Care

**Our products and services empower customers and stakeholders, while responsible and safe technology use remains of upmost importance. Our overarching goal is to enhance customer satisfaction and contribute to reducing economic, social, and digital divides. We are committed to playing a vital role in bringing about positive change for all residents of Bahrain.**

## Customer Privacy and Data Security

At Beyon, data privacy and cybersecurity remain foundational to our digital transformation journey and are guided by both local regulatory requirements and international best practices.

Beyon continues to comply with Bahrain’s Personal Data Protection Law (PDPL), maintains certification under ISO 27001 (Information Security Management System) and other relevant privacy regulations across our markets.

All employees undergo mandatory annual training on data privacy, cybersecurity, phishing prevention, and information security best practices to strengthen our organisational awareness and ensure adherence to the highest standards of ethical data handling.

Beyon conducts structured progress reviews across major initiatives to align outcomes with strategic and sustainability objectives. Customers benefit from transparent reporting through real-time dashboards, performance summaries, and dedicated helpdesk support that captures and analyses feedback.

Biannual audits, one internal and one external, are conducted to evaluate the effectiveness of Beyon’s data protection and cybersecurity management systems. Additionally, our multi-layered security architecture includes:

- Continuous threat and vulnerability scanning
- Automated threat response and remediation tools
- Penetration and stress testing
- Endpoint detection and response (EDR) mechanisms

Together, these measures provide a proactive, end-to-end defence against evolving cyber threats, ensuring data security across all platforms and business units.

In 2025, Beyon continued to uphold its strong record in information security, with zero data breaches reported.

### Material Topics

- Customer Privacy and Data Security
- Customer Satisfaction
- Accessibility and Digital Inclusion
- Community Development



## Notable Initiatives by our Portfolio Companies

### BEYON Solutions

In 2025, Beyon Solutions enhanced its data protection and privacy framework by updating internal data protection policies and partner agreements to reflect evolving privacy regulations, integrating privacy and data security obligations into the Code of Conduct and all contractual frameworks, delivering training sessions to employees and partners on privacy, and conducting regular audits and compliance checks to identify gaps and ensure consistent implementation.

Resulting in:

- Strengthened compliance with local and international privacy standards.
- Increased data security awareness across teams and supply chains.
- Reduced risks associated with data breaches and non-compliance.

### BEYON Cyber

In response to rising cyber threats and increasing alert volumes, Beyon Cyber launched Orryx.AI, an AI-driven Security Operations Centre (SOC) designed to automate triage, accelerate investigations, and improve real-time threat response. The initiative addresses the growing challenge of analyst alert fatigue while strengthening resilience, governance, and customer trust.

Orryx.AI integrates SIEM, EDR, and threat intelligence into a unified platform, enabling AI-assisted enrichment, duplication, triage, and threat hunting. Automation handles repetitive tasks, while a human-in-the-loop model ensures analyst validation and decision accuracy. Standardised response playbooks further improve consistency and service quality across operations.

Since implementation, Orryx.AI has delivered measurable impact, including faster detection and response times, reduced analyst workload, improved true-positive threat identification, and enhanced transparency in customer reporting. These capabilities have supported strong business performance, with 24 consecutive months of positive EBITDA, expansion to three regional SOCs (Kuwait, Oman, and an ongoing rollout in KSA), and year-on-year growth of 11% in managed security services and 13% in proprietary products. Beyon Cyber was also recognised as the fastest-growing cybersecurity company in Deloitte's Fast 50 for the third consecutive year and became the first GCC company certified across all four CREST disciplines.

Looking ahead, Beyon Cyber will continue to evolve Orryx.AI by expanding predictive threat analytics, strengthening cross-customer intelligence insights, and enhancing automation playbooks. The roadmap also includes the rollout of a unified Service Delivery and Governance Framework, integrating performance, sustainability KPIs, and PDPL-aligned reporting—further aligning cybersecurity innovation with Beyon Group's digital transformation and responsible governance objectives.

## Notable Initiatives by our Portfolio Companies



Dhiraagu achieved a major milestone with the Uptime Institute Tier IV certification for its Hulhumalé Data Centre. This globally recognised certification confirms a fault-tolerant design capable of sustaining operations through any single failure, significantly strengthening the continuity and resilience of critical national communications and digital services.

Meeting Tier IV requirements posed significant challenges, including stringent fault-tolerance standards, complex upgrade and testing schedules without service disruption, and coordination across facilities, network, IT, security teams, and external vendors. These challenges were addressed through strong project governance, staged implementation, independent assurance, rigorous integrated systems testing, and risk-based change management.

As a result, Dhiraagu has strengthened protection against single points of failure and enhanced business continuity for essential services. While certain technical details remain restricted for security reasons, the certification represents a major step forward in infrastructure resilience and operational maturity.

Looking ahead, Dhiraagu will sustain Tier IV compliance through continuous monitoring, preventive maintenance, regular resilience testing, and periodic audits. Further plans include strengthening cyber and physical security controls, expanding disaster recovery and incident response exercises, and improving documentation and audit readiness to ensure long-term reliability.

### Customer Satisfaction

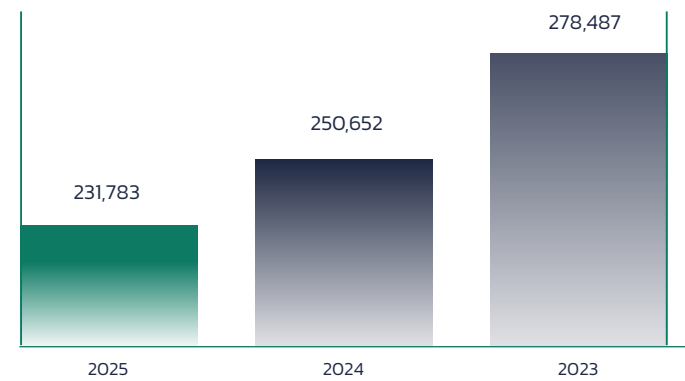
We continuously evolve our products and services to meet changing customer expectations, ensuring reliability, accessibility, and innovation across all touchpoints.

In 2025, we continued to enhance customer engagement through data-driven insights, digital self-service channels, and AI-powered support tools that provide faster, more personalised assistance.

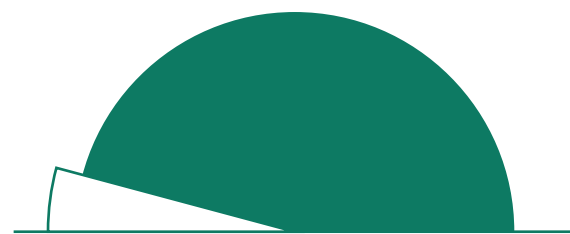
These initiatives have strengthened customer trust and improved service quality across our operations. We achieved a customer satisfaction score of 8.76/10<sup>5</sup>, maintaining strong performance consistent with previous years, and successfully resolved over 99%<sup>6</sup> of customer complaints and inquiries received through our various communication platforms.

Regular customer feedback surveys, service quality assessments, and real-time monitoring dashboards guide our continuous improvement efforts, ensuring that every interaction delivers value and reinforces our commitment to service excellence.

Looking ahead, we aim to further enhance customer experience by integrating predictive analytics, expanding multilingual digital assistance, and introducing proactive service alerts to anticipate and address customer needs before they arise.



Customer complaints received through communication channels



**8%**

reduction in customer complaints in 2025

<sup>5</sup>Value covers Umniah by Beyon, Dhiraagu, Batelco by Beyon, Beyon Connect, and Beyon Money

<sup>6</sup>Value covers Umniah by Beyon, Dhiraagu, Batelco by Beyon, Beyon Solutions, Beyon Money, and Beyon Connect

# Notable Initiatives by our Portfolio Companies



During the reporting period, Umniah launched auto eSIM through the Umniah mobile app, enabling customers to activate SIMs instantly and securely without the need for physical cards or in-store visits. This innovation not only enhanced customer convenience but also supported paperless operations and reduced resource use. The initiative addressed the growing demand for remote onboarding and digital identity solutions while ensuring compliance with evolving telecom regulations.

In addition, Umniah introduced contactless payment solutions such as Apple Pay, supporting safe, cashless transactions that align with global trends in mobile payments.

The company also implements electronic Know Your Customer (eKYC) for eShop prepaid subscriptions, streamlining customer verification and improving the efficiency and transparency of digital onboarding.

Looking ahead, Umniah plans to expand eSIM provisioning to more device types and business customers, integrate additional mobile wallet options such as Google Pay and Samsung Pay, and extend eKYC capabilities to postpaid and enterprise segments.

# Notable Initiatives by our Portfolio Companies

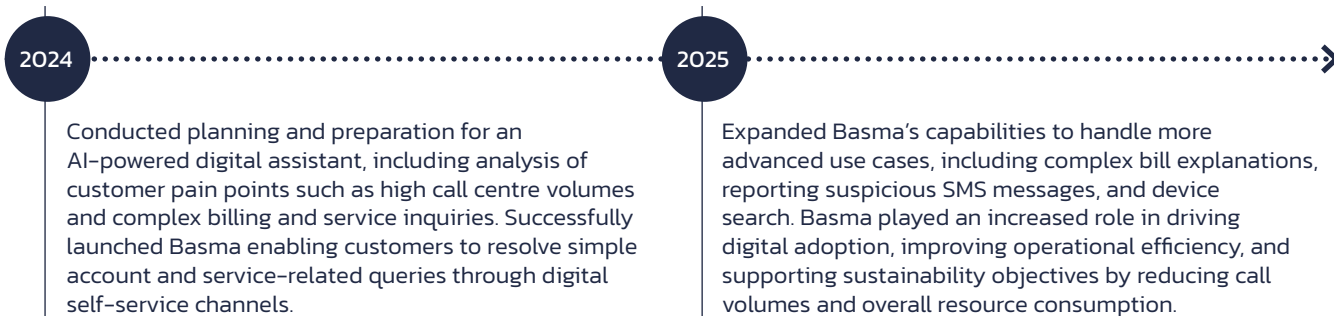


A key digital milestone in 2025 was the advancement of Basma, Batelco’s AI-powered digital assistant, which provides 24/7 customer support through efficient, digital-first interactions. By automating high-volume enquiries, Basma reduced call centre traffic, shortened resolution times, and improved customer satisfaction, while also lowering environmental impact by shifting away from voice-based support.

Basma’s capabilities were expanded to handle complex billing enquiries, device availability checks, directory searches, and SMS fraud reporting. Integration with real-time backend systems and enhanced AI models improved accuracy and contextual understanding, enabling faster and more reliable service delivery.

Batelco also launched Voya, a standalone roaming service that enables global mobile data access without requiring a Batelco subscription. This innovation expands Batelco’s digital reach and supports seamless, borderless connectivity, aligning with global trends toward flexible, customer-led digital mobility.

Together, these initiatives reflect Batelco’s response to growing demand for always-on digital experiences and AI-driven self-service. Looking ahead, Basma 2.0 will introduce multilingual and voice capabilities, predictive analytics, and personalised account management to further enhance customer experience and operational efficiency.



Batelco achieved ISO 9001:2015 certification and received the Customer Experience Excellence Award in 2025, through advancing its customer engagement and retention strategy by targeted initiatives that strengthened loyalty, improved experience, and delivered measurable results.

Retention performance improved to 32%, up from 30% in 2024, while year-to-date customer satisfaction reached 4.54, exceeding the 4.50 target. Consumer cessations declined by 3% year-on-year across all products.

To address intensified market competition, Batelco introduced exclusive retention offers to sustain customer loyalty. The launch of Jawaher Deals further enhanced engagement by providing access to exclusive benefits from more than 200 local merchants, aligning with customer expectations for added value beyond core telecom services. Looking ahead, The Jawaher loyalty ecosystem will be expanded through partnerships with banking institutions, enabling broader earning and redemption options across financial and lifestyle services, and supporting long-term customer retention.

# Notable Initiatives by our Portfolio Companies



In 2025, Beyon Connect continued to play a key role in building an inclusive digital ecosystem through solutions like OneBox and eKey 2.0, designed to simplify secure communication and authentication for all users. These platforms embody a “value-by-design” philosophy, reducing paperwork, minimising travel, and cutting processing times while improving accessibility and affordability for individuals and businesses alike.

To ensure digital equity, Beyon Connect collaborates closely with national authorities to maintain public access to essential e-government and social services. Tiered or waived fees are applied for priority public-interest use cases supporting vulnerable groups.

Accessibility is built into every stage of design and delivery. Platforms are developed in line with international accessibility standards, offering simple navigation, clear interfaces, and multilingual content to support diverse users, including the elderly and people with disabilities. Additional support is provided through plain-language user guides, in-app tooltips, and community training sessions delivered in partnership with public-sector institutions.

Beyon Connect also maintains multi-channel feedback systems, including in-app surveys, dedicated accessibility support lines, and periodic usability testing with seniors and people with disabilities. Insights gathered from these channels directly inform ongoing improvements to design and functionality.



Batelco continued to invest in network expansion and infrastructure modernisation to ensure that even the most remote areas benefit from reliable, high-quality connectivity.

To extend coverage in rural and underserved areas, Batelco implemented several cost-efficient and technologically advanced solutions, including expanding the LTE footprint through the 800 MHz and 900 MHz bands, adding new directional and narrow-beam antennas to strengthen rural signals, and deploying additional sectors on existing sites to address coverage gaps. The company also adopted a collaborative approach by building sharable sites with other operators, ensuring efficient use of resources and faster deployment across low-density regions.

In 2025, through major investments in network modernisation and international connectivity, Batelco expanded its international peering and uplink capacity by introducing remote peering connections to improve latency, bandwidth efficiency, and resilience particularly enhancing experiences in gaming, streaming, and real-time communications.

These initiatives ensure that all communities regardless of location have access to the tools and opportunities of the digital economy. By investing in modern, resilient, and energy-efficient infrastructure, Batelco is helping to build a smarter, more connected Bahrain.

Batelco received the New Product/Service Launch Achievement Award in the Telecom category at the MEA Technology Achievement Awards 2025, held during GITEX Global at the Dubai World Trade Centre for the successful introduction of Voya Roaming eSIM, a digital roaming solution that enhances regional connectivity and improves customer experience.

# Notable Initiatives by our Portfolio Companies



Dhiraagu is working on expanding nationwide connectivity and investing in resilient digital infrastructure. A key milestone was the completion of CRM Phase 2 (Drop 1) for B2C Fixed Broadband services, enabling the digitisation of 99% of customer interactions and allowing customers to manage services seamlessly through the MyAccount portal.

Dhiraagu also expanded 5G coverage to 73% of the national population, spanning inhabited islands and resort locations. This ensured equitable access to high-speed connectivity at consistent quality and pricing across the country. Operating in an archipelago presents logistical and cost challenges, which were addressed through coordinated project delivery and pooled resource utilisation.

Dhiraagu inaugurated its third data centre in N. Velidhoo, a Tier III Ready facility that strengthens national digital resilience and brings secure data hosting closer to businesses operating across the atolls. The data centre enhances cloud service reliability, business continuity, and operational efficiency for enterprises and resorts. Challenges related to remote location, space constraints, and system integration were managed through strong cross-functional coordination.

Dhiraagu expanded its cloud infrastructure by consolidating internal virtual environments onto a common platform and launching cloud services for external customers. This initiative reduced data centre footprint, power consumption, and cooling demand, while enabling scalable, high-availability services across Malé, Hulhumalé, and Velidhoo, with further regional expansion planned.

## Accessibility and Digital Inclusion

At Beyon, we believe that digital access is a fundamental right a cornerstone for economic empowerment, education, and social progress. Guided by this belief, we continue to expand our reach and ensure that everyone, regardless of background or ability, can benefit from a safe, reliable, and connected digital world.

In 2025, we advanced our digital inclusion agenda through targeted initiatives that promote equitable access, digital literacy, and affordability. Building on our strong collaboration with Government authorities, including the Information & eGovernment Authority (iGA). We enhanced e-government service accessibility, simplified online interactions, and improved service reliability for citizens and businesses alike.

We also continued to support greater participation in the digital economy by empowering local entrepreneurs through affordable digital solutions and strategic partnerships with educational institutions. These initiatives directly support Bahrain's Vision 2030 and UN SDG 9 (Industry, Innovation, and Infrastructure) by bridging the digital divide and ensuring that the benefits of digital transformation are inclusive.

Looking ahead, Beyon aims to further strengthen its accessibility standards, expand digital inclusion programs regionally, and introduce AI-enabled tools to make digital platforms even more inclusive for people of all abilities.

## Community Development

Beyon's community initiatives are guided by its Corporate Social Responsibility (CSR) Policy, which governs all donations and sponsorships across the Group. The policy emphasises responsible giving, transparency, and alignment with national priorities. An approved annual donations budget supports initiatives under four main pillars:

- Education
- Youth and Sports
- Health
- Community Development

The framework for donations and sponsorship activities is governed by Remuneration, Nomination, Donation and Corporate Governance Committee and Board Committee Charter, which outlines clear principles and processes to ensure that all contributions are made responsibly, and transparently.

Oversight of donations and CSR activities is led by the CCS who evaluates proposals, manages partnerships, and ensures alignment with the company's authority matrix and governance standards. Beyon prioritises opportunities that support national initiatives and deliver meaningful, long-term benefits that reflect positively on the Kingdom of Bahrain and its people.

## Highlight Story

The Crown Prince's International Scholarship Program (CPISP) was established in 1999 by His Royal Highness Prince Salman bin Hamad Al Khalifa, the Crown Prince and Prime Minister. The Program is privately funded by HRH Prince Salman and various local and international sponsoring organizations and individuals who share HRH's vision of equipping outstanding young Bahrainis with the necessary tools to excel and achieve their aspirations and contribute to the building of a modern Bahraini state.

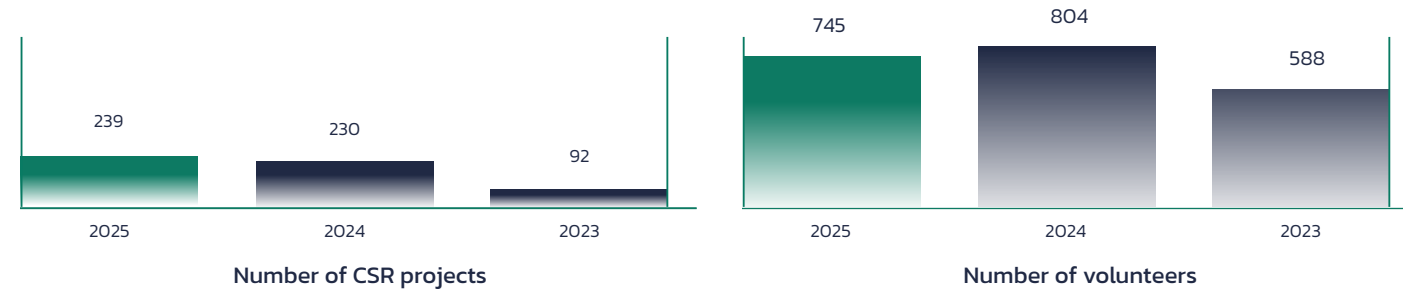
Beyon is proud to be a longstanding partner of CPISP through its platinum sponsorship since 2006, supporting the program's mission to provide high-achieving Bahraini students with access to leading global institutions. Open to all eligible Bahraini students, the program follows a highly competitive and rigorous selection process, ensuring the development of exceptional talent equipped with the academic and leadership capabilities to contribute to the Kingdom's future.

The CPISP is currently enabling 105 CPISP students to pursue their studies in boarding schools, universities, and postgraduate programs across the United States, Canada, the United Kingdom, and Europe. Students are enrolled in some of the world's leading institutions, including the University of Oxford, the University of Cambridge, Harvard University, Yale University, and Stanford University, among other prestigious academic institutions. The duration of support varies depending on each student's academic pathway, covering up to six years of preparatory and undergraduate education.

In 2025, Beyon reaffirmed its commitment by extending its support through 2030. These contributions form part of a broader, collective framework that supports students throughout their educational journey. We are proud to be part of this sponsorship, contributing to the nurturing of young Bahraini talent and supporting the Kingdom's broader social and economic development.

Beyon prioritises volunteering as a key element of its social responsibility, recognising its positive impact on communities while also enhancing employee morale, and teamwork. The Group actively encourages employees to participate in structured volunteering initiatives, skills-based projects, and community partnerships.

The company also recognises employee contributions to social causes, promoting its belief that collective action and volunteerism are vital to building a more compassionate and sustainable society. In 2025, 745 employees donated a total of 2,298 hours to valuable community causes, while the number of CSR projects increased by 4% to 239 projects.



\*The decrease in community investment in 2025 compared to 2024 reflects the absence of a major national event, as this event takes place on a biennial basis and was supported in 2024.

### Highlight Story

Beyon Centraal is Beyon’s flagship sports and wellness hub, designed to promote employee well-being, strengthen community engagement, and encourage an active, balanced lifestyle.

The facility hosts a diverse portfolio of sports academies on a regular basis, supporting children, youth, and adults across disciplines including football, basketball, gymnastics, swimming, netball, padel, tennis, martial arts, and fitness training. These programmes operate throughout the week across Centraal’s multipurpose halls, pitches, courts, and swimming facilities.

Beyond academy use, Centraal serves as a vibrant venue for schools, corporates, and community organisations, hosting sports days, tournaments, league matches, family events, and Beyon town halls. The facility records strong utilisation, with padel courts averaging around 40 hours of bookings per month and Beyon and Batelco activities accounting for approximately 80 hours of monthly use, alongside regular private and community bookings. Centraal also plays a key role in Beyon’s internal culture, providing a space for team-building activities, workshops, and corporate gatherings. Members benefit from daily access to mixed and ladies-only gyms, a football pitch, and a swimming pool, while an on-site restaurant operating from early morning to late evening enhances the experience for both members and visitors.

# Notable Initiatives by our Portfolio Companies



Umniah implemented high-impact programmes that address national priorities, support vulnerable groups, and empower the next generation.

<b>Education and Youth</b>	<ul style="list-style-type: none"> <li>The flagship Forsa Project, delivered in partnership with the Ministry of Education and the Madrasati Initiative, continued to expand its reach and long-term impact.                             <ul style="list-style-type: none"> <li>Since its launch, the project has rehabilitated 24 public-school playgrounds across 11 governorates,</li> <li>The project directly benefited 16,416 students and over 65,500 community members indirectly.</li> </ul> </li> <li>Partnerships with the Crown Prince Foundation, Al-Hussein Technical University, and leading universities, offering training in cybersecurity, technology, and innovation.</li> </ul>
<b>Health and Well-Being</b>	Collaborations with the King Hussein Cancer Foundation and Centre, the Royal Health Awareness Society, and the Parkinson’s Care Association.
<b>Communities</b>	Under its Umniah Al Khair umbrella, the company partnered with the Jordan Hashemite Charity Organisation, Tkiyet Um Ali, Waqf Thareed, and others. Initiatives included: food parcel distribution, emergency relief programmes, and seasonal support for orphans, families in need, and refugee communities.
<b>Volunteerism</b>	Through UVolunteer, implemented with the Crown Prince Foundation’s <i>Nahno</i> platform: <ul style="list-style-type: none"> <li>271 employees volunteered in 2025</li> <li>Contributing 400 hours across environmental, educational, and humanitarian activities</li> </ul>



At Sure, community connection goes beyond providing reliable network services—it is about bringing island communities together in meaningful and lasting ways. As an integral part of island life, Sure actively supports local culture, community initiatives, and opportunities that foster inclusion, wellbeing, and social connection. Through technology, partnerships, and grassroots engagement, Sure continues to play a vital role in strengthening the social fabric of the islands it serves.

In 2025, Sure deepened its commitment to community life through a landmark three-year partnership as Headline Sponsor of St James, one of Guernsey’s most treasured cultural venues, and as Headline Sponsor of the Sure Guernsey Marathon. The marathon saw record participation, with more runners than ever before taking part across all categories, including 250 full marathon runners, 67 relay teams of two, 73 relay teams of five, and 176 participants in the Marathon Mile. These events not only celebrate physical wellbeing and community spirit but also create shared experiences that bring people together.

Community impact is further strengthened through the Sure Community Foundation, a registered charity managed by employee trustees and supported by both employee and business contributions. Funded through donations and regular fundraising activities, the Foundation donated approximately £47,000 in 2025 to local charities and not-for-profit organisations across Sure’s jurisdictions. Employees also actively participate in volunteering initiatives, reinforcing a culture of giving and social responsibility. In addition, Sure supports the third sector by offering a 50% discount on unlimited broadband services to registered charities, helping them stay connected and maximise their impact.

# Notable Initiatives by our Portfolio Companies



Corporate social responsibility activities at Beyon in the Kingdom of Bahrain are governed by a comprehensive framework that ensures alignment with the Group’s sustainability strategy and national priorities. These efforts encompass Beyon’s entities in Bahrain, including Batelco by Beyon, Beyon Money, Beyon Cyber, Beyon Solutions, and Beyon Connect, which deliver advanced digital and telecommunications services while supporting community initiatives and driving digital transformation.

Beyon focuses on creating a sustainable impact by supporting initiatives in education, youth empowerment and sports, contributing to the development of the healthcare sector, and advancing community development. This is achieved through effective partnerships with various stakeholders, with a focus on digital inclusion, education, meaningful partnerships, and environmental responsibility, contributing to the growth of society and the national economy. Beyon also encourages its employees to actively participate in community service through volunteer initiatives that support various sectors, including education, health, and the environment, reflecting its ongoing commitment to creating a positive and sustainable impact on society.

Moreover, Beyon continues to empower Bahraini youth by supporting education initiatives and developing national talent, while contributing to preparing young people for future opportunities. Beyon also supports national initiatives that promote healthy lifestyles and community engagement through partnerships with relevant stakeholders, contributing to fostering a culture of health and well-being and enhancing quality of life in the community.

### Beyon’s Participation in the Ironman 2025

Beyon continues to support sports and health initiatives through its participation in the Middle East Ironman 70.3, one of the region’s most prominent international sporting events. This participation reflects Beyon’s commitment to promoting healthy lifestyles and encouraging the community to adopt active living. Through this involvement, Beyon contributes to supporting the event and enhancing community engagement, while reinforcing Bahrain’s position as a regional hub for global sporting events. This initiative also highlights the company’s dedication to promoting health, well-being, and social cohesion through sports.

### Education and Youth Empowerment Programs

Beyon continues to play a leading role in supporting education and empowering Bahraini youth through strategic partnerships with key national initiatives. It collaborates with the Crown Prince’s International Scholarship Program, one of the Kingdom’s most prominent initiatives for developing future leaders, which provides high-achieving Bahraini students with opportunities to study at leading global universities, supported by comprehensive funding throughout their academic journey. Beyon also supports INJAZ Bahrain in preparing youth for the workforce, in addition to its Beyon Scholarship Program in partnership with the American University of Bahrain, which offers fully funded four-year scholarships.

As part of its support for the healthcare sector, Beyon collaborates with relevant entities to support health initiatives, medical research, and awareness programs that enhance community well-being and quality of life. It also continues to promote social inclusion and cohesion through diverse community partnerships, supporting different segments of society and preserving cultural values, in line with its commitment to creating a sustainable positive impact.

Beyon collaborates with a wide range of entities and institutions in the Kingdom of Bahrain to support and address social, educational, health, and environmental needs through strategic partnerships and impactful community initiatives that contribute to sustainable positive outcomes.

- **Education:** Beyon Scholarship Program in partnership with the American University of Bahrain, the Crown Prince’s International Scholarship Program, and INJAZ Bahrain.
- **Youth and Sports:** Bahrain Football Association, Ironman Middle East 70.3, Bahrain International Circuit, and His Majesty King Hamad International Golf Championship.
- **Health:** Royal Medical Services of the Bahrain Defence Force.
- **Community Development:** The Royal Humanitarian Foundation for Fallen Heroes, Anti-Human Trafficking Forum (Labour Market Regulatory Authority), Sheikh Ebrahim Center for Culture and Research, and Zakat Fund.

# Notable Initiatives by our Portfolio Companies



Dhiraagu’s CSR activities are overseen by the Dhiraagu CSR Committee, which approves all initiatives and ensures alignment with the company’s corporate strategy, purpose, and Code of Conduct. Sponsorships and donations are guided by ethical standards and legal compliance, with priority focus areas including inclusion, education, startups and entrepreneurship, the environment, and community engagement.

Employee participation is actively encouraged, enabling staff to volunteer based on their skills and interests. Volunteer activities include environmental clean-ups, tree planting, community support events, NGO initiatives, mentoring, and knowledge-sharing.

### Dhiraagu Maldives Road Race 2025

In 2025, Dhiraagu delivered the Dhiraagu Maldives Road Race (DMRR) under the theme “Help Protect Children”, contributing MVR 678,800 to 13 NGOs supporting child protection and wellbeing. As the largest run in the Maldives, DMRR serves as a national platform for social inclusion, health promotion, and community engagement, while supporting local economic participation through opportunities for small home-based businesses.

Sustainability was a defining feature of DMRR 2025. A grid-tied solar system enabled 100% of the event’s electricity consumption to be offset by renewable energy, generating 1,040 kWh and avoiding 645 kg of CO<sub>2</sub> emissions. Plastic-free practices, including paper-cup water stations, helped avoid approximately 18,000 single-use plastic bottles. Inclusion was strengthened through collaboration with the Wheelchair Association of Maldives, including the provision of introductory sports wheelchairs to support participation.

Operational challenges related to accessibility, environmental impact, and large-scale coordination were addressed through close partnerships with NGOs, engineers, volunteers, and national utilities. Solar panels used for the event will be repurposed within Dhiraagu’s broader renewable energy programme, reinforcing long-term resource efficiency.

Building on this success, Dhiraagu has expanded the initiative beyond Malé through the Dhiraagu Fuvahmulah Run, with plans to extend the race to additional regions and engage more communities nationwide.

### Girls to Code – Malé Edition

Another key CSR success in 2025 was the Girls to Code – Malé Edition, implemented in partnership with Women in Tech Maldives. The programme supported 17 young women in 2025, bringing total graduates to 108 since launch. The initiative combines foundational coding skills with career guidance through the “Tech & Beyond” workshop, strengthening digital inclusion, education, and women’s empowerment while building strong community partnerships.

Dhiraagu collaborates with a wide range of organisations to address priority social, health, education, and environmental needs across the Maldives, including:

- **Health & Wellbeing:** Cancer Society of Maldives, Tiny Hearts of Maldives, Maldives Autism Association, Maldives Thalassaemia Society, Diabetes Society of Maldives, Maldives Blood Services, Society for Health Education
- **Child Protection & Social Care:** Advocating the Rights of Children (ARC), Child Abuse Prevention Society (C.A.P.S.), Care Society, Moms Aid
- **Inclusion & Accessibility:** Wheelchair Association of Maldives, Blind and Visually Impaired Society of Maldives, Special Olympics Maldives
- **Women & Youth Empowerment:** Women in Tech Maldives, Women in Fuvahmulah, Sparkhub
- **Education & Skills Development:** Maldives National University, Villa College
- **Environment & Humanitarian Support:** Clean Maldives, Maldivian Red Crescent, Rotary Club Malé
- **Public Sector & Community Institutions:** Ministry of Social and Family Development, Business Centre Corporation

# Nurturing the environment

**Beyon’s dedication to environmental stewardship entails a proactive approach aimed at reducing the environmental effects of our operational processes and those arising from our products and services.**

## Energy and Climate Change

At Beyon, we recognise our responsibility to minimise environmental impact and lead the transition toward a low-carbon, energy-efficient future. Our efforts align closely with the Kingdom of Bahrain’s national climate goals not only the Net Zero by 2060 commitment but also the interim target of achieving 5% renewable energy by 2025 through continuous investment in clean energy, resource efficiency, and circular economy practices.

Beyon continues to make significant progress in its journey toward clean energy adoption and emissions reduction.

Material Topics

- Energy and Climate Change
- Water and Waste Management

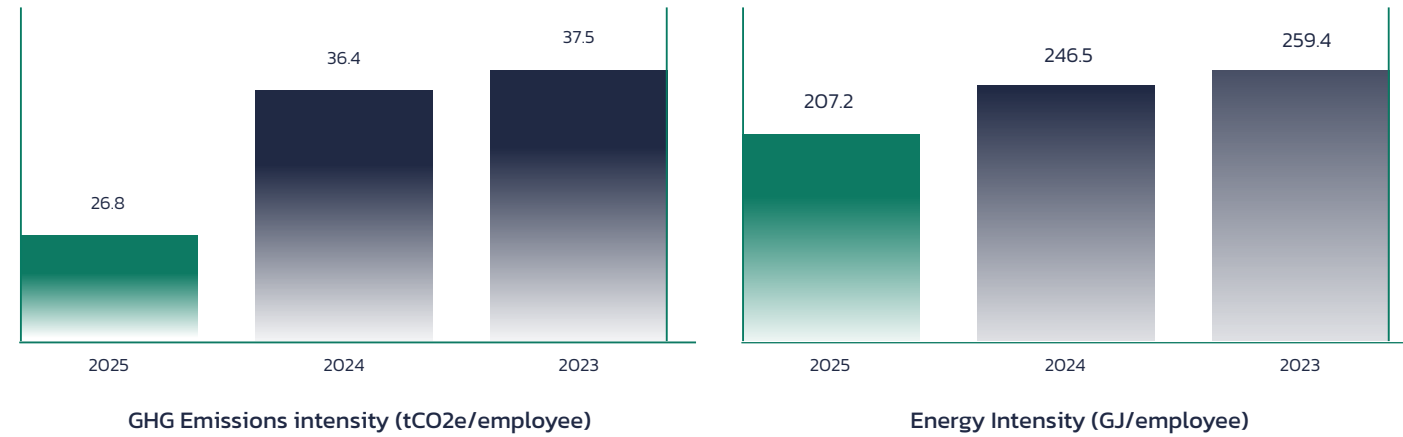


# 28%

of Beyon’s total electricity consumption is sourced from renewable energy

At a group level 15% reduction in energy consumption achieved through various operational efficiency programs; and in Bahrain, Beyon has achieved 18.5% GWh of energy consumption reduction.

30% energy reduction across Batelco's network through collaboration with Ericsson, utilising 5G Radio 6646 technology, AI-powered sleep modes, and 18% additional savings from compact antenna deployment.



### Highlight Story

In 2025, Beyon strengthened its position as a regional leader in renewable energy by expanding solar investments across all subsidiaries. In Bahrain, renewable energy generated by Beyon's Solar Parks fully powers the nation's first net-zero Tier 3 data centres, enabling carbon-neutral digital operations. Off-grid mobile sites equipped with smart inverter cooling further reduced reliance on generators, supporting cleaner network performance and greater operational resilience.

Subsidiaries across the Group also advanced their own clean-energy transitions. Sure complemented its solar deployment with the installation of a Free Cooling Air Conditioning System at DC5 and the Foreshore Data Centres cutting cooling energy demand to just 20% of traditional systems and significantly improving PUE. Dhiraagu and Umniah continued scaling their national solar programmes, delivering meaningful reductions in carbon emissions and supporting their respective countries' sustainability ambitions.

### Highlight Story

Beyon is a founding member of the GCC Sustainability Innovation Hub, a collaborative platform uniting the Gulf's leading telecom and digital operators to accelerate climate action and sustainable innovation through AI-powered energy optimisation, cross-border collaboration and advanced analytics into energy management and network efficiency.

As part of its leadership within the Hub, Beyon joined forces with regional partners to co-develop real-time energy optimisation models that enhance operational efficiency and reduce emissions. These efforts were complemented by the launch of the first GCC Sustainability Hackathon, a groundbreaking initiative designed to harness innovation and entrepreneurship for climate solutions in the telecom sector.

Held in Riyadh in 2025, the Hackathon brought together startups, innovators, and solution providers to compete across three key tracks:

1. AI-driven energy efficiency to reduce power consumption,
2. E-waste management to transform discarded telecom hardware into reusable resources, and
3. Renewable energy solutions to expand clean power across towers and data centres.

Participants developed practical, high-impact ideas that were showcased during a live event hosted by stc Group, highlighting the power of collective innovation in addressing regional environmental challenges.

Beyon continues to turn environmental and regulatory challenges into opportunities for innovation, efficiency, and growth.

### Highlight Story

In 2025, Beyon successfully implemented its Work-From-Home (WFH) programme to promote flexible working arrangements and strengthen employee well-being. By enabling employees to work remotely for up to 12 days per year, the programme enhances work-life balance, reduces daily commuting, and supports the integration of digital solutions into everyday operations.

Following its introduction in April 2025, 496 employees participated in the WFH programme over a nine-month period, resulting in an estimated reduction of approximately 2007 tCO<sub>2</sub>e from commuting-related emissions, representing a 46% reduction compared to emissions that would have occurred if all employees had continued working from the office.

<sup>7</sup>Emissions from employee commuting were estimated using an average working-days methodology, assuming all participating employees commuted by car, with 219 working days per year (accounting for weekends and public holidays) and average daily round-trip distances based on Manama travel statistics.

# Notable Initiatives by our Portfolio Companies



In 2025, Sure implemented a Free Cooling Air Conditioning System at Data Centre 5 (DC5) and the Foreshore Data Centres, marking a major step toward improving energy efficiency and reducing operational carbon emissions. The new system operates at only 20% of the power demand of traditional CRAC (Computer Room Air Conditioning) units, significantly lowering energy use for cooling operations.

The installation was completed alongside the solar PV system, which now generates approximately 100 MWh of renewable electricity annually, helping offset energy consumption in high-carbon areas. Together, these initiatives contribute directly to Sure’s clean energy and emission reduction targets.

The Free Cooling installation has improved DC5’s Power Usage Effectiveness (PUE) from 1.6 to 1.32, representing a substantial gain in energy efficiency. Despite the current IT load of 81 kW, the system requires just 24 kW for cooling while maintaining N+4 resilience.

To ensure cost efficiency and local value creation, three vendors were evaluated, and a local company was selected based on total cost of ownership (TCO) criteria achieving a payback period of under five years and avoiding travel-related emissions and expenses.

Sure plans to extend Free Cooling technology to DC4, where legacy CRAC units are nearing end of life. The expansion will support up to 25 kW per rack, scaling total IT load capacity to 480 kW while continuing to reduce environmental impact.



Dhiraagu expanded its renewable energy footprint, reaching a total installed capacity of 3 MWp of solar PV across multiple sites in the Maldives. Implementation challenges, including site limitations, grid integration, and complex logistics across dispersed islands, were addressed through close coordination with state utility providers, experienced contractors, standardised system designs, and phased deployment. Over the next two years, Dhiraagu plans to further expand solar PV installations where feasible and enhance monitoring and performance tracking.

In parallel, Dhiraagu advanced energy efficiency within its data centre operations by optimising cooling systems in line with ASHRAE international standards. Recognising that cooling is a major driver of data centre energy consumption, the initiative focuses on aligning temperature set-points with IT load requirements while maintaining reliability and resilience. Monthly performance reporting, continuous monitoring of environmental conditions, and data-driven adjustments enable cooling systems to operate at the upper end of ASHRAE-recommended limits, reducing unnecessary energy use.

Planned for rollout from Q1 2026, the cooling optimisation programme is expected to lower cooling-related energy consumption, improve Power Usage Effectiveness (PUE), and reduce operating costs without compromising equipment safety. The approach will be expanded to additional data centre sites, with cooling efficiency metrics incorporated into long-term sustainability and carbon-reduction reporting.

# Notable Initiatives by our Portfolio Companies



Umniah continues to lead Jordan’s telecommunications sector in renewable energy adoption and energy efficiency. Since the commissioning of its solar farms in 2019 and full operation in 2020, Umniah has steadily expanded its solar capacity, establishing one of the largest telecom-led renewable energy programmes in the region. Umniah’s four owned solar farms, with a combined capacity of 14.8 MW, generate approximately 36 GWh annually, supplying around 39% of the company’s total energy needs.

Complementing large-scale solar generation, Umniah has embedded renewable solutions across its facilities. In 2025, the company completed the renovation of its solar parking system at headquarters, further enhancing performance and operational reliability. Jordan’s first solar PV parking system at Umniah’s headquarters (96 kWp), alongside a 90 kWp warehouse overhang installation, continues to fully offset the warehouse’s electricity consumption. In parallel, solar solutions have been deployed at nine operational sites to reduce grid dependency, while eight off-grid locations have been upgraded with solar layers to significantly cut diesel generator use.

In 2025, Umniah also obtained ISO 14001 certification, aligning its environmental management practices with internationally recognised standards and formalising its structured approach to environmental risk management and continuous improvement.



Beyon Bahrain has made significant progress in advancing its clean energy strategy through the successful deployment of multiple solar initiatives across its operations. Across the commissioned projects, the company has achieved a combined solar PV capacity of more than 3.5 MW, reinforcing its commitment to integrating renewable energy solutions within its infrastructure, thus resulting in having 2 net-zero data centers.

These installations generate approximately 6.7 GWh of clean electricity annually, contributing meaningfully to reducing reliance on conventional energy sources. The steady increase in annual renewable generation reflects Beyon’s structured and phased approach to expanding its solar portfolio.

As a result of these efforts, Beyon is reducing its carbon footprint by more than 4,000 tonnes of CO<sub>2</sub> annually, with 21% of Beyon Bahrain total electricity consumption now sourced from clean energy. This achievement underscores the company’s tangible environmental impact and its continued commitment to supporting Bahrain’s renewable energy ambitions.

## Water and Waste Management

### Waste Management

Beyon is actively advancing its transition toward a circular economy model by embedding recycling, reuse, and responsible disposal practices into daily operations. Through targeted initiatives and strategic partnerships, the company has achieved measurable progress in sustainable waste management.

Under the Recycle it Right campaign, Beyon reduced office waste by approximately 7,220 kilograms in 2025. This reduction was achieved through improved waste segregation, increased employee awareness, and collaboration with Nidduki, which processed recyclable materials such as plastics, cardboard, paper, and metals. These efforts reflect a significant improvement over the previous year and demonstrate more responsible consumption habits across operations.

In collaboration with Ericsson, Beyon safely disposed of 41 metric tons of electronics, in full compliance with international recycling and safety standards, ensuring responsible handling of decommissioned network equipment and recovery of valuable raw materials.

In parallel, through its partnership with Mazad, Bahrain's leading auction platform, Beyon sustainably disposed of retired assets valued at BHD 63,900. Auctioned materials included tanks, electrical generators, old air-conditioning units, scrap materials, large satellite dishes, 2G network devices, and network equipment and spare parts. This approach enabled asset reuse, extended equipment life cycles, and supported circular economy practices.

Beyon's facilities follow strict waste management and recycling protocols aligned with the requirements of the Supreme Council for Environment (SCE) and national environmental regulations. Plastics are sorted and recycled into industrial-grade granules, cardboard and paper are compacted and sent to global recycling markets, and metals are transferred to certified recyclers. Used cooking and engine oils are collected separately and managed by authorised vendors to prevent environmental contamination. Network-related e-waste is processed through Ericsson's recycling programme, while obsolete corporate assets are repurposed or resold via Mazad.

All waste management partners are selected based on environmental credentials and compliance with regulatory and international best practices. Contractual agreements require safe handling, recycling, and disposal, supported by documentation, audits, and proof of recycling or resale to ensure full traceability across all waste streams.

Beyon was awarded the ESG Excellence Achievement Award at the MEA Technology Achievement Awards 2025, held during GITEX Global at the Dubai World Trade Centre in recognition of its sustainability initiatives, including robotic cleaning at the company's Solar Parks, deployment of off-grid mobile sites using smart inverter cooling, and the rollout of the Recycle it Right programme for responsible equipment disposal.

### Water Management

In August 2025, Beyon's Real Estate team implemented a targeted water conservation initiative at the Beyon Headquarters through the installation of Water Flow Reducing Aerators across restroom and pantry taps. Toilet tap flow rates were reduced from 5.7 litres per minute to 3.8 litres per minute, while pantry tap flow rates were reduced from 12 litres per minute to 3.8 litres per minute. These measures delivered estimated savings of 1.9 litres per minute per toilet tap and 8.2 litres per minute per pantry tap, resulting in average monthly cost savings of approximately BHD 266 at the Hamala Campus. A total of 196 aerators were installed at a purchase cost of BHD 274,400 achieving a full return on investment within one month. By December 2025, the initiative was fully rolled out across the entire Hamala Campus.

Beyond fixture-level efficiency, Beyon's water use is primarily linked to building operations, including sanitary use, cooling, and landscape irrigation across offices, data centres, and technical facilities. Potable water is sourced through the national municipal network, while treated sewage effluent (TSE) is used for irrigation and other non-potable applications. In 2025, approximately 37,222 m<sup>3</sup> of treated water was utilised across the Hamala and Centraal complexes, eliminating the need for freshwater irrigation and supporting water stewardship in a water-stressed environment. This transition, alongside irrigation optimisation measures at Beyon Centraal, delivered water cost savings exceeding BHD 10,000.

To manage water-related risks, Beyon has deployed a centralised Building Monitoring System (BMS) to detect leaks and abnormal consumption patterns in real time, enabling preventive maintenance and minimising avoidable water loss. Additional efficiency upgrades continue to reduce potable water demand across facilities.

## Highlight Story

Beyon received the 2025 Gartner Eye on Innovation Award in the Communication Service Providers category for its sustainability initiatives. The award recognises Beyon's integration of renewable energy, efficiency improvements, and environmentally responsible technologies across its operations.

As part of the Beyon Green Initiative, Batelco advanced the integration of renewable energy solutions across its network infrastructure, optimising energy consumption and significantly reducing carbon emissions. These efforts have positioned Beyon as a regional leader in sustainable telecom innovation.

Key projects contributing to this recognition include the deployment of robotic cleaning systems at Beyon's Solar Parks, delivering annual water savings exceeding 300,000 litres and producing 6.5 GWh of clean electricity each year offsetting approximately 4,800 tons of CO<sub>2</sub> emissions. Building on this success, Beyon's Tier 3 Data Centre in Hamala and the Data Centre at Beyon Data Oasis have transitioned into Green Data Centres, now powered entirely by renewable energy from the Solar Parks. These facilities operate with maximum energy efficiency and minimal environmental impact.

Furthering its sustainability journey, Batelco has also implemented off-grid mobile sites equipped with smart inverter cooling systems, reducing reliance on fossil-fuelled generators and improving overall energy performance.

The Gartner Eye on Innovation Awards celebrate communications service providers that demonstrate exceptional use of technology to drive business and sustainability innovation. Beyon's recognition reflects its strategic integration of sustainability into core operations and its leadership in advancing the Kingdom of Bahrain's Vision 2030 for a sustainable digital economy.

# Notable Initiatives by our Portfolio Companies



As part of Beyon’s green initiatives and ESG strategy, Batelco launched the Eco-SIM Card and Packaging Initiative.

The project began with a comprehensive assessment of the environmental footprint of traditional SIM cards and packaging, identifying opportunities to reduce plastic waste. Batelco then researched global best practices and partnered with certified suppliers to produce SIM cards made from 100% recycled and recyclable materials. Rigorous technical and quality assurance testing was conducted to ensure the new Eco-SIMs met network performance and durability standards, followed by internal approvals to align the launch with Beyon’s ESG objectives.

Through this initiative, Batelco became the first telecom operator in Bahrain to introduce Eco-SIM cards, setting a new industry benchmark for environmental responsibility. The switch to recycled materials significantly reduced plastic consumption contributing to carbon emission reduction.

Looking ahead, Batelco aims to further enhance the programme by exploring SIM recycling and take-back schemes to manage end-of-life materials responsibly. The company also plans to leverage digital transformation tools such as eSIM adoption, online services, and paperless transactions to minimise material use even further.



Dhiraagu’s waste generation is primarily associated with network infrastructure activities, battery replacements, construction works, retail device lifecycles, and ICT refresh cycles. The most significant waste-related risks stem from electronic waste, battery waste, and hazardous maintenance materials, given their potential environmental and safety impacts. Construction projects can also generate temporary high volumes of waste, while additional impacts arise across the value chain through procurement packaging and contractor activities.

To manage these risks, Dhiraagu applies structured waste management practices under its Environmental and Social Management System, aligned with the Maldives Waste Management Act (24/2022). Waste is segregated at source, securely stored, and handled through controlled processes to ensure environmental protection and regulatory compliance.

E-waste and hazardous waste are separated and disposed of through a transparent bid process involving approved scrap dealers, ensuring responsible end-of-life treatment. General waste is managed through the Waste Management Corporation of Maldives. Contractor activities are monitored to ensure compliance with Dhiraagu’s waste handling requirements, reinforcing accountability across operations and the supply chain.



# Appendices

## Appendix (1): Data Tables

### Business with Integrity

#### Business Ethics and Governance

Governance	Unit	2023	2024	2025	Scope and Boundary
<b>Board of Directors Composition &amp; Diversity</b>					
Total number of board members	Number	52*	54	53	Covers Beyon Group
Total number of independent members	Number	43*	45	45	
Total number of non-independent members	Number	9*	9	8	
Total number of executive members	Number	1*	1	1	
Total number of non-executive members	Number	51*	53	52	
Total board seats occupied by women	Number	7*	10*	11	
Total board seats occupied by men	Number	45	44	42	
Total number of board members under 30 years of age	Number	0	0	0	
Total number of board members between 30-50 years of age	Number	39	44	42	
Total number of board members over 50 years of age	Number	13	10	11	
<b>Committee Chairs</b>					
Total number of Committee chairs	Number	8	10	8	Covers Umniah, Sure, Dhiraagu, Batelco, and Beyon Money
Committee chairs occupied by men	Number	6	8	5	
Committee chairs occupied by women	Number	2	2	3	
<b>Internal Audit and Compliance</b>					
Total number of non-monetary sanctions	Number	0	0	0	For year 2023 Umniah, and Dhiraagu are covered For year 2024 and 2025 Umniah, Dhiraagu, and Beyon Money are covered
Total amount of legal and regulatory fines and settlements	Number	1	1	0	For year 2023 Umniah, and Dhiraagu are covered For years 2024 and 2025 cover Umniah, Dhiraagu, Beyon Money and Batelco

Governance	Unit	2023	2024	2025	Scope and Boundary
Percentage of legal and regulatory fines and settlements that resulted from whistleblowing actions	Percentage	0%	0%	0%	For year 2023 Umniah, Batelco, and Dhiraagu are covered For year 2024 and 2025 Umniah, Dhiraagu, and Beyon Money are covered
Confirmed incidents of anti-competition	Number	0	0	0	For year 2023 Umniah, and Dhiraagu are covered For year 2024 and 2025 Umniah, Dhiraagu, and Beyon Money are covered
Employees dismissed and/or disciplines for anti-competition	Number	0	0	0	For year 2023 Umniah, and Dhiraagu are covered For year 2024 and 2025 Umniah, Dhiraagu, and Beyon Money are covered
Operations assessed for risks related to anti-competition	Number	0	0	0	For year 2023 Dhiraagu is covered For year 2024 and 2025 Dhiraagu, and Beyon Money are covered
Number of inquiries, complaints, or issues received by the internal audit office through an internal monitoring or reporting system	Number	17	30	38	For year 2023 Umniah, and Dhiraagu are covered
Percentage of inquiries, complaints, or issues received by the internal audit office through an internal monitoring or reporting system that were substantiated	Percentage	24%	21%	15%	For year 2024 and 2025 Umniah, Dhiraagu, and Beyon Money are covered
<b>Anti-Corruption &amp; Discrimination</b>					
Total number of operations assessed for risks related to corruption	Number	0	3	13	Covers Dhiraagu
Percentage of operations assessed for risks related to corruption	Percentage	0%	43%	0%	
Total number of confirmed incidents of corruption	Number	0	0	0	
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	0	0	0	
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0	
Employees dismissed and/or disciplines for corruption	Number	0	0	0	
Operations assessed for risks related to corruption	Number	0	3	13	
Incidents of discrimination	Number	0	0	0	

Governance	Unit	2023	2024	2025	Scope and Boundary
<b>Board of Directors Training &amp; Evaluation</b>					
Total number for training hours delivered to board members	Hours	18	18	2	Year 2023 and 2024 covers Dhiraagu
Average number of training hours delivered to board members	Hours	2.25	2	0.2	Year 2025 covers Dhiraagu and Batelco
<b>Anti-Corruption Training</b>					
Total number of governance body members that the organisation's anti-corruption policies and procedures have been communicated to.	Number	8	22*	23	For years 2023 and 2024 covers Dhiraagu For year 2025 covers Dhiraagu, Batelco, Beyon Solutions, Beyon Cyber, and Beyon Connect
Percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to.	Percentage	100%	100%	100%	
Percentage of governance body members that have received training on anti-corruption	Percentage	0%	0%	50%	
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0	
*Value restated					

*Business Continuity and Enterprise Risk Management*

*Economic Performance*

Finance	Unit	2023	2024	2025	Scope and Boundary
Revenues	BHD ('000)	424,904	459,985	496,641	Covers Beyon Group
Operating Costs	BHD ('000)	-320,939	-350,488	-386,419	
Employee wages and benefits	BHD ('000)	-55,518	-60,577	-71,521	
Payments to providers of capital	BHD ('000)	53,792	64,538	53,793	
Total tax paid	BHD ('000)	-8,932	-9,578	-13,338	
Net profit	BHD ('000)	72,049	72,755	71,327	
Pre-tax profit	BHD ('000)	90,968	94,465	96,182	

*Supply Chain Management*

Suppliers	Unit	2023	2024	2025	Scope and Boundary
<b>Supply Chain Management - Procurement Activities</b>					
Total number of suppliers	Number	6,045	7,587	7,468	Year 2023 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered Years 2024 and 2025 covers Beyon Group

Suppliers	Unit	2023	2024	2025	Scope and Boundary
Total number of local suppliers	Number	3,947	4,646	4,794	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Percentage of local suppliers	Percentage	65%	61%	64%	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total spending on suppliers and contractors	BHD	245,752,457	271,509,761	333,723,829	Year 2023 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Years 2024 and 2025 covers Beyon Group
Spending on locally based suppliers and contractors	BHD	87,053,409	127,746,863*	173,502,973	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Percentage of spending on local suppliers	Percentage	35%	45%*	52%	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
<b>Supply Chain Audits</b>					
Number of suppliers that are subject to environmental audits	Number	1	15	22	Covers Dhiraagu
Percentage of new suppliers that were screened using environmental criteria	Percentage	0%	100%	100%	
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0	
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0	
Number of suppliers that are subject to social audits	Number	0	15	22	
Percentage of new suppliers that were screened using social criteria	Percentage	0%	100%	100%	
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0	
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0	
*Values restated due to clerical error					

## Empowering our people

### Talent Attraction Retention and Development

New Hires & Turnover	Unit	2023	2024	2025	Scope and Boundary
Total number of new employees who joined the organisation	Number	464	598	460	Covers Beyon Group
Total number of new employees who joined the organisation (female)	Number	175	223	155	
Total number of new employees who joined the organisation (male)	Number	289	375	305	
Total number of new employees who joined the organisation (below 30)	Number	291	355	274	Covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Total number of new employees who joined the organisation (30-50)	Number	84	157	110	Covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Total number of new employees who joined the organisation (over 50)	Number	4	5	2	Covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Total number of employees who left the organisation	Number	525	476	401	Covers Beyon Group
Total number of employees who left the organisation (female)	Number	206	157	134	
Total number of employees who left the organisation (male)	Number	319	319	267	
Total number of employees who left the organisation (below 30)	Number	239	220	172	Covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Total number of employees who left the organisation (30-50)	Number	204	141	123	Covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Total number of employees who left the organisation (Over 50)	Number	11	48	11	Covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions

### Talent Attraction Retention and Development continued

Parental leave	Unit	2023	2024	2025	Scope and Boundary
Total number of employees who were entitled to parental leave (female)	Number	199	392	400	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total number of employees who were entitled to parental leave (male)	Number	515	947	961	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total number of employees who took parental leave (female)	Number	28	41	46	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total number of employees who took parental leave (male)	Number	47	60	69	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total number of employees who returned to work after parental leave ended (return to work) (female)	Number	27	37	43	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total number of employees who returned to work after parental leave ended (return to work) (male)	Number	47	60	68	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (female)	Number	13	33	35	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (male)	Number	29	41	49	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Employee absentee rate	Rate	6%	5%	5%	Covers Umniah, Dhiraagu, and Batelco

Talent Attraction Retention and Development continued

T&D	Unit	2023	2024	2025	Scope and Boundary
<b>Training and Development</b>					
Total number of trainings for females	Hours	25,295	29,276	39,875	Covers Beyon Group
Total number of trainings for males	Hours	50,967	52,679	66,747	
Total number of trainings for total workforce	Hours	76,263	81,956	106,622	
Total number of trainings for senior management	Hours	4,189	2,513	3,931	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Total number of trainings for middle management	Hours	10,348	6,226	13,886	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Average hours of training per year per female employee	Hours	32.51	33.53	45.06	Covers Beyon Group
Average hours of training per year per male employee	Hours	28.71	28.28	35.56	
Average hours of training per year per employee	Hours	29.87	29.95	38.60	
Average hours of training per year for senior management	Hours	26.45*	19.04*	24.88	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Average hours of training per year for middle management	Hours	38.37*	22.00*	34.03	Years 2023 and 2024 covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group

\*Values restated due to recalculation

Performance Review	Unit	2023	2024	2025	Scope and Boundary
Percentage of total employee who received a regular performance and career development review during the reporting period.	Percentage	98%	98%	99%	Covers Beyon Group
Percentage of female employees	Percentage	70%	72%	58%	
Percentage of male employees	Percentage	90%	88%	82%	
Percentage of senior management employees	Percentage	62%	64%	44%	
Percentage of middle management employees	Percentage	65%	67%	48%	

Talent Attraction Retention and Development continued

Employee Engagement and Satisfaction	Unit	2023	2024	2025	Scope and Boundary
Employee satisfaction	Percentage	72%	74%	76%	Covers Sure and Dhiraagu
Employee engagement	Percentage	67%	72%	77%	Covers Beyon Group

Employee Wages and Benefits	Unit	2023	2024	2025	Scope and Boundary
Proportion of basic salary/renumeration of women to men	Percentage	95%	95%	97%	Covers Umniah, Dhiraagu, and Batelco
Salaries paid (includes standard elements basic pay and consolidated allowances etc.)	BHD (,000)	27,438	28,174	42,521	Covers Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Benefits paid (includes elements such as Pension, Gratuity, Medical Insurance, Annual Passage, Education etc.)	BHD (,000)	7,479	7,976	13,606	Covers Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions

Processes to Remediate Negative Impacts	Unit	2023	2024	2025	Scope and Boundary
Number of performance grievances filed in the reporting period	Number	14	8	2	Covers Dhiraagu and Batelco
Number of these performance grievances addressed or resolved	Number	14	7	2	
<b>Non-discrimination</b>					
Number of incidents of discrimination reported	Number	0	2	0	Covers Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Number of incidents of discrimination reviewed	Number	0	2	0	Covers Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Number of incidents of discrimination resolved	Number	0	2	0	Covers Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions

Diversity and Equal Opportunity

HR	Unit	2023	2024	2025	Scope and Boundary
<b>Human Capital and Composition</b>					
Full-time employees	Number	2,553	2,736	2,762	Covers Beyon Group
Female full-time employees	Number	778	873	885	
Male full-time employees	Number	1,775	1,863	1,877	
<b>Part-time employees</b>	Number	28	19	19	Covers Sure and Dhiraagu
Female part-time employees	Number	15	6	9	

Diversity and Equal Opportunity continued

HR	Unit	2023	2024	2025	Scope and Boundary
Male part-time employees	Number	13	13	10	Covers Sure and Dhiraagu
<b>Permanent employees</b>	Number	1,977	1,924	1,914	Year 2023 covers Umniah, Sure, Dhiraagu and Batelco
Female permanent employees	Number	522	541	538	Years 2024 and 2025 covers Beyon Group
Male permanent employees	Number	1,455	1,383	1,376	
<b>Temporary employees</b>	Number	525	633	671	Covers Umniah, Sure, Dhiraagu and Batelco are covered
Female temporary employees	Number	262	300	320	Covers Umniah, Sure, Dhiraagu and Batelco are covered
Male temporary employees	Number	263	333	351	Covers Umniah, Sure, Dhiraagu and Batelco are covered
<b>Workers who are not employees</b>	Number	461	1,003	1,110	Years 2023 and 2024 cover Sure, Dhiraagu, and Batelco Year 2025 covers Umniah, Sure, Dhiraagu and Batelco
<b>Workforce by Category and Gender</b>					
<b>Senior Management</b>	Number	119	132	158	Years 2023 and 2024 covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Male employees in senior management	Number	101	111	127	Years 2023 and 2024 covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Female employees in senior management	Number	18	21	31	Years 2023 and 2024 covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group

Diversity and Equal Opportunity continued

HR	Unit	2023	2024	2025	Scope and Boundary
<b>Middle Management</b>	Number	204	283	408	Years 2023 and 2024 covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Female employees in middle management	Number	45	72	96	Years 2023 and 2024 covers Dhiraagu, Umniah, Batelco, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
Male employees in middle management	Number	159	211	312	Years 2023 and 2024 covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Beyon Group
<b>Workforce by Age Group</b>					
Below 30	Number	815	838	801	Covers Beyon Group
30-50	Number	1,576	1,648*	1,700	
Over 50	Number	213	250	261	
<b>Workforce by Nationality</b>					
<b>Number of full-time national employees</b>	Number	2,052	2,142	2,191	Covers Umniah, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Female national employee	Number	692	749	771	
Male national employees	Number	1,360	1,393	1,420	
<b>National full-time employees in senior management</b>	Number	94	103	106	
*Restated due to clerical error					

Collective Bargaining	Unit	2024	2025	Scope and Boundary
Free Trade Union Subscription	Number	52	54	Covers Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Trade Union Subscription	Number	202	187	

Note:

Collective bargaining is not applicable for Umniah, Sure, and Dhiraagu. However, all Dhiraagu Team Members, under their Code of Ethics Policy, have the freedom to participate or not participate in any lawful activity of any association or society for economic, social, educational, or cultural purposes, or trade union.

Health and Safety

H&S	Unit	2023	2024	2025	Scope and Boundary
<b>Quantitative OHS-related Key Performance Indicators</b>					
Total employee manhours	Number	3,013,893	5,200,232	5,458,008	Covers Beyon Group
Total contractor manhours	Number	648,733	1,740,392	3,129,587	
Employee fatalities as a result of work-related injury	Number	0	0	0	
Employee fatalities rate as a result of work-related injury	Percentage	0%	0%	0%	
Contractor fatalities as a result of work-related injury	Number	0	0	0	
Contractor fatalities rate as a result of work-related injury	Percentage	0%	0%	0%	
Employee high consequence work related injury (excluding fatality)	Number	0	0	0	
Employee high consequence work related injury rate (excluding fatality)	Percentage	0%	0%	0%	
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0	
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0%	0%	0%	
Employee work related injury (excluding fatality and high consequence work)	Number	22	22	19	
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	2%	4%	1%	
Contractor work related injury (excluding fatality and high consequence work)	Number	0	1	2	
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0%	6%	7%	
Fatalities as a result of work-related ill health	Number	0	0	0	
Cases of recordable work-related ill health	Number	0	0	0	
Contractor lost-time injuries	Number	0	0	0	
Employee total recordable injuries	Number	3	5	4	
Contractor total recordable injuries	Number	0	1	2	
Total hours of HSE training provided to employees	Hours	1,745	1,665	861	

**Yielding innovative solutions**

Digital Innovation

Digitalisation	Unit	2023	2024	2025	Scope and Boundary
Investment in R&D and innovation	BHD	1,917,054	4,090,162*	4,604,054	Covers Umniah, Dhiraagu, Batelco, Beyon Solutions, Beyon Cyber, Beyon Money, and Beyon Connect
Performance issues and service disruptions	Number	39	35	34	
Total customer downtime	Number	7	5	5	
*Value restated due to recalculation					

**Offering customer and community care**

Customer Privacy and Data Security

Customer Privacy	Unit	2023	2024	2025	Scope and Boundary
Identified incidents of breach and/or loss of customer privacy	Number	0	0	0	Year 2023 cover Dhiraagu and Beyon Cyber
Complaints received from outside parties and substantiated by the organisation	Number	3	0	0	Years 2024 and 2025 covers Dhiraagu, Beyon Cyber and Beyon Connect
Complaints from regulatory bodies	Number	1	0	0	

Cyber Attacks	Unit	2023	2024	2025	Scope and Boundary
Attempted cyber attacks	Number	17,292	18,505	41,856	Covers Umniah, Dhiraagu, Beyon Cyber, Batelco, Beyon Money, and Beyon Connect
Actual cyber attacks	Number	2	5	1	
Data breaches	Number	0	0	0	

Customer Satisfaction

Customer Satisfaction	Unit	2023	2024	2025	Scope and Boundary
Customer Satisfaction Score (0 to 5)	Number	8.57	8.40*	8.76	Year 2023 covers Umniah, Dhiraagu, Batelco, and Beyon Connect Years 2024 and 2025 covers Umniah, Dhiraagu, Batelco, Beyon Connect and Beyon Money
Net Promotor Score (NPS)	Number	66%	68%	64%	Year 2023 covers Dhiraagu and Batelco Year 2024 and 2025 covers Dhiraagu, Batelco, Beyon Solutions and Beyon Money
Customer complaints received through communication channels	Number	278,487	250,652	231,856	Year 2023 covers Umniah, Dhiraagu, Batelco, Beyon Connect, and Beyon Money Years 2024 and 2025 covers Umniah, Dhiraagu, Batelco, Beyon Connect, Beyon Money, and Beyon Solutions
Number of customer complaints resolved	Number	276,141	246,364*	230,380	Year 2023 covers Umniah, Dhiraagu, Batelco, Beyon Connect, and Beyon Money Years 2024 and 2025 covers Umniah, Dhiraagu, Batelco, Beyon Connect, Beyon Money, and Beyon Solutions
Resolved issues that were raised through the complaint channels	Percentage	99%	98%*	99%	Year 2023 covers Umniah, Dhiraagu, Batelco, Beyon Connect, and Beyon Money Years 2024 and 2025 covers Umniah, Dhiraagu, Batelco, Beyon Connect, Beyon Money, and Beyon Solutions
Number of mobile customers	Number	2,911,988	3,056,159	3,053,454	Covers Umniah and Batelco
Number of fixed line customers	Number	434,468	439,823	395,923	
Market share in country of operation – mobile	Percentage	34%	34%	33%	
Market share in country of operation – fixed	Percentage	57%	56%	55%	
*Values restated due to recalculation					

Accessibility and Digital Inclusion

Market Penetration	Unit	2023	2024	2025	Scope and Boundary
Percentage of customers with 3G network	Percentage	100%	100%	100%	Covers Dhiraagu, Umniah, and Batelco
Percentage of customers with 4G network	Percentage	98.8%	99.6%	100%	
Percentage of customers with 5G network	Percentage	61.8%	66%	70%	
Average mobile broadband download speed	Mbps	7.04	9.84	11.98	Covers Umniah and Batelco
Number of mobile subscribers	Number	2,912,018	2,975,912*	2,601,057	
Percentage of mobile subscribers	Percentage	61.5%	60.3%*	55.8%	
Number of mobile internet subscribers	Number	1,327,242	1,365,334*	1,423,876	
Percentage of mobile internet subscribers	Percentage	30.5%	29.2%*	33.2%	
*Values restated due to recalculation					

Community Development

Community	Unit	2023	2024	2025	Scope and Boundary
Community investment	BHD	797,974	1,206,203	690,210	Covers Beyon Group
Number of CSR projects	Number	92	230	239	
Donations and sponsorships	BHD	2,459,472	2,214,677	2,100,751	Covers Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions

Volunteerism	Unit	2023	2024	2025	Scope and Boundary
Number of volunteers	Number	588	804	745	Covers Beyon Group
Employee volunteer hours	Hours	2,508	2,705*	2,298	Covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Number of volunteering days	Days	144	130	100	Covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
*Values restated due to recalculation					

Nurturing the environment

Environmental Management	Unit	2023	2024	2025	Scope and Boundary
Number of data centres owned	Number	21	22	27	Covers Beyon Group
Number of exchanges owned	Number	76	44	44	
Number of radio stations	Number	4,801	4,980	4,906	

Environmental Expenditure and Training	Unit	2023	2024	2025	Scope and Boundary
Environment/sustainability related annual spending	BHD	2,186,000	947,847	1,173,641	Covers Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Environment and/or sustainability training provided to employees, contractors and suppliers	Hours	50*	6	53	Years 2023 and 2024 covers Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 covers Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
*Value restated due to clerical error					

Energy and Climate Change

Energy Consumption	Unit	2023	2024	2025	Scope and Boundary
Electricity consumption	kWh	167,044,022	165,894,879	152,376,960	Covers Beyon Group
Total fuel consumption	Litres	619,310	647,607	576,376	
Petrol consumption from operations and vehicles	Litres	262,834	290,492	245,186	
Diesel consumption from operations and vehicles	Litres	356,477	357,115	331,190	
Electricity, heating, steam purchased for consumption	kWh	10,398,479	14,811,984	15,027,073	
Total renewable energy consumption	kWh	43,182,034*	42,399,659*	43,232,624	
Total Energy Consumption	GJ	662,284	674,300	572,250	
Energy Intensity	GJ/employee	259.4	246.5	207.2	
*Values restated due to change in methodology.					

GHG Emissions	Unit	2023	2024	2025	Scope and Boundary
Direct GHG Emissions (Scope 1)	tCO2e	1,564	1,631	1,623	Covers Beyon Group
Indirect GHG Emissions (Scope 2)	tCO2e	94,193	98,083	72,364	
Total GHG Emissions	tCO2e	95,757	99,714	73,987	
GHG Emissions intensity	tCO2e/rev- enue	37.5	36.4	26.8	

Waste and Water Management

Water Consumption	Unit	2023	2024	2025	Scope and Boundary
Total water consumption	Cubic meter	41,347	54,557	51,287	Years 2023 and 2024 covers Sure, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions Year 2025 cover Beyon Group

Waste Generation	Unit	2023	2024	2025	Scope and Boundary
Total non-hazardous waste generated	Kilograms	103,547	109,475	138,545	Year 2023 covers Dhiraagu Year 2024 and 2025 covers Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solution
Total amount of hazardous waste generated	Kilograms	5,692	4,069	27,874	Covers Dhiraagu
Total paper consumption	Kilograms	1,948	2,494	2,530	
Total e-waste generated	Kilograms	N/A	1,090	2,530	

Waste Recycling	Unit	2023	2024	2025	Scope and Boundary
Waste recycled	Kilograms	5,995	25,325	48,220	Covers Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions
Total paper recycled	Kilograms	1,495	4,060	610	
Total cardboard waste recycled	Kilograms	4,475	4,905	6,570	
Total plastic waste recycled	Kilograms	25	40	40	
Total steel recycled	Kilograms	N/A	16,320	0	
Total e-waste recycled	Kilograms	N/A	13,000*	41,000	

\*Values restated due to recalculation

## Appendix (2): GRI Content Index

Statement of use	Beyon Group has reported the information cited in this GRI content index for the period 1st of January 2025 to 31 <sup>st</sup> December 2025 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard/ Other Source	Disclosure	Page number / Direct answer
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	10-13
	2-2 Entities included in the organisation's sustainability reporting	9
	2-3 Reporting period, frequency and contact point	9
	2-4 Restatements of information	32, 78, 79, 82, 85, 86, 87, 88, 91
	2-5 External assurance	The report did not go through external assurance
	2-6 Activities, value chain and other business relationships	11
	2-7 Employees	36, 83-85
	2-8 Workers who are not employees	84
	2-9 Governance structure and composition	25-28, 76
	2-10 Nomination and selection of the highest governance body	25
	2-11 Chair of the highest governance body	25, 76
	2-12 Role of the highest governance body in overseeing the management of impacts	25-27
	2-13 Delegation of responsibility for managing impacts	25
	2-14 Role of the highest governance body in sustainability reporting	16
	2-15 Conflicts of interest	25
	2-16 Communication of critical concerns	33, 35-37
	2-17 Collective knowledge of the highest governance body	Annual Report 2025
	2-18 Evaluation of the performance of the highest governance body	25
	2-19 Remuneration policies	25
	2-20 Process to determine remuneration	25
	2-21 Annual total compensation ratio	Annual Report 2025
	2-22 Statement on sustainable development strategy	4-7
	2-23 Policy commitments	16, 25, 27, 29, 32, 33, 36, 38, 40, 41, 44, 46, 47, 61
	2-24 Embedding policy commitments	16, 25, 27, 29, 32, 33, 36, 38, 40, 41, 44, 46, 47, 61
	2-25 Processes to remediate negative impacts	36
	2-26 Mechanisms for seeking advice and raising concerns	36
	2-27 Compliance with laws and regulations	25, 27, 30, 35, 41, 53
	2-28 Membership associations	13
	2-29 Approach to stakeholder engagement	16
	2-30 Collective bargaining agreements	86
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	16
	3-2 List of material topics	17
	3-3 Management of material topics	16, 17

GRI Standard/ Other Source	Disclosure	Page number / Direct answer
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	30
	201-3 Defined benefit plan obligations and other retirement plans	38, 41
	201-4 Financial assistance received from government	<b>Beyon Group did not receive financial assistance from the government in 2025</b>
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	35
	202-2 Proportion of senior management hired from the local community	83
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	59
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	32, 79
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	76
	205-2 Communication and training about anti-corruption policies and procedures	27, 78
	205-3 Confirmed incidents of corruption and actions taken	77
<b>GRI 301: Materials 2016</b>	301-2 Recycled input materials used	74
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	90
	302-3 Energy intensity	68, 90
	302-4 Reduction of energy consumption	90
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	73
	303-2 Management of water discharge-related impacts	73
	303-5 Water consumption	90
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	90
	305-2 Energy indirect (Scope 2) GHG emissions	90
	305-4 GHG emissions intensity	68, 90
	305-5 Reduction of GHG emissions	68, 90
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	72, 74
	306-2 Management of significant waste-related impacts	72, 74
	306-3 Waste generated	91
	306-4 Waste diverted from disposal	91

GRI Standard/ Other Source	Disclosure	Page number / Direct answer
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	79
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	39, 80
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	38, 40, 41
	401-3 Parental leave	41, 81
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	45-47
	403-2 Hazard identification, risk assessment, and incident investigation	45-47
	403-4 Worker participation, consultation, and communication on occupational health and safety	45-47
	403-5 Worker training on occupational health and safety	86
	403-6 Promotion of worker health	45-47
	403-8 Workers covered by an occupational health and safety management system	100% of employees
<b>GRI 404: Training and Education 2016</b>	403-9 Work-related injuries	86
	403-10 Work-related ill health	86
	404-1 Average hours of training per year per employee	82
	404-2 Programs for upgrading employee skills and transition assistance programs	41-43
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	404-3 Percentage of employees receiving regular performance and career development reviews	41, 82
	405-1 Diversity of governance bodies and employees	25, 35
<b>GRI 406: Non-discrimination 2016</b>	405-2 Ratio of basic salary and remuneration of women to men	35
	406-1 Incidents of discrimination and corrective actions taken	83
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	61-65, 89
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	79
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	87

## Appendix (3): SASB Content Index

Topic	Code	Metric	Page number / Direct answer
Environmental Footprint of Operations	TC-TL-130a.1	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	<b>67, 68, 90</b>
Data Privacy	TC-TL-220a.1	Description of policies and practices relating to targeted advertising and customer privacy	<b>53-55</b>
	TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	<b>Zero</b>
Data Security	TC-TL-230a.1	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected	<b>87</b>
	TC-TL-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	<b>30</b>
Product End-of-life Management	TC-TL-440a.1	(1) Materials recovered through take-back programmes, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	<b>72, 74</b>
Competitive Behaviour & Open Internet	TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	<b>Zero</b>
Managing Systemic Risks from Technology Disruptions	TC-TL-550a.1	(1) System average interruption duration, (2) system average interruption frequency and (3) customer average interruption duration	<b>87</b>
	TC-TL-550a.2	Discussion of systems to provide unimpeded service during service disruptions	<b>53-55</b>