ANNUAL REPORT 2022

MULTIPLY
GROUP

2022
THE YEAR OF TRANSFORMATION AND GROWTH

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Who We Are

About Multiply Group PJSC

With its trademark growth mindset, Multiply Group PJSC is an Abu Dhabi-based holding company that invests in transformative cash-generating businesses it understands.

Multiply Group will continue to deploy capital across its two distinct arms, both of which follow a disciplined approach to investing and ensure consistent, sustainable value creation for our shareholders in the short-medium and long-term:

MULTIPLY
The investments and operations in long-term strategic verticals, currently Mobility, Energy and Utilities, Media and Communications and Beauty and Wellness. Anchor investments provide long term recurring income, through which bolt-on acquisitions are made. The aim is to launch a new vertical in 2023.

MULTIPLY+
A flexible, sector-agnostic and opportunistic investment arm.

Business & Financial Statement Highlights 2022

Revenue

Q1	AED 241.21 million
Q2	AED 266.05 million
Q3	AED 284.12 million
Q4	AED 334.13 million

REVENUE

Revenue
AED 1.13 billion
(Financial year ending 31 December 2022)

Annual Revenue Growth
302%

Business & Financial Statement Highlights 2022

Profit

Q1	AED 334.94 million
Q2	AED 127.31 million
Q3	AED 9,286.51 million
Q4	AED 8,814.19 million

PROFIT

Net Profit

AED 18.56 billion

*Largely driven by atypical gains on investments

Business & Financial Statement Highlights 2022

Total Assets

Q1	AED 11.95 billion
Q2	AED 12.15 billion
Q3	AED 30.58 billion
Q4	AED 41.21 billion

TOTAL ASSETS

Total Assets
AED 41.21 billion

Asset Growth
255%

Business & Financial Statement Highlights 2022

Sectors

4 SECTORS

Energy and Utilities

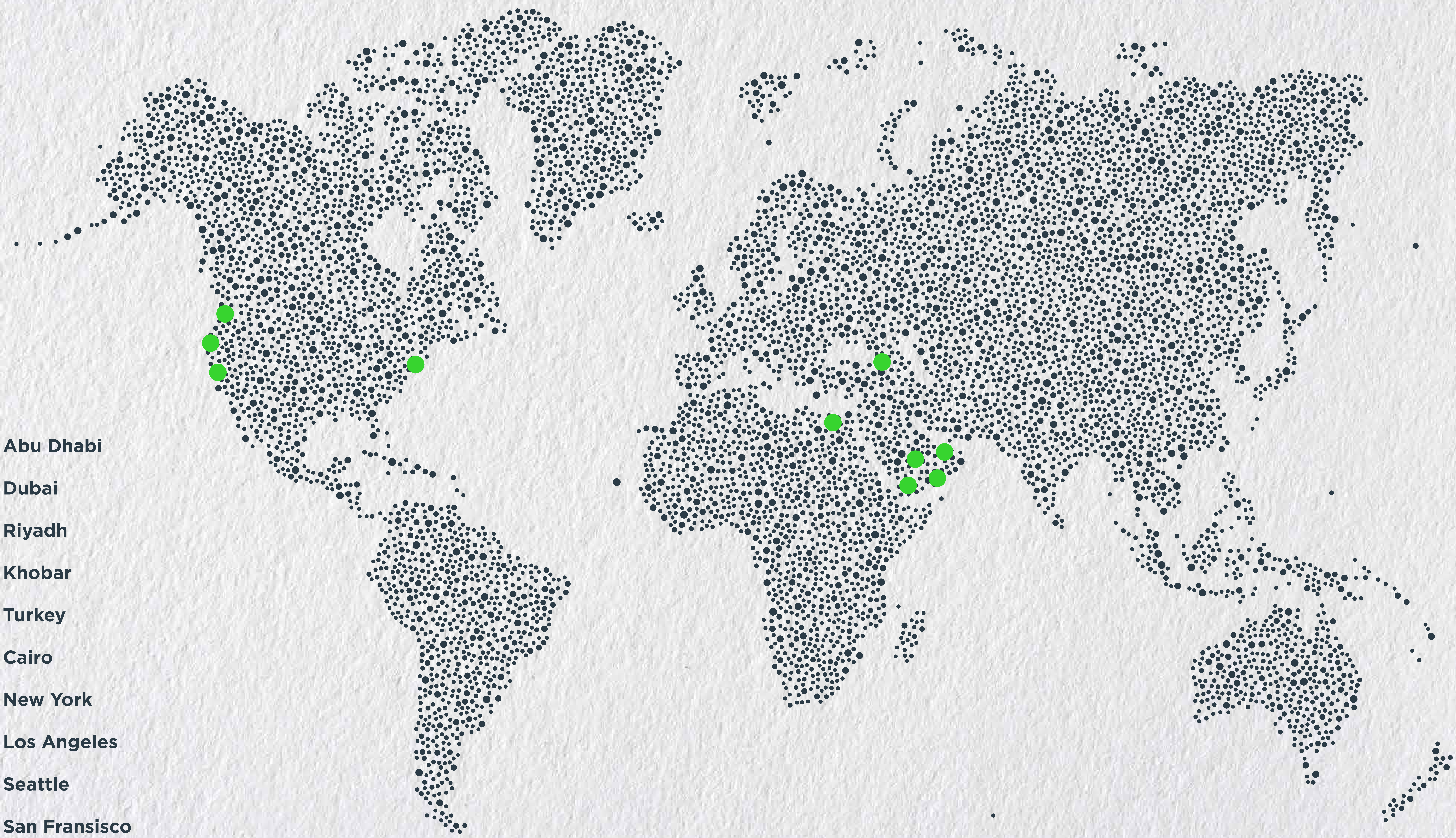
Mobility

Wellness and Beauty

Media and Communications

Business & Financial Statement Highlights 2022

Our Reach



Abu Dhabi

Dubai

Riyadh

Khobar

Turkey

Cairo

New York

Los Angeles

Seattle

San Fransisco

Mission, Vision, and Values

Our Mission

Empowering shareholders, subsidiaries and the wider community to optimise their growth potential.

Our Vision

To be one of the most active deal makers in the region, investing at the intersection of purpose and profit.

Our Values

Growth	Empowerment
We are obsessed with growth, we chase it on a financial, business and personal level.	We believe in empowering our stakeholders and the community at large.

Well-being	Belief
We care about the wellbeing of our stakeholders, and most importantly our employees.	We believe that the best is yet to come so we keep at it until we make it happen.

LEADERSHIP

Chairman's Message

André Sayegh
Chairman of Multiply Group

2022 is our first annual report as a listed company on the Abu Dhabi Stock Exchange (ADX). It was indeed a remarkable year for Multiply Group in many ways. For instance, our assets recorded an impressive growth of nearly 4 folds from AED 11.6 billion on 31 December 2021 to more than AED 41 billion on 31 December 2022, and our profits jumped to exceed AED 18.5 billion.

This is an impressive achievement considering the global macroeconomic and geopolitical headwinds that have prevailed during the year.

Multiply Group was up to the challenge, and I am proud to state that we achieved so much in our first full year since listing on ADX. Indeed, it was also rewarding to witness that our success was recognised through inclusion in major indices such as the MSCI Emerging Markets as well as others such as the FADX 15 index and the FTSE Global Equity Index Series (FTSE GEIS) Mid Cap Index. To be included in these prestigious indices reflects the position which we have attained as a leading investment holding company in the region.

On behalf of the Board, I proudly state, that the year 2022 success was driven by a strategy of investing in transformative, cash-generating businesses that we understand, as testament to the culture and mindset of the Group. At Multiply Group, we are strong believer that challenges are merely opportunities waiting to be uncovered.

However, success is not defined by a moment in time, success is a journey. It is a journey that does not end with a single achievement, it is continuous with the bar constantly rising higher and higher. That is the journey we are on at Multiply Group, and we are excited about taking the next steps. Indeed, we are extremely well positioned to continue our journey at an accelerated pace and the reasons are numerous:

Firstly, there is the strength of the UAE economy, which is expected to grow by more than 4% in 2023 supported by a strong momentum from both the public and private sectors. Factors driving this growth include the diversification in the hydrocarbon sector, a recovery in non-oil sector demand, as well as the UAE’s welcoming business climate and world-class infrastructure. Indeed, the strength of the UAE economy represents a strong support to Multiply Group business momentum in 2023 and the years ahead.

Another reason for our optimistic vision is the depth and breadth of the diversified portfolio which we are building. In 2022, we achieved a strong performance across our subsidiaries and investments. We will continue to expand both arms of our portfolio - organically by deepening our existing businesses and inorganically through scalable acquisitions. We still see opportunities to improve operations further while making more strategic investments.

My final point brings me to our most important factor – people. At Multiply Group, we have built a dynamic team of professionals with both the expertise and mindset that we need to succeed as a Group. We have focused on our own talents, empowering them to achieve their full potential by creating opportunities to grow professionally and personally. We have also sought out and added new external talents who share our passion for growth and drive; to be the best. I am proud to call them colleagues and friends – and they are one of the big reasons for our success and will continue to be so. Finally, on behalf of the Board, I seize this opportunity to thank the leadership of the United Arab Emirates, our Shareholders for their trust in their company, we thank our regulators and all our partners.

André Sayegh
Chairman of the Board

LEADERSHIP

Group CEO & Managing Director's Message

Samia Bouazza
Group CEO & Managing Director
of Multiply Group

Our Valued Shareholders,

2022 was a great year paralleled by both financial achievement and strategic long-term planning for us at Multiply Group. In our first full year as a public company; we consolidated new acquisitions, executed big deals, onboarded experts, and reported extraordinary results. We grew our asset base four-fold, recorded triple digit revenue growth from our core businesses and AED 18.56 billion in profit, mainly from atypical gains on investments. It truly was a year of transformation and immense growth, both for us as a company and as individuals.

On the operating side, our businesses performed remarkably well, with a 38.6% weighted average profitability growth of our subsidiaries, despite several headwinds. Emirates Driving Company (EDC) grew its profits by 51% - the highest in the company's 23-year history. Our subsidiary, Viola which is digitising the out-of-home media landscape of Abu Dhabi and capitalising on post-covid spending on events, grew its operating income by 345%. Our energy-efficient district cooling company, PAL Cooling Holding brought in AED 125m in operating profits and our beauty group Omorfia, already a market leader in the region, made over AED 50 million in profit and expanded to reach a total of 69 branches.

Internally, we called 2022 the year of housekeeping and TAQA.

Housekeeping; because we finalised much of the necessary foundational groundwork. For example, we crafted well-defined strategies for each of our verticals, as well as compliance and governance policies and procedures. We held code of conduct and business ethics workshops across the Group and embedded the risk management protocols expected of a company of our size. We poached senior talent with deep capital market experience as we continue to build a winning team that challenges each other and makes the best value-creating decisions for our shareholders. Moreover, I'm pleased to say we negotiated deals with banks to ensure access to capital ahead of the interest hikes that we've been seeing globally; and built a prime global network for deal origination. As we enter the Year of Sustainability, we are also looking forward to building on our ESG priorities, as well as, our CSR commitment to clean up our oceans.

And TAQA; because we deployed our largest ticket size to date, which has added significant value to our balance sheet, growing our asset base by 255%. We recorded atypical gains on investments, driven by the fair value gain through profit and loss of TAQA by AED 18.1 billion.

In terms of deal making, we invested AED 13 billion, including being cornerstone investors in both the DEWA and Borouge IPOs, investing AED 367 million and AED 183 million respectively. We acquired 80% of International Energy Holding, which includes 50% of Turkey's Kalyon Energi, for AED 1.4 billion. And, of course, we deployed our largest ticket, AED 10 billion, acquiring 7.3% in TAQA.

Our duty is to continue to identify and create value for our long-term partners and shareholders.

Finally, we remained one of the highest traded stocks on ADX throughout the year, with an average daily volume of 44 million trades. Our substantial public float of almost 30% meant that we hit the ground running. This, along with a sustained appreciation in market value of 153% (FY 2022) and our continuous engagement with investors led to our inclusion in major benchmark indices such as the MSCI Emerging Markets as well as FTSE Russel's Global Equity Index Series.

Beyond financial success, a particularly proud moment for me was Multiply Group's recognition as a Great Place to Work by the global authority on workplace culture. Our culture is defined by our people, their agility and ability to transform, their mindset and their grit. This distinction not only ensures our ability to attract top talent but also recognizes we have built a high-performance culture that also values work-life balance. On that note, I personally chose to block my calendar every Wednesday at 6pm for quality time with my 6-year-old daughter because, when you keep yourself grounded and make time for your loved ones, which I encourage my team to do, you are better equipped to give shareholders the best you have.

Looking ahead, with a strong balance sheet, a healthy borrowing facility, robust free cash flow and a clear strategy, Multiply Group will continue to deploy capital across its two distinct arms, Multiply (our portfolio of subsidiaries) and Multiply+ (our investment arm), both of which follow a disciplined approach to investing, whether in the long or short term.

- Multiply operates and invests in four current verticals (Mobility, Energy and Utilities, Media and Communications and Beauty and Wellness). Our subsidiaries provide long-term recurring income that we plan to optimize through bolt on acquisitions, synergies and by embedding technologies to ensure efficiency and growth. (In 2023, Multiply is planning to launch a fashion vertical).

- Multiply+, our recently added investment arm that is sector-agnostic and opportunistic, under which we deploy capital in several asset classes (private and public equities, pre-IPO deals, etc.) with a shorter investment horizon, targeting double-digit returns.

Now that we enter our second year as a listed company, we are operating in an ever more complex world that is vying with high interest rates, inflation, an ongoing conflict in Europe, fragmentation of the global economy, a market downturn and a supply chain crisis. The world is changing too fast, which reminds me of what Yoval Harari said: “To survive and flourish in such a world, you will need a lot of mental flexibility and great reserves of emotional balance.”

Thankfully, we are based in the UAE, a country of tolerance and co-existence that has been hailed by the IMF for its handling of the pandemic. It is one of the world’s safest places and Abu Dhabi’s economic growth is the fastest in the MENA region at 10.5%. We are also listed on the capital’s exchange, the Abu Dhabi Securities Exchange, which continues to be one of the top-performing markets globally and, in sharp contrast to several other indices, registered 20% growth in 2022. It is by design that our portfolio and operating income is heavily weighted in the UAE.

And so, despite this global complexity, our focus is actually quite straight-forward: continue to sustainably grow our verticals, invest in bolt-ons that will increase core profitability margins through synergies, scalability and free cash flow and acquire strong companies as valuations remain soft.

Our most critical tasks for 2023 are to remain guardians of our holding’s, and our companies’, balance sheets; organically grow our subsidiaries; pinpoint cash-generating opportunities to invest in, as valuations soften around the world; continue to drive our EPS growth; and contribute through our investments, initiatives and ESG priorities to the Year of Sustainability in the UAE.

And as always, our unwavering belief remains that the best is yet to come.

Samia Bouazza
Group CEO and Managing Director


اقتصاد
to represent the 'The Falcon Economy'.
attributes that will continue to drive its future.
its strength, courage, and vision –
in this transformation.

LEADERSHIP
Board Members

Andre George Sayegh
Chairman | Independent, non-executive

Andre Sayegh is a seasoned C-suite executive with over three decades of experience in banking and financial services.

Before 2021, he served as Group Chief Executive Officer at First Abu Dhabi Bank (FAB) and is currently a member of the Board. He played a pivotal role in the merger of First Gulf Bank (FGB) and National Bank of Abu Dhabi (NBAD) to form FAB. His 20 years at FAB and its predecessor bank, FGB, were marked with distinction, as he held several senior executive positions, including Chief Executive Officer of FGB from 2006 to 2017.

Sayegh's previous experience also includes senior positions with leading international financial institutions such as Citibank.

He holds a BBA in Finance and an MBA in Corporate Finance and Banking from the American University of Beirut. He also completed a project at Columbia University majoring in the evolution of financial institutions.

H.E. Hamad Khalfan Ali Matar Alshamsi
Board Member | Independent, non-executive
Chairman, Nomination & Remuneration Committee
Member, Audit Committee

H.E. Hamad Khalfan Ali Matar Alshamsi is an accomplished business leader, who holds Board positions across a diverse group of companies in the UAE.

H.E. Alshamsi previously served as the non-executive Vice Chairman of International Holding Company (PJSC). Currently, he is the General Manager at the Private Affairs Department of H.H. Sheikha Fatima Bint Mubarak and holds several Board directorships, including Trojan General Contracting, Zee Stores, Ishraq Properties Co., Al Yasat Catering & Restaurant Supplies, Pal Computers, Al Jaraf Travel & Tourism, Hi-Tech Concrete Products, Tafawuq Facilities Management, Pal Group of Companies, Al Sdeirah Real Estate Investment, Royal Architect Project Management, Fabulous Abu Dhabi Hotel Management, Nshmi Development and Real Estate Investment & Services Co.– REISCO.

H.E. Alshamsi holds a technical diploma from the Abu Dhabi armed forces (1996).

H.E. Mansoor Ibrahim Ahmed Saeed Al Mansoori
Board Member | Independent, non-executive
Member, Audit Committee
Member, Nomination & Remuneration Committee

H.E. Mansoor Al Mansoori is a member of the Abu Dhabi Executive Council and the Chairman of the Department of Health in Abu Dhabi.

He is a prominent leader with diverse professional experience in senior leadership positions across government and private sectors including telecom, energy and technology.

As the Group Chief Operating Officer of G42, he was actively involved in the UAE National Covid-19 pandemic response. As Chairman of Bayanat, he led the company's public listing at ADX, in what was G42's first IPO and the world's best trading debut of 2022, as reported by Bloomberg. Al Mansoori is currently Chairman of Injazat, Board of Trustees at MBZUAI and serves as a Board Member of Etisalat and Multiply Group.

Previously, Al Mansoori held several senior positions including Director General of the UAE National Media Council as well as Board Member at the Abu Dhabi Tourism and Culture Authority and Telecommunication Regulatory Authority.

During his studies at the National Defense College (UAE), Al Mansoori was in the first cohort to receive the Master's degree in Strategic Security Studies & National Resources Management. Al Mansoori graduated from the University of Toledo (Ohio, USA) in Computer Science and holds several specialised certificates including a Leadership Certificate from London Business School (UK) and an Innovation Strategy Leadership Certificate from Massachusetts Institute of Technology (MIT).

Richard Mathew Gerson
Board Member | Independent, non-Executive
Chairman, Audit Committee
Member, Nomination & Remuneration Committee

Richard Mathew Gerson is an experienced global investment expert focused on tech and startups.

Currently, Gerson is the Co-founder, Chairman and Chief Investment Officer of Alpha Wave Global (formerly Falcon Edge Capital) as well as a Co-founder and Board member of Abu Dhabi Catalyst Partners. Prior to this, Gerson co-founded and was the Managing Director of Blue Ridge Capital for 15 years.

He is also a member of the Cleveland Clinic International Leadership Board, the Panthera Conservation Council, and the Belfer Center's International Council at the John F. Kennedy School of Government at Harvard University. Gerson holds Board positions at the 92nd Street Y, a leading cultural institution and community center and was a founding member of the Board of Trustees of PAVE in New York, USA

Gerson graduated from the University of Virginia, McIntire School of Commerce with a B.S. in Commerce with a concentration in Finance.

Samia Toufic Bouazza
Board Member | Group Chief Executive Officer & Managing Director

Samia Bouazza is a business leader with a solid track record for driving growth.

As the Group CEO and Managing Director of Multiply Group, she leads the strategic development of the company, its growing investment portfolio of high-return businesses and maintaining the overall sustainable growth of the Group's subsidiaries. Bouazza is also a Board Member of Arena Events Group, Emirates Driving Company, and Group C36.

Samia is the founder of the original entity established in 2003, that transformed into Multiply Group in 2021.

She holds a BA in Political Science and Public Administration from the American University of Beirut and has completed executive education certificates in Strategic Intelligence and Digital Disruption from Harvard Business School and the University of Cambridge respectively.

Board of Directors Report

Executive Summary & Group Overview

Multiply Group (ADX: MULTIPLY), an Abu Dhabi-based holding company, reported a year of transformation and growth and is well-positioned for 2023 and beyond. The Group registered AED 18.56 billion in net profit for FY 2022, driven by the strong performance of its strategic investments and ongoing growth in its operating portfolio, which continued to deliver strong recurring earnings.

Multiply Group's diverse portfolio has reached a scale that enables the Group to continue to expand by organically growing existing businesses to unlock their full potential, empowering them with capital, technology and tools to acquire or create solutions, as well as gain operational excellence, scale up and become leaders in their respective industries.

In addition, with its trademark growth mindset, a strong balance sheet and AED 41.21 billion in assets as of 31 December 2022, Multiply Group pursues opportunities to expand inorganically through scalable acquisitions, with sustainable growth and expansion potential, focusing on well-established and cash-generating businesses with agile strategies across multiple industries.

The year saw Multiply Group included in several new indices. This included the MSCI Emerging Markets Index in November, enhancing its position on the global benchmark investing map and expected to attract substantial investment inflows. The Group was also added to FADX 15 index, FTSE Global Equity Index Series, S&P UAE Indices and ranked 10th globally and 2nd regionally in the 2,803-member Bloomberg World Index.

Most recently, Multiply Group was recognised as a Great Place to Work by the global authority on corporate culture, which highlights that we have built a high-trust, high-performance growth-oriented culture.

By the end of 2022, Multiply Group had 6 subsidiaries operating in diversified businesses, including energy & utilities, mobility, wellness & beauty, and media & communications. Following is an overview of Multiply Group's subsidiaries.

Company Name	Business Description	Logo
International Energy Holding	International Energy Holding (IEH) is a rapidly growing Abu Dhabi-based renewable energy company that develops, invests, owns and operates renewable energy assets internationally.	
Pal Cooling Holding LLC	PAL Cooling Holding (PCH) is one of the top players in the UAE's district cooling industry.	
Emirates Driving Company PJSC	Emirates Driving Company (EDC) is the sole provider of pre-licensing driving education in Abu Dhabi and the government's trusted partner for creating safer roads.	
Omorfia Group LLC	Omorfia Group is a leading beauty sector provider shaping the GCC markets. It comprises of personal care and beauty companies, namely Tips & Toes, Bedashing Holding Company, Jazz Lounge Spa and Creative Beauty Source.	
Viola Communications LLC	Viola has grown into one of the largest communications companies in Abu Dhabi providing fully integrated marketing and communications solutions to national and regional firms.	
HealthierU LLC	HealthierU is a UAE-based wellness and prevention platform that offers comprehensive and holistic services including sleep health, fitness, nutrition, mental well-being, immune health, and fertility.	

Financial Performance for 2022

The Group's FY2022 figures show revenue of AED 1,125.51 million (Fy2021: AED 371.91 million) and a gross margin of AED 569.16 million (Fy2021: AED 210.62 million).

As of 31 December 2022, Multiply Group's revenue grew to AED 1,125.51 million from AED 371.91 million compared to the same period last year, mainly nurtured by the impact of organic growth and acquisitions.

The Group recorded net profit for the period ended 31 December 2022 amounting to AED 18,562.95 million (FY2021: net profit of AED 225.19 million).

Investment and other income for FY2022 was AED 18,395.97 million (FY2021: AED 103.58 million).

The Group's total expenses (including direct expenses and general and administrative expenses) for the period ended 31 December 2022 were AED 793.92 million (FY2021: AED 243.67 million).

The Group's earnings per share for the period ended 31 December 2022 was AED 1.65 (FY2021: earnings per share of AED .06).

Abridged Income Statement

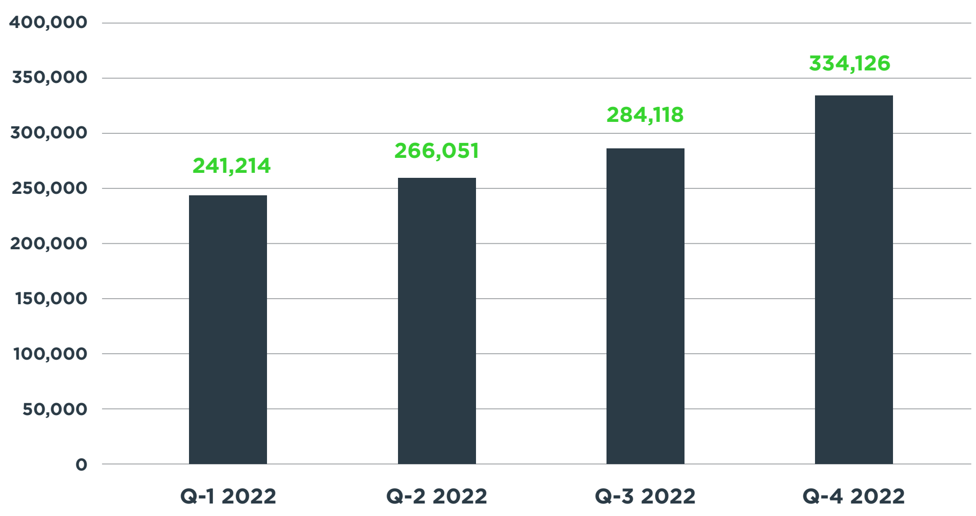
AED (in thousands)	FY 2022	FY 2021	Growth	
			AED	Times
Revenue	1,125,509	371,912	753,597	3.03x
Cost of revenue	-556,351	-161,294	-395,057	3.45x
Gross profit	569,158	210,618	358,540	2.70x
Investment and other income	18,395,968	103.56	18,292,411	177.64x
Share of loss from investment in associate and joint venture	-14,533	-903	-13,630	16.09x
General and administrative expenses	-237,564	-82,374	-155,190	2.88x
Operating profit	317,061	127,341	189,720	2.49x
Finance cost	-150,081	-5,702	-144,379	26.32x
Net profit	18,562,948	225,196	18,337,752	82.43x
Earning per share	1.65	0.06	1.59	27.50x

A. Revenue Growth

Multiply's revenue grew by approximately 302% in FY22 as against FY21. Top revenue contributors include Omorfia Group and Emirates Driving Company which contributed approximately 63% of the total revenue for the financial year 2022, followed by other companies.

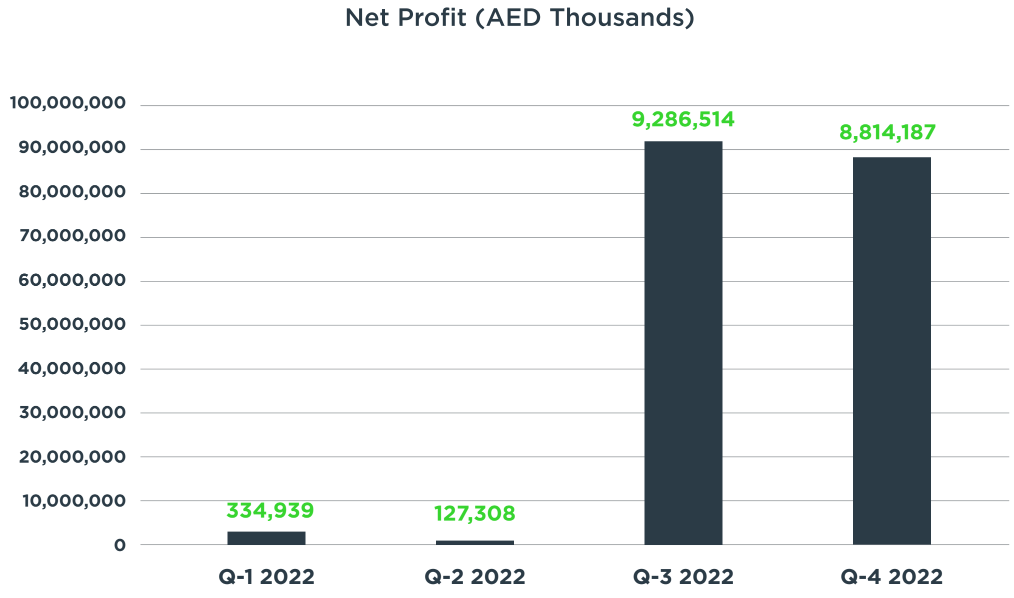
The Group completed various acquisitions towards the end of 2021 which led to an increased revenue in the current year as these are being consolidated for the full year in FY22.

Revenue (AED Thousands)



B. Profitability

The Group reported an increase in net profit by 81.43x in FY22. Operating profit of the Group for FY22 is AED 317 million. The Group recorded investment and other income of AED 18,396 million which includes dividend and finance income, changes in fair value of investment through profit and loss, and other income.

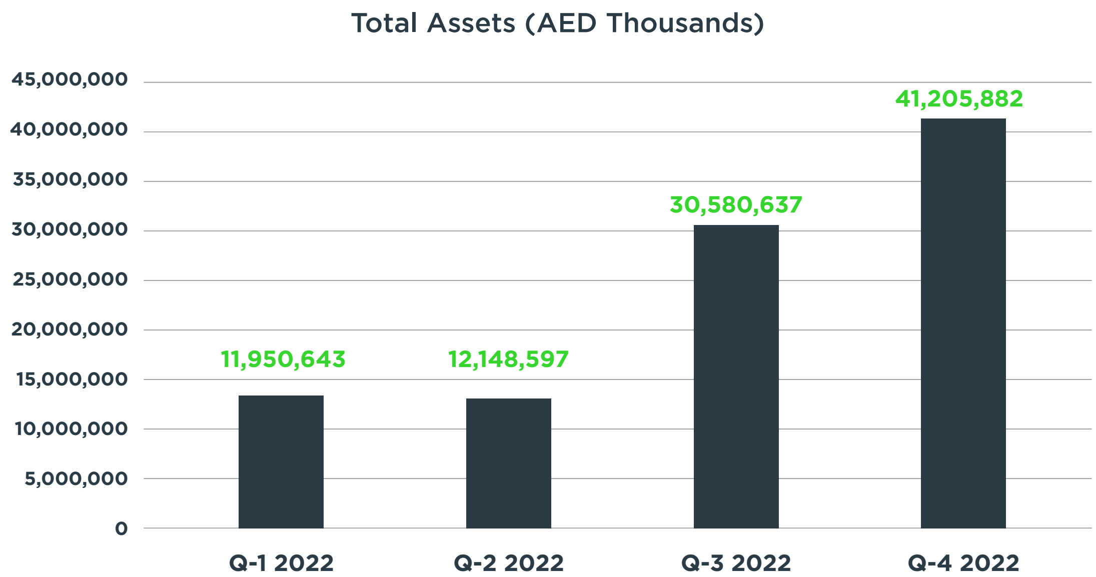


Abridged Statement of Financial Position

AED (in thousands)	FY 2022	FY 2021	Growth	
			AED	Times
Non current assets	28,125,027	2,057,344	26,067,683	13.67x
Current assets	13,080,855	9,546,418	3,534,437	1.37x
Total assets	41,205,882	11,603,762	29,602,120	3.55x
Equity	29,380,707	10,726,030	18,654,677	2.74x
Non current liabilities	9,787,108	535,956	9,251,152	18.26x
Current liabilities	2,038,067	341,776	1,696,291	5.96x
Total equity and liabilities	41,205,882	11,603,762	29,602,120	3.55x

C. Total Assets

Total assets increased by 255% to AED 41,206 million in FY22 as against AED 11,604 million in FY21. The increase in total assets is mainly contributed by growth in existing assets and investments made during the year.



Highlights of the Group

ACQUISITIONS/ INVESTMENTS

During the year, the Group deployed AED 13 billion making strategic investments in dynamic and healthy businesses across high-growth thematic industries.

Multiply Group acquired a 7.3% stake for AED 10 billion in Abu Dhabi National Energy Company PJSC (TAQA), a diversified utilities and energy group headquartered in Abu Dhabi, UAE and listed on the Abu Dhabi Securities Exchange (ADX: TAQA). The company has significant investments in power and water generation, transmission and distribution assets, as well as upstream and midstream oil and gas operations. TAQA is one of the largest listed integrated utility companies in Europe, Middle East and Africa (EMEA), with operations in 11 countries across four continents.

Multiply Group acquired 80% of International Energy Holding (IEH), a rapidly growing Abu Dhabi-based renewable energy company that develops, invests, owns, and operates renewable energy assets internationally. The company focuses on renewable energy powered through solar and wind technology. In 2022, IEH acquired a 50% stake in Kalyon Enerji Yatrimlari A.Ş., a market-leading clean and renewable energy company based in Turkey. Kalyon Enerji's assets include a PV power plant project with an installed capacity of 1.3 GW in the Konya's Karapinar region.

Multiply Group invested AED 275 million (US$75 Mn) in Getty Images, a pre-eminent global visual content creator and marketplace that offers a full range of content solutions to meet the needs of any customer around the globe, no matter their size. Getty Images plans to take a practical and measured approach towards NFTs with the intent to create a recurring, sustainable and profitable source of value for Getty and its stakeholders over time.

Multiply Group invested AED 183.75 million in the initial public offering of Borouge plc as a cornerstone investor – which is one of the world's leading providers of innovative and differentiated polyolefin solutions. The company provides value-creating polymer solutions for the infrastructure, energy, agriculture, mobility, healthcare and advanced packaging industries – employing more than 3,100 people and serving customers in over 50 countries across Asia, the Middle East and Africa.

Multiply Group invested AED 367 million in the Dubai Electricity and Water Authority's ("DEWA") landmark initial public offering as a cornerstone investor. This investment was driven by our confidence in the UAE's economy. DEWA has successfully cemented its position as one of the region's leading fully integrated utilities companies by capitalising on its strong market fundamentals. DEWA has an installed capacity of 14,317 megawatts of electricity and 490 million imperial gallons of desalinated water daily. Its capacity is continuously growing to meet the increasing demand.

Multiply Group invested AED 92 million in Rihanna's Savage X Fenty, a direct-to-consumer e-commerce fashion company launched in 2018 by music and fashion icon, Rihanna to celebrate fearless individuality and broaden the definition of what is beautiful. With accessible price points and an extensive assortment of fashion-forward styles, Savage X Fenty offers body-positive fashion that emphasises confidence and inclusivity and is designed for people of all races and incomes.

SUBSIDIARIES OVERVIEW

International Energy Holding LLC

International Energy Holding (IEH) is a rapidly growing Abu Dhabi-based renewable energy company that develops, invests, owns, and operates renewable energy assets internationally. The company focuses on renewable energy powered through solar and wind technology.

Since Multiply Group's acquisition of 80% stake, IEH has accelerated its growth initiatives by acquiring renewable energy assets, operational as well as under development, to power global economic growth through low emission clean energy solutions.

In 2022, IEH acquired a 50% stake in Kalyon Enerji Yatrimlari A.Ş., a market-leading clean and renewable energy company based in Turkey. Kalyon Enerji's assets include a PV power plant project with an installed capacity of 1.3 GW in the Konya's Karapinar region.

Effective 1 August 2022, PAL 4 Solar Energy LLC, a subsidiary, acquired a 100% equity interest in International Energy Holding LLC for nil consideration. IEH is based in Abu Dhabi, United Arab Emirates, and is involved in commercial, power, and industrial enterprise investment, institution and management. During the year, the Group transferred 20% shareholding in PAL 4 Solar Energy LLC to a related party (Alpha Dhabi Holding PJSC) for nil consideration.

Pal Cooling Holding LLC

PAL Cooling Holding (PCH) is one of the top players in the UAE's district cooling industry. Catering to landmark residential, commercial and mixed-use developments, PCH offers reliable and quality services such as 24/7 chilled water for air conditioning from state-of-the-art central cooling plants. By providing an energy-efficient tech solution and working to enhance operational efficiency, PAL contributes to the UAE's strategy to reduce carbon emissions.

Effective 1 July 2021, the Group acquired 100% of the shares in PAL Cooling Holding LLC ("PAL") and its subsidiaries.

Emirates Driving Company PJSC

Emirates Driving Company (EDC) is the sole provider of pre-licensing driving education in Abu Dhabi and the government's trusted partner for creating safer roads.

As the emirate's leading drivers' training and road safety institute, EDC provides a training system that supports the emirate's rapid population growth and urban development.

EDC has digitised its curriculum and is looking to apply augmented and virtual reality to facilitate learning. The company is also currently transitioning its large fleet of vehicles to hybrid vehicles.

In addition, a joint quality committee with the Abu Dhabi Police ensures training programmes and methodologies are kept up-to-date and aligned with the applicable laws.

Moreover, EDC is the primary contributor to the Abu Dhabi road safety education committee and regularly contributes to the Integrated Transport Centre (ITC) through technical and educational input.

Effective 30 June 2021, the Group acquired a 48.01% share in Emirates Driving Company PJSC ("DRIVE") and its subsidiary for nil consideration, by acquiring 100% of the shares in Spranza Commercial Investment – Sole Properties LLC, an entity which held the shares in DRIVE. From the date of acquisition, DRIVE contributed revenue and profit to the Group amounting to AED 136,859 thousand and AED 77,474 thousand respectively, for the year ended 31 December 2021.

Omorfia Group LLC

Omorfia Group is a leading beauty sector provider shaping the GCC markets. It comprises of personal care and beauty companies, namely Tips & Toes, Bedashing Holding Company, Jazz Lounge Spa and Creative Beauty Source. The group consolidates consumer-centric businesses that are high-growth, recession proof and with high purchasing power. Its strength shows in the ability to seize opportunities and reinvent the customer experience. With its five innovative concepts, and a growing family of 2500 team members, Omorfia Group has established an unparalleled presence in the region.

Effective 31 December 2021, the Group entered into an agreement with a third party to establish Omorfia Group LLC ("Omorfia"). Based on the contractual terms, The Group will contribute Bedashing Holding Company LLC ("BEDASHING ") and pay the third party a cash consideration of AED 156,348 thousand, whereas the third party will contribute Tips & Toes, Jazz, and Ben Suhail. As per the agreement, Omorfia will be 51% owned by the Group and 49% owned by the third party. In substance, the Group acquired 51% controlling interest in Tips & Toes, Jazz, and Ben Suhail for consideration represented by cash consideration of AED 156,348 thousand and the fair value of the 49% interest in BEDASHING transferred to the third party.

Viola Communications LLC

Viola is one of the largest communications companies in Abu Dhabi, with offices in Dubai and Cairo. The company is specialized in providing fully integrated marketing and communications solutions to national and regional firms and it is expanding into digital marketing technology to create value for a diverse range of clients. Viola Communications has exclusive media rights to the majority of outdoor advertising spaces In Abu Dhabi, including lampposts, bridge banners and bus wrapping.

Effective 1 July 2021, the Group, acquired the remaining 50% equity interest in Viola Communications LLC (“Viola”), for consideration of AED 73,000 thousand. As a result, the Group increased its ownership in Viola to 100% and obtained control. The investment in Viola was previously accounted for as an associate.

HealthierU LLC

HealthierU is a revolutionary tele-wellness platform that leverages cutting-edge technology to deliver a comprehensive range of wellness solutions. From virtual consultations with wellness experts to educational programs and content, the platform offers a wellness-service marketplace that enables users to tailor their health journey. In addition to providing solutions to individual customers, HealthierU offers a range of corporate wellness programs that aim to help organisations create a culture of wellness that priorities employee health and well-being, which in return can lead to a more positive work environment and a significant return on investment for the organisation.

HealthierU offers a proactive approach by focusing on the 5P of the Future of Healthcare; prevention, personalisation, prediction, participation, and precision. By providing a safe and robust system, HealthierU makes it easy for users to access a wide range of tools that empower customers to take control of their overall well-being.

Strategy

Multiply Group will further mature and grow its operating verticals while capitalising on investment gains. Multiply Group's diverse portfolio has reached a scale that enables the Group to continue to expand by organically growing existing businesses to unlock their full potential, empowering them with capital, technology and tools to acquire or create solutions, as well as gain operational excellence, scale up and become leaders in their respective industries.

With its trademark growth mindset, a strong balance sheet and AED 41.21 billion in assets as at 31 December 2022, Multiply Group pursues opportunities to expand inorganically through scalable acquisitions, with sustainable growth and expansion potential, focusing on well-established, cash-generating and transformative businesses in 2023 – with agile strategies diversified across its verticals and investment arm, Multiply+.

Capital sources are a combination of cash, cash equivalents and leveraging our strong asset base to raise long-term debt. Multiply Group targets double-digit returns.

Multiply Group

Deploying growth capital to profit-generating companies in transitioning industries.

Multiply Group will deploy funds across its vertical building arm, while remaining open for opportunities under Multiply+, both across private and public markets.

Multiply

Vertical Building:
Delivering steady risk-return profiles across market cycles

Multiply+

Sector agnostic, opportunistic strategy, flexible to capture changing market opportunties

MULTIPLY

With a healthy balance sheet and debt profile, Multiply Group has a strong asset base of approximately AED 40 billion. Our operating businesses, had a strong 2022, registering almost 39% annual growth in earnings. These businesses are leaders in their industries and have significant margins and pricing power.

Our strategy for each vertical follows a methodological process:

1. Enter
- Onboard vertical head.
- Develop vertical strategy and shortlist suitable target anchors (currently available in Mobility, Media and Beauty).
- Acquire an anchor company: a stable, profitable enterprise in a target sub-sector

2. Build-up
- Acquire bolt-ons that will help scale the anchor through consolidation, adjacencies or value chain acquisitions.

3. Mature
- Empower anchors with greater independence to capitalize on their new industry-ecosystem.
- Multiply continues to support by acquiring transversal digital capabilities (i.e analytics)

4. Exit
- Some verticals are being prepared for IPO, for others we have plans to either re-invest additional funds or divest.

MULTIPLY+

Under an opportunistic and largely sector agnostic theme, we target public companies which are fundamentally strong but available at a significant discount due to the ongoing market dislocation. It also includes private businesses which are looking for capital injection and are close to a liquidity event. Investment criteria looks at EBITDA positive deals with 10-20% top-line growth.

Strategic Highlights

Holding Level Milestones

Multiply Group maintains a balanced portfolio by investing in steady companies that generate recurring income and high-return businesses.

The vertical building strategy consists of entering industries by acquiring anchors which are stable profitable enterprises, and then elevating these with bolt-on acquisitions to increase their operating margins, reach sufficient scale and further augment through digitization.

Key Investments

Multiply Group invested:

AED 10 billion in TAQA, one of the largest listed integrated utility companies in Europe, Middle East and Africa (EMEA), with operations in 11 countries across four continents.

AED 1.4 billion to acquire 80% of International Energy Holding, which includes 50% in Turkish renewable energy player: Kalyon

AED 275 Mn in the global visual content creator and marketplace GettyImages.

AED 183 million into Borouge IPO as a cornerstone investor. Borouge has grown into one of the world's largest, sustainably producing polymer manufacturers, increasing its production by 10X since 2001.

AED 367 million into the Dubai Electricity and Water Authority's ("DEWA") landmark initial public offering as a cornerstone investor. This investment was driven by our confidence in the UAE's economy.

AED 92 million in Rihanna's Savage X Fenty, a direct-to-consumer e-commerce fashion company.

Inclusion in indices

In its first year as a public listed company, Multiply Group was added to several global indices.

The FTSE Global Equity Index Series Mid Cap Index, highlighting our business performance and positive engagement with the investor community.

The MSCI Emerging Markets Index, enhancing our position on the global benchmark investing map and expected to attract substantial investment inflows.

The FADX 15, the first co-developed index under ADX's strategic partnership with FTSE Russell and tracks the biggest and most liquid companies, aiding the derivatives market and the creation of index-tracking investment products.

In addition to:

- S&P UAE BMI Liquid 20/35 Capped Index
- S&P UAE Shariah Liquid 35/20 Capped Index

These indices measure the performance of the most liquid and Shariah-compliant stocks in the UAE, respectively.

- Chimera S&P UAE UCITS ETF
- Chimera S&P UAE SHARIAH ETF

Multiply Group was also ranked 10th globally and 2nd regionally in the 2,803-member Bloomberg World Index with 159% growth this year.

People-centric Organisation: Highlights

- In 2022, Multiply Group rolled out a holding-wide corporate wellness program, empowering our 3,000+ employees to take charge of their health and well-being.

- Employees with results that require a follow-up received further medical consultations to support their health and well-being. The programme also includes an educational series, providing employees with information on managing concerns such as healthy living, nutrition, and workplace stress and burnout.

- Earlier in the year, as a small token of appreciation to our 3,000+ employees, Multiply Group distributed Multiply Marketplace Cards, offering all employees access to special rates for products and services available across our subsidiaries and beyond.

- Multiply Group was recognised and certified as a Great Place to Work.

Portfolio of Companies

Energy and Utilities

Energy and Utilities

Sector Overview

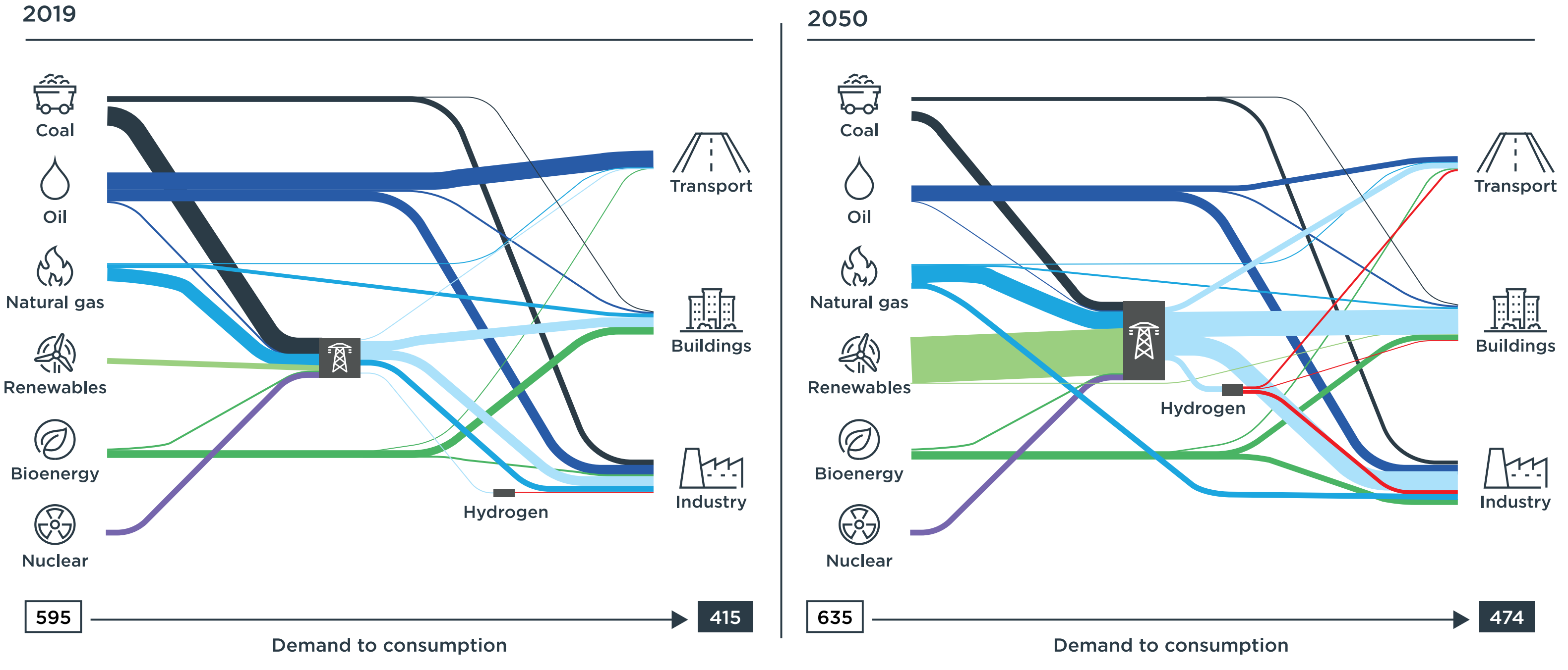
As the energy industry transitions to renewables, private investment trends remain dynamic. Billions of VC dollars are flowing into cleantech, while PE firms consolidate traditional producers and expand holdings of wind and solar.

2022 recorded a remarkable acceleration in the energy transition, with record renewable energy installations and electric vehicle (EV) sales worldwide.

Going forward, the Energy sector can be defined in the short-to medium term and in the long term.

In the long term, the global energy system is expected to transform from today to 2050 across all fuels and sectors (see image below).

Primary energy demand to final energy consumption, million TJ



Source: McKinsey Energy Insights Global Energy Perspective 2022

In the short-to-medium term, private capital and investment will be central to tackling the multiple strands of today's energy situation, relieving pressure on consumers, equipping the world on a sustainable net zero pathway and providing investors with long-duration assets with secure income.

Irrespective of time frame, there is an immediate shift in primary energy demand.

- Transformation processes like power and hydrogen production are expected to grow their share in the total power system.
- With respect to fuels, demand trends indicate that renewables will become the dominant energy source by 2050 through growth in the power sector.

On a global level, demand for clean energy technology is behind the expected 15% CAGR for renewable power generation and 5% CAGR for hydrogen demand between 2019 and 2035.

With a commitment to aligning with UAE's net-zero 2050 ambitions and increasing energy efficiency while decreasing environmental emissions, Multiply Group invests in companies that optimize energy and water consumption.

Key investment areas in the net-zero pathway include:

1

Utilities
(capacity projects)

2

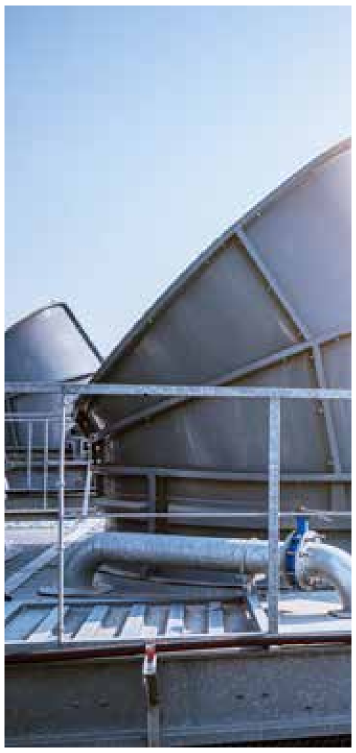
Energy Intensive Industries
(electrification, carbon capture, etc.),

3

Road Transport
(covered separately in our mobility section)

4

Environment
(international carbon offsets)



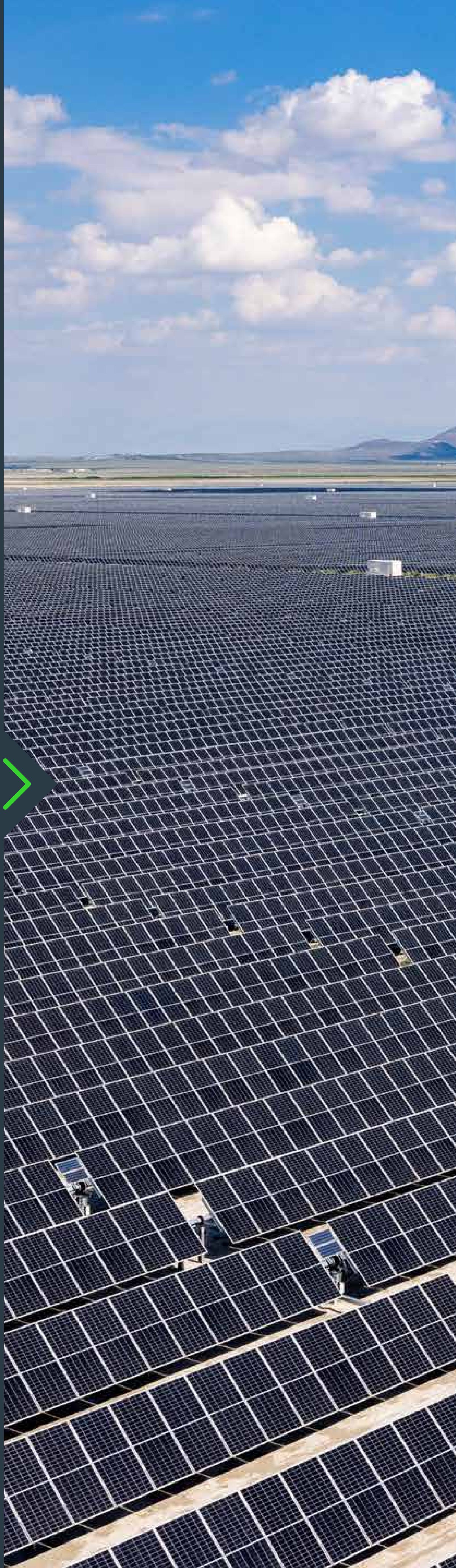
The combination of a challenging economic environment and long-term tailwinds from the shift to renewables provides an optimistic backdrop for performance in the utilities sector this year and beyond. However, companies with long-standing investments in energy such as Taqa, will fare best with the rising cost of capital.

IEH

International Energy Holding

International Energy Holding (IEH) is a rapidly growing Abu Dhabi based renewable energy company that develops, invests, owns and operates renewable energy assets internationally. The company focuses on renewable energy powered through solar and wind technology.

Since Multiply Group’s acquisition of 80% stake, IEH has accelerated its growth initiatives by acquiring renewable energy assets, operational as well as under development, to power global economic growth through low-emission clean energy solutions.



Making clean and renewable energy resources available in a manner to meet all energy needs, focusing on solar and wind energy.

Business Profile

Kalyon Enerji is headquartered in Istanbul and is part of the Turkish conglomerate Kalyon Holding and the Abu Dhabi-based renewable investment company, International Energy Holding.

Kalyon Enerji has 390 MW_{DC} SPP and 1220 MW_{p} WPP projects to be built, together with the 1350 MW_{DC} Solar Power Plant in Karapınar, Konya which is in operation.

Since the power plants in the Company's portfolio are covered by YEKA (a mechanism that supports investors for the allocation of land), they have many advantages such as feed in tariff and escalation.

The pipeline projects and the Karapınar Power Plant are in regions that have the potential of high–capacity factors.

Kalyon Enerji concentrates on R&D and innovation to make clean and renewable energy resources available in a manner to meet all energy needs and invests in renewable energy projects such as Solar and Wind. Kalyon Enerji aims to be one of the biggest renewable investors in the world by targeting 10 GW installed capacity.

Highlights

Karapınar
Generated Power
1.706 GWh in 2022

Asset Size
AED 3,751,143 thousand

Revenue
AED 108,685 thousand

Employees
51

Key Services

Generating and selling Electricity with Solar and Wind Power Plants

Key Markets

Turkey

Key Clients

EPIAŞ

Management

Dr. Murtaza Ata
Chief Executive Officer at Kalyon

Dr. Murtaza Ata was appointed Board Member and CEO at Kalyon Enerji in October 2022 after serving as an Executive Board Member since August 2018 and President of Kalyon Holding's Energy Group since 2016.

Previously, Dr. Ata was the Founder and President of Board at Azim Group of Companies and the Founder and Director of Kuleili Intelligent Data System (KiDs). Dr. Murtaza holds a Doctor of Philosophy (Ph.D.) in Aerospace Vehicle Design from Cranfield University and is a graduate in Mechanical Engineering from the Middle East Technical University.

2022: Company Achievements

- Karapınar power plant's installed capacity increased by 128% to reach 1000 MWe AC in December 2022 compared to 439 MWe AC in December 2021, and by 133% to reach 1251 MWp DC in December 2022 compared to 537 MWp DC in December 2021.
- Karapınar power plant generated 1.706 GWh in 2022.
- 1350 MW_{DC} Karapınar Solar Project has been financed through project finance loans from UK Export Finance and reputable banks of Turkey with total amount of $809mn. The financing of the power plant has received many rewards in terms of green and structured financing.
- Completed 100% of reinforced concrete and steel works at SCADA. Finishing, electrical, mechanical, façade and landscape works are 62%, 67%, 68%, 48% and 47% complete respectively.
- Kalyon Enerjy has won the 390 MWDC Solar Power Plant and 220 MWp Wind Power Plant tenders during 2022.
- Multiply Group's subsidiary, International Energy Holding acquired 50% stake in Kalyon Enerji.

Key Projects

KALYON KARAPINAR SOLAR POWER PLANT

Built on the only region in Turkey categorized as a desert, the Kalyon Karapınar Solar Power Plant spans 20 million square meters, which is equivalent to 2,600 football pitches. When completed, the power plant will meet the household energy needs of 2 million people, as well as prevent 1.5 million metric tons of carbon emissions annually.

- The completed solar power plant will feature 3.5 million panels for a combined output of 1,350 MW.
- The panels used in the project are manufactured at Kalyon PV, the world's first and only fully integrated solar panel factory.
- The project is poised to single-handedly increase the share of solar power among total renewables by 20 percent.

Kalyon Karapınar Solar Power Plant is the largest in Europe, and one of the largest in the world.

YEKA 1000 WIND PROJECT

With a total capacity of 1000MW, YEKA Wind Project will be built in Edirne, Kırklareli, Eskişehir, and Sivas regions. The sites of the project are located in high-capacity factor areas in terms of wind potential. The project is supported by the YEKA agreement which provides fixed feed in tariff in terms of hard currency with a 15 years period and 49 years of license.

PROJECT STORM - 220 MW WIND

The Company has been awarded 220MW projects in different regions of Turkey.

Guarantee Duration: There will be a merchant period of 66 months. After the merchant period, the electricity will be sold with FiT price until 23 GWh production has been completed. After the production of 23GWh, the electricity will be sold at market price until the end of license period of 49 years with a local content of 55%.

PROJECT ANKA – 390 MW_{DC} SOLAR

The Company has been awarded for 300MW_{AC}/390MW_{DC} project in different regions of Turkey.

Guarantee Duration: There will be a merchant period of 42 months for Bor Project and 48 months for Viransehir Projects. After the market period, the electricity will be sold with FiT price until 23 GWh production has been completed. After the production of 23GWh, the electricity will be sold at market price until the end of license period of 30 years, with a local content of 70-75%.

PAL COOLING HOLDING

Build-Own-Operate-Transfer (BOOT) arrangements for long-term district cooling concession agreements.

Business Profile

Founded in 2006, PAL Cooling Holding (PCH) is one of the top players in the UAE's district cooling industry. Catering to landmark residential, commercial and mixed-use developments, PCH offers reliable and quality services such as 24/7 chilled water for air conditioning from state-of-the-art central cooling plants. By providing an energy-efficient tech solution and working to enhance operational efficiency, PCH contributes to the UAE's strategy to reduce carbon emissions.

Highlights

District Cooling Plants
6

Asset Growth
10%

Revenue
AED 296,324 thousand

Employees
144

Key Services

Provision of chilled water for air conditioning of mixed-use developments

Key Markets

Abu Dhabi

Key Clients

ALDAR

HOLDING القابضة

Management

Muhammad Zafar
Chief Executive Officer

Muhammad Zafar is an accomplished senior executive with over 25 years of multi-disciplinary experience in the UAE, including 15 years in senior management positions. Muhammad has played a key role in the growth of PAL Cooling Holding by setting up new infrastructure, and actively executing and negotiating long-term concession contracts.

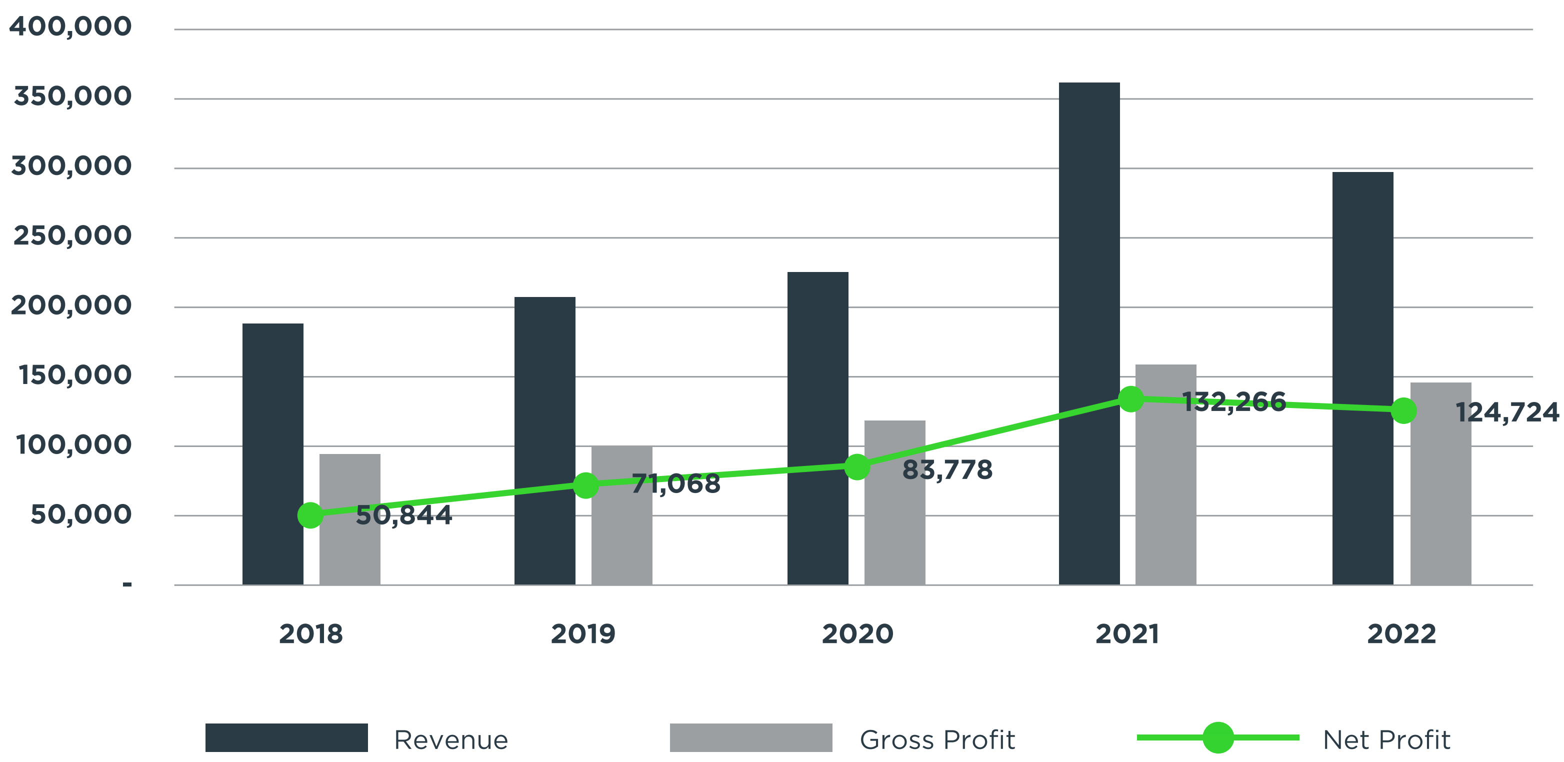
Under Muhammad's management, PAL Cooling has grown into one of the leading district cooling providers in the UAE with six district cooling plants and eight concessions with developers.

Prior to joining PAL Cooling, Muhammad served as Director of Engineering and Projects for Millennium Airport Hotel and Project Engineer for GECO Mechanical & Electrical Ltd. Muhammad is a holder of a BE, Mechanical Engineering degree from the University of Engineering and Technology, Lahore in Pakistan.

2022: Company Achievements

- Successfully completed and commissioned the 2nd district cooling plant for Shams Development
  - Design capacity: 57,000 RT
  - Installed capacity: 33,000 RT
  - This plant is expected to offset 12,000 metric tons of carbon dioxide emissions compared to conventional cooling.
  - With an advanced control system, the district cooling plant is fully automated, ensuring the highest efficiency. In addition, the plant uses green technology, reducing CO_2 emissions and decreasing the risks to both people and the environment.
- Successfully completed the expansion of ADNEC plant
- Danat new plant construction is on track and is expected to be completed by Q1, 2023
- Tamouh plant expansion is under construction
- Successfully availed license from Department of Energy (DOE) for Shams, Saraya and Danat scheme with others under process.

Revenue & Gross Margin (AED ’000)



Fact Sheet (AED ’000)

	2018	2019	2020	2021	2022
Assets	943,275	964,424	1,094,834	1,288,695	1,423,924
Liabilities	543,847	493,927	540,559	602,154	612,659
Revenue	187,453	207,402	224,427	360,985	296,324
Gross Profit	93,802	98,847	117,355	157,566	145,268
Net Profit	50,844	71,068	83,778	132,266	124,724

OTHER INVESTMENTS

TAQA

Powering a thriving future

Business Profile

TAQA is a diversified utilities and energy group headquartered in Abu Dhabi, UAE and listed on the Abu Dhabi Securities Exchange (ADX: TAQA). The company has significant investments in power and water generation, transmission and distribution assets, as well as upstream and midstream oil and gas operations. TAQA is one of the largest listed integrated utility companies in Europe, Middle East and Africa (EMEA), with operations in 11 countries across four continents.

TAQA has a proven track record in low-cost solar power generation with the world's largest single-site solar PV project, Noor Abu Dhabi, and the world's next largest single-site solar PV project in Al Dhafra, currently under construction. TAQA is also harnessing advanced technologies to drive efficiencies in low carbon power and water provision. The firm also recently announced its ambition to become a 'digital utility' through a programme focused on state-of-the-art IT infrastructure.

Highlights

Operations
11 Countries

Global Power Generation Capacity
23 GW
with 5.34 GW under development

Water Capacity
913 MIGD
with 205 MIGD under development

Power from Renewable Energy
1.4 GW
with 2 GW under development

2022: Company Achievements

- TAQA completed a landmark transaction for a stake in Abu Dhabi Future Energy Company (Masdar) alongside ADNOC and Mubadala; combining their efforts to rapidly grow Masdar on a global scale under an expanded mandate covering renewable power, green hydrogen and other enabling clean energy technologies.
- TAQA is taking the leading role in Masdar's renewable business with a 43% shareholding. It is also taking 24% of Masdar's green hydrogen business.
- TAQA announced 2030 greenhouse gas emissions reduction targets as part of a new ESG strategy. Under the strategy, TAQA has committed to a 25% reduction of scope 1 and 2 emissions by 2030 across the Group, including a 33% reduction of UAE portfolio emissions compared to the 2019 baseline.
- TAQA (through its wholly-owned subsidiary, TAQA Energy BV) has entered into definitive agreements with Waldorf Energy Netherlands BV ('Waldorf') to sell 100% of its ownership in the upstream oil and gas business in the Netherlands.
- TAQA and ADNOC announced the financial closing of their $3.8 billion strategic project to power and significantly decarbonise ADNOC's offshore production operations strengthening their leading positions in supporting the UAE's 'Net Zero by 2050 Strategic Initiative'
- TAQA signed agreements to invest in the privatisation of two gas-fired power generation plants in the Talimarjan power complex in Uzbekistan alongside Mubadala. TAQA acquired a 40% stake in two gas-fired power plants with a combined capacity of 1.6 gigawatts (GW) and the assumption of associated operations & maintenance activities.

هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority

Providing globally leading sustainable, efficient, and reliable power and water services, and related innovative smart solutions.

Business Profile

Dubai Electricity and Water Authority (DEWA) was formed on 1 January 1992, by a decree issued by the late Sheikh Maktoum bin Rashid Al Maktoum to merge Dubai Electricity Company and Dubai Water Department. DEWA is a globally leading fully integrated utility company, providing its services according to the highest standards of efficiency, reliability, availability, and sustainability exclusively to Dubai's residents and visitors. DEWA has an installed capacity of 14,317 megawatts of electricity and 490 million imperial gallons of desalinated water daily. Its capacity is continuously growing to meet the increasing demand.

Highlights

Power
Generation Capacity
13.4 GW
Installed Capacity

Renewable energy
capacity by 2030
5 GW

Investments
AED 7 billion in
Smart Grid initiatives
(As of 31 December 2021)

Customers:
900,000 in Dubai
(As of 31 December 2021)

2022: Company Achievements

- DEWA has been ranked the first globally in implementing the requirements of the International Customer Experience Standard (ICXS) for the third year in a row, achieving a score of 100%.
- The listing of DEWA was the largest GCC IPO in 2022, raising $6.1 billion at a perfect time when global investor attention was rapidly shifting from Russia to the GCC.
- DEWA launched DEWA-SAT 1, becoming the world's first utility to use nanosatellites to improve the maintenance and planning of electricity and water networks. The nanosatellite was designed and developed at DEWA's R&D Centre in the Mohammed bin Rashid Al Maktoum Solar Park.
- The 8th World Green Economy Summit (WGES) was held under the theme 'Climate Action Leadership through Collaboration: The Roadmap to Net-Zero'. Several ministers, experts, decision-makers, officials, representatives of institutions, and the academic community from around the world took part in the Summit.
- DEWA has completed 93% of the 829 megawatts (MW) 4th phase of the H-Station power plant in Al Aweer with investments totalling AED1.1 billion. This phase will increase Al Aweer Power Station Complex total capacity to 2,825MW under climate conditions of 50 degrees Celsius and 30% relative humidity. The project is expected to be operational in Q1, 2023.
- DEWA has installed 2.1 million smart electricity & water meters so far (Jan 2, 2023), a 10-fold increase from the 200,000 installed in the first phase of the project, completed in January 2016. This is part of its efforts to develop a state-of-the-art digital infrastructure according to the highest international standards.
- DEWA has transformed all of customer happiness centres into self-service centres. DEWA has become the first government organisation to allow its customers to conduct all their transactions themselves using smart devices at their Customer Happiness Centres.
- DEWA aims to produce 100% desalinated water by 2030 using a combination of clean energy sources and waste heat.

بروج

Borouge

A leading petrochemical company that provides innovative and differentiated polyolefin solutions for the energy, infrastructure, mobility, advanced packaging, healthcare and agriculture industries.

Business Profile

Founded in 1998 through a strategic partnership between ADNOC and Borealis, Borouge is one of the world's leading providers of innovative and differentiated polyolefin solutions. The company provides value-creating polymer solutions for the infrastructure, energy, agriculture, mobility, healthcare and advanced packaging industries – employing more than 3,100 people and serving customers in over 50 countries across Asia, the Middle East and Africa.

The company employs Borealis' most advanced proprietary technologies and contributes to addressing global challenges such as climate change, food waste and scarcity, access to fresh water, energy transition, healthcare support and waste management. Borouge was listed on the Abu Dhabi Securities Exchange on 3 June, 2022.

Highlights

Annual
Production Capacity
5 million tonnes
(2022)

Customers in over
50 countries

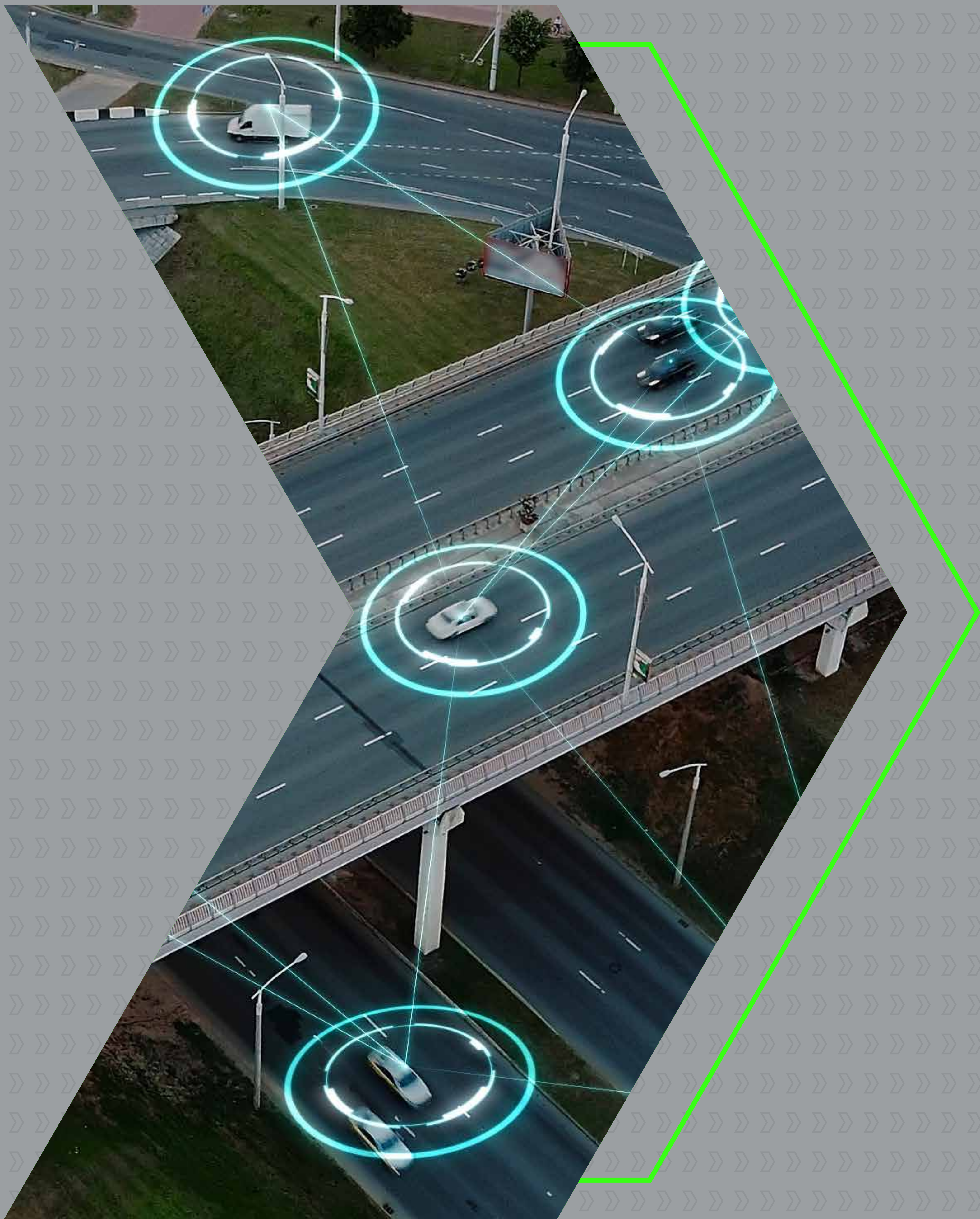
Strong Profitability
$2.63 billion FY 2022
Adj. EBITDA

Operating Free
Cash flow
$2.45 billion
FY 2022

2022: Company Achievements

- Borouge Plc and ADNOC Logistics & Service inaugurated Borouge Global Gateway at Khalifa Port. The facility will be owned and managed by ADNOC L&S to facilitate the export of Borouge's 'Made In UAE' polymer solutions to international markets. At the heart of the operations is a mega warehouse, the largest in the Middle East. The warehouse will play a critical role in enabling Borouge to improve operational efficiencies, by centralising and integrating its logistical operations.
- Borouge raised $2bn in its initial public offering drawing $83bn of orders in the latest sign of strong demand for listings in the region.
- Borouge listed on the Abu Dhabi Securities Exchange on 3 June 2022.
- Borouge successfully started its new fifth polypropylene unit (PP5) in Al Ruwais. The unit will contribute to boosting the UAE's production of polypropylene to meet the growing global demand for manufactured products in the recyclable advanced packaging, infrastructure and other industrial sectors.
- Borouge supplied its raw materials to the Egypt-based Emirati Jenaan Pipes & Irrigations Systems company (JPIS) to manufacture irrigation pipe systems eliminating water leakage from irrigation systems for one of the world's largest sugar refineries in Egypt.
- Borouge has partnered with Krah Misr, a leading manufacturer of large diameter pipes and fittings, to supply infrastructure solutions for the world's largest wastewater treatment plant, Bahr Al Baqar Wastewater Plant.
- Borouge has collaborated with the gas distribution company, Egypt Gas, to provide energy and infrastructure solutions to power thousands of households as part of the 'Hayah Karima' initiative (meaning Decent Life). The USD 38.2 billion (EGP 600 billion) project aims to improve the quality of life and standard of living of 50 million people, over half of Egypt's population - mainly in the poorest rural communities – under the national Vision 2030.

Mobility



Mobility

Sector Overview

A paradigm shift will transform the way people transport as the automotive industry will see more disruption in the 5-10 years than it has seen in the last 5 decades.

The global mobility market, inclusive of automotive, is one of the largest in the world with a multi-trillion dollar size (some estimates as high as $4t), with pockets of growth as high as 20%+.

There are four fundamental trends that are completely reshaping how we think about the future of mobility; mobility will likely be one of the most disrupted industries globally over the next 10 years

Automation
software and hardware required for AVs, as well as the integration required to bring it all together

Connectivity
data services and in-vehicle entertainment

Electrification
batteries, charging solutions, as well as integration required to bring an EV together

Shared
micromobility and mobility operations & services

Global Hybrid and fully EV sales continue to rise

- The hybrid vehicle market was valued at USD 324.92 billion and is expected to reach USD 1.3 trillion, registering a CAGR of 28.90% between 2023 and 2028.
- By 2050, 75% of all vehicles on the road will be electric.

The car sharing market continues to rise

In Europe, the car sharing market size is estimated to cross $4 billion valuation by 2024 and the Asia Pacific geography for the industry is expected to register 31.5% CAGR through the projected time (Global News Wire, 2021).

Autonomous and electric cars, connectivity, and ridesharing are changing the way auto industry players think about value chains, data analytics, and manufacturing

- On average, there has been an 8x increase in annual investments in autonomous vehicles over past 5 years.
- By 2035, autonomous driving could create $300 -$400 billion in revenue.

Consumers mindset shift

About two-thirds of US consumers reportedly expect their use of shared mobility to increase in next 2 year.

Autonomous software and electronics market

By 2030, the global automotive software and electronics market is expected to reach $468 billion, representing a 5.6% CAGR from 2019 to 2030.

We see the ongoing economic concerns and supply chain challenges as temporary headwinds to the industry. Mobility is a thematic, high growth sector which is crucial to the global clean energy transition. Interestingly, amid the recent softening in this industry, several growth opportunities and within our ideal valuation range.

الإمـــــارات
لتعليم القيادة
Emirates Driving

EDC implements the best practices in drivers' training and road safety education in Abu Dhabi.

Its strategic partnership with the Swedish National Road Authority (SweRoad) as well as close collaboration with leading organisations in Europe further contribute to this objective.


شركة الإمارات لتعليم قيادة السيارات
Emirates Driving Company
4107

الإمارات
لتعليم القيادة
Emirates Driving

Business Profile

Established in 2000, Emirates Driving Company (EDC) is the sole provider of pre-licensing driving education in Abu Dhabi and the government's trusted partner for creating safer roads. As the emirate's leading drivers' training and road safety education institute, EDC provides a traffic system that supports the emirate's rapid population growth and urban development.

EDC has digitised its curriculum and is looking to apply the latest technologies and training aids to facilitate learning. The company is also currently transitioning its large fleet of vehicles to eco-friendly vehicles.

In addition, a joint quality committee with the Abu Dhabi Police ensures training programmes and methodologies are kept up-to-date and aligned with the applicable laws.

EDC is the primary contributor to the Abu Dhabi road safety education committee and regularly contributes to the Integrated Transport Centre (ITC) through technical and educational inputs.

Highlights

Vehicles
380+

Asset Growth
20%

Revenue Growth
31%

Employees
571

Key Services

Education and training services

- Pre-licensing courses; light vehicle, motorcycle, heavy vehicle, heavy bus, heavy machinery, light machinery and light bus
- Post-licensing courses; school bus drivers, school bus supervisors, desert driving training, light vehicle defensive driving, heavy vehicle defensive driving, heavy bus defensive driving and heavy motorcycle driving
- Specialised and tailor-made courses; crane operator training, safety driving awareness

Key Markets

EDC is headquartered in the city of Abu Dhabi with a main branch in the city of Al Ain. Five additional satellite branches ensure full coverage of the company's services across the emirate – Al Mirfa, Ghiyathi, Al Sila, Dalma Island and Madinat Zayed.

Key Partners

UNITED ARAB EMIRATES MINISTRY OF INTERIOR

شـرطـة أبـوظـبـي ABU DHABI POLICE

UNITED ARAB EMIRATES MINISTRY OF DEFENCE

مـركـز الـنـقـل الـمـتـكـامـل INTEGRATED TRANSPORT CENTRE

UAEU جامعة الإمارات العربية المتحدة United Arab Emirates University

مجلس أبوظبي للجودة والمطابقة Abu Dhabi Quality & Conformity Council

Management

Khalid Bin Aamer Alshemeili
Chief Executive Officer

Khalid Bin Aamer Alshemeili was appointed CEO of Emirates Driving Company (EDC) in 2022 after serving in an acting capacity since June 2020. With more than 23 years of experience in management and strategic management fields, Khalid is a visionary and a seasoned business leader recognised as Top CEO 2022.

Having been with the EDC since 2004, Khalid has served in several leadership posts during his 18 years with the company, including being the Director of the Operations Department. Khalid oversees all business aspects of EDC, is a key decision-maker and sets long-term business strategies including the digitalisation of operational processes and embedding technology and AI in the company's offerings.

Under Khalid's leadership, EDC has cemented its position as Abu Dhabi's leading driver training and road safety institute through its partnership with institutions such as the Abu Dhabi Police, the Integrated Transport Centre and Emirates Transport and other consultants and experts from Europe, Africa and Asia.

Khalid holds a Bachelor' and a Master's degree in International Business from the University of Derby.

2022: Company Achievements

- EDC held their first Mobility Education Summit in 2022, in collaboration with Abu Dhabi Police, the integrated Transport Centre and the European Driving Schools Association. The three-day summit was the first of its kind in the region, focused on accelerating the development of sophisticated and sustainable training techniques, and promote a shift towards transportation education that is based on sustainable mobility, technology, and security.

  The objectives of the summit were to set the pace of distinguished and sustainable training and advancing development in the field of future-based mobility, sustainability in mobility and technology.

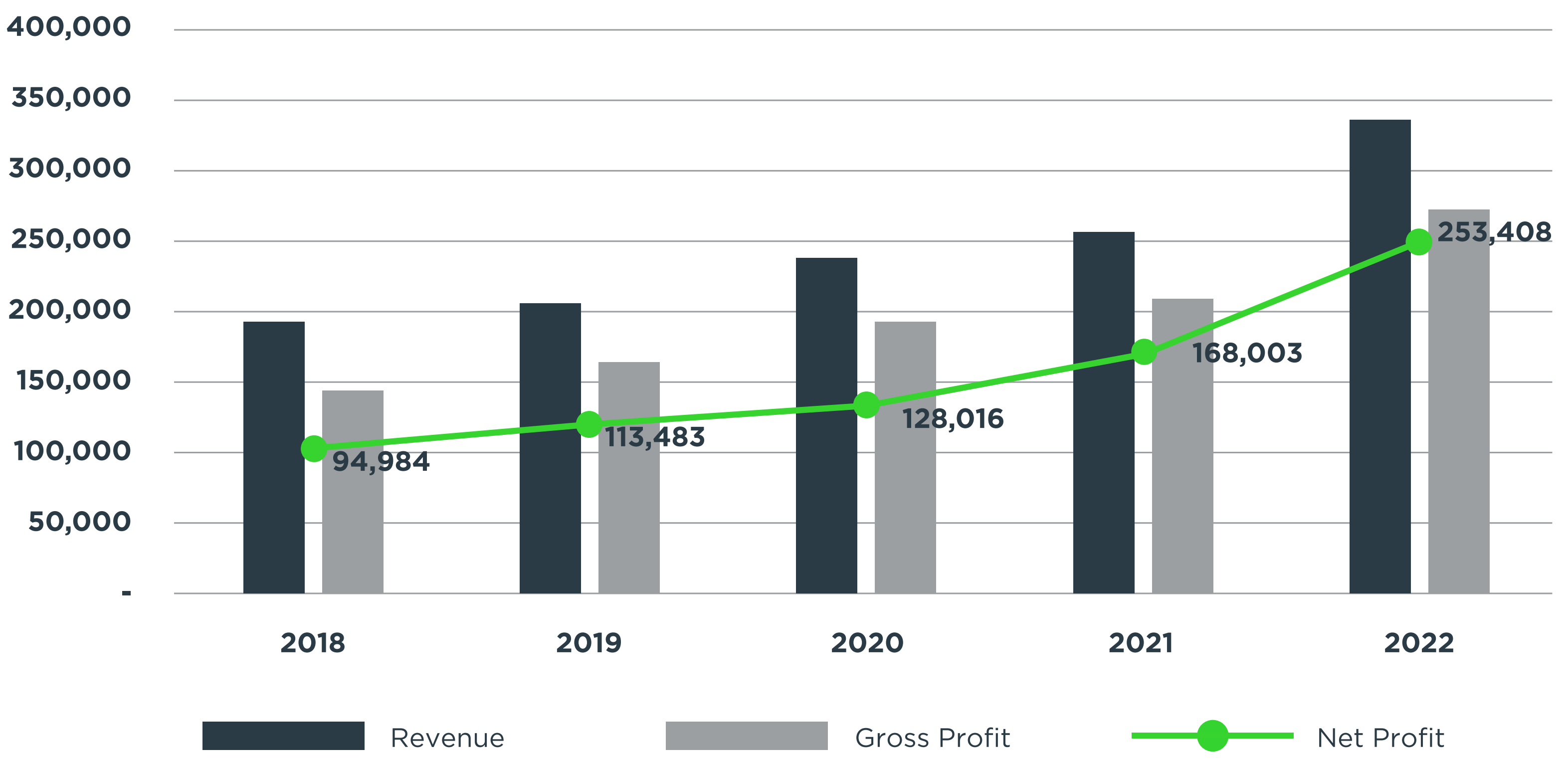
  - Multiply Group was proud to support as a main partner.
  - The summit provided a series of high-level global events, hosted within the presence of the European Driving Schools Association, the Swedish National Association of Driver Educators, the Dutch Institute for Road Safety Research, the Royal Society for the Prevention of Accidents and the Global Driving Standards Certification and other consultants and experts from Europe, Africa and Asia. It is also notable as it is the first time the European Driving Schools Association has presented its research on driving education outside of Europe.

- EDC has embedded innovation into its 2021-23 strategic plan to create the frameworks needed to develop an R&D department and an investment strategy geared towards penetrating the smart mobility sector.
- Emirates Driving Company signed an MoU with the Integrated Transport Centre to remain on top of all technological developments in the transport sector, enhance cooperation and jointly instil a culture of safe driving in Abu Dhabi. In 2023 and beyond, the collaboration will facilitate data exchange, promote new R&D initiatives, advance sustainable transport and mobility in Abu Dhabi and enhance driving skills through the use of modern programmes and innovative solutions.
- EDC and UAE University have signed an MoU to develop research on driving and road safety education. Together, they will scientifically study key issues for safe transportation and reflect in developing innovative curricula and techniques for driver training, which is expected to contribute to the future of mobility in the UAE and enhance road safety.
- EDC and Emirates Transport have signed an MoU focusing on strengthening cooperation between the two sides particularly in the training of drivers and bus supervisors, technical services, lease of vehicle and sites, private security services and others.
- EDC became an Associated Member of CIECA allowing the company to be part of an active think-tank for road safety and driving standards. This membership aims at exchanging expertise, enhancing driving exam standards and participating in international seminars and congresses.
- Strategic partnerships with ADP, IRU Academy, and ATCUAE).

EDC is Committed to Sustainability:

- EDC became member of the global compact in 2021
- EDC has reached an important milestone in its sustainability journey in 2022 by enhancing its sustainability governance framework after it concluded a gap analysis of the current practices
- EDC has completed its 5 year sustainability strategy focusing on managing climate related risks, female empowerment, creating innovative growth channels across the mobility sector, and CSR
- EDC became one of the members of Green Business Network
- EDC became certified with ISO 14001 – Environmental management system in 2021
- EDC has been awarded the ISO 39001:2012 certificate in recognition of the company's commitment to international road traffic standards that seeks to advance safety and reduce traffic accidents
- EDC was selected as the Eco-driving partner at ADSW (Abu Dhabi Sustainability Week) for 2 consecutive years

Revenue & Gross Margin (AED ’000)



Fact Sheet (AED ’000)

	2018	2019	2020	2021	2022
Assets	709,058	796,493	812,513	911,649	1,091,364
Liabilities	36,398	93,711	87,891	106,108	119,604
Revenue	196,000	209,338	240,964	260,090	339,418
Gross Profit	147,000	165,757	196,049	211,764	276,254
Net Profit	94,984	113,483	128,016	168,003	253,408

Wellness and Beauty

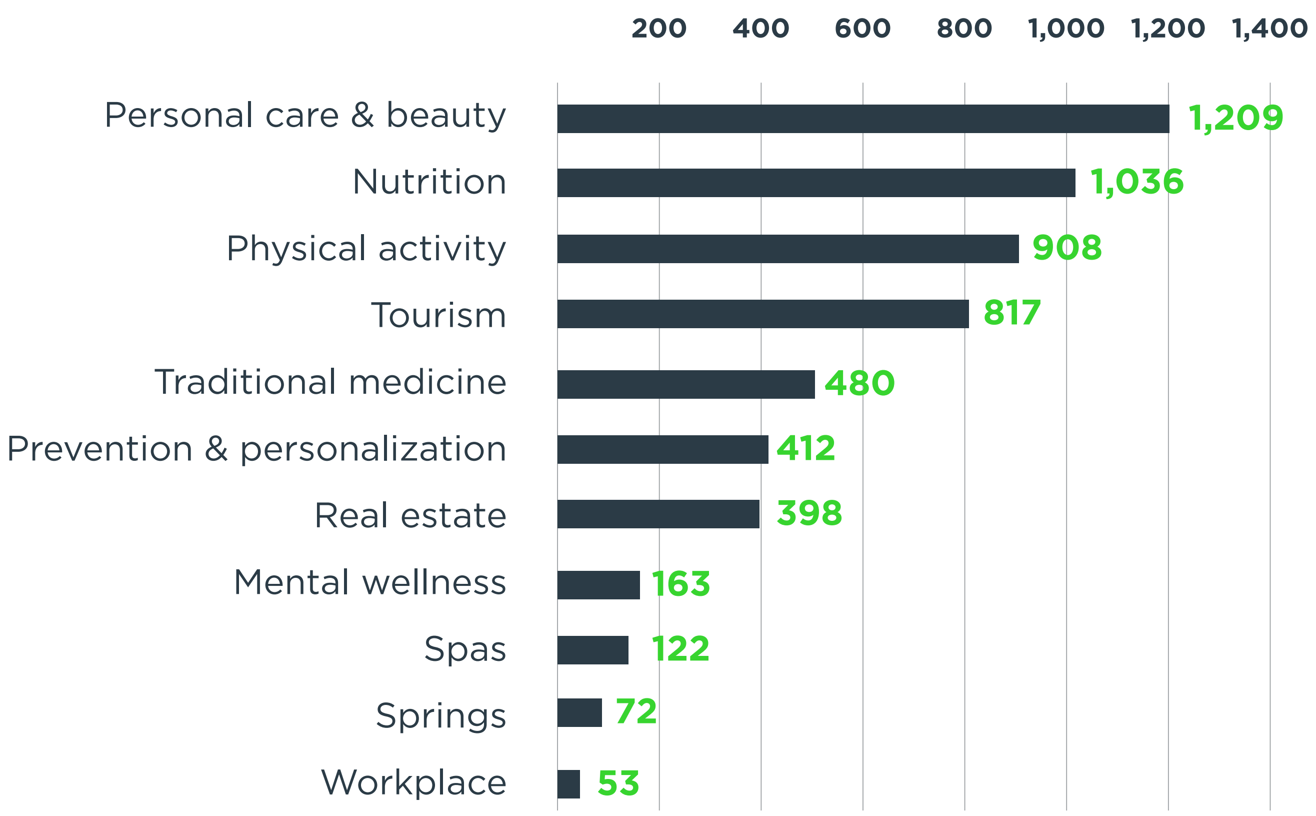
Wellness and Beauty

Sector Overview

The wellness market continues to boom as consumers globally are blurring the lines between products and services that promote physical and mental wellbeing, from yoga to healthy eating, personal care and beauty, nutrition and weight loss, meditation, spa retreats, workplace wellness, and wellness tourism.

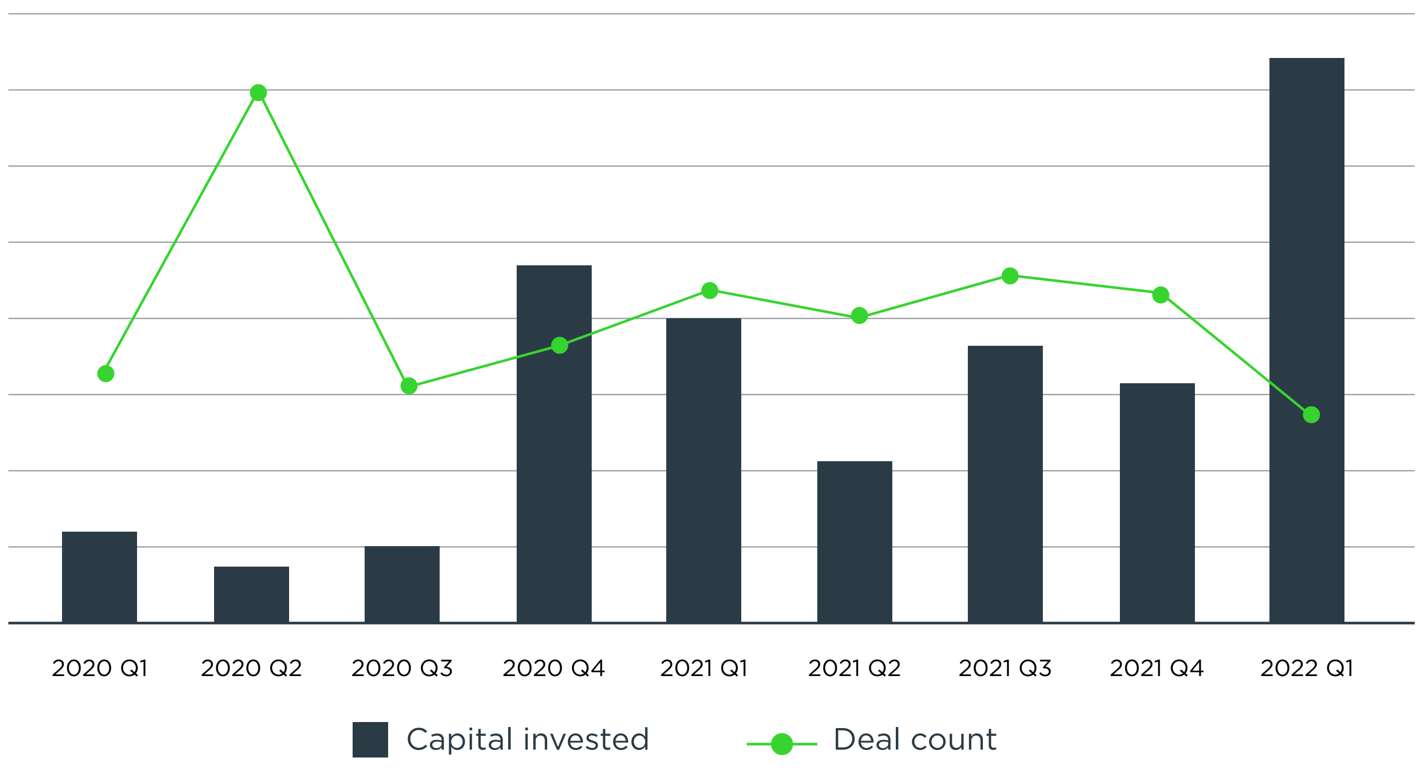
Wellness is a >$5Tn industry made up of 11 sub-segments

Total global market size, US$ Bn (2022)



Source: Global Wellness Institute (Dec 2021 estimates)

Between 2020 and 2022, 3,000 investors deployed capital into the health and wellness market. In that time frame, 4,000 deals were deployed by 4,206 investors in the health and wellness sector.



Source: PitchBook Data, Inc.

Overall we see 10 mega trends to be shaping the industry going forward

1

Personalization of products and services continues to gain importance

2

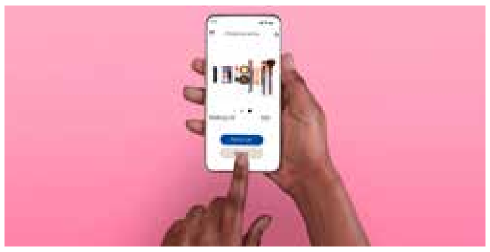
The importance of influencers and celebrities for product discovery continues to rise, particularly for millennials

3

Products continue to attract the lion's share of spend, but services and apps continue to gain ground and now represent around 30 percent| of spend

4

E-commerce continues to gain momentum, with the reported share of spend from e-commerce channels increasing across almost all wellness products and services over the past two years



5

'Natural' and 'clean' have their limits; efficacy is just as important

6

Consumer preferences for established or private-label brands tend to increase for more mature product categories

7

Increasing focus on sleep

8

Millennials lead the way in wellness purchasing

9

Minority consumers currently exhibit the greatest unmet need

10

Wellness-related employee benefits are becoming more mainstream

OMORFIA GROUP

Offering accessible, affordable and innovative luxury - Omorfia Group is the preferred trusted choice for all things beauty and wellness in the region.

OMORFIA GROUP

Business Profile

Omorfia Group is a leading beauty sector provider shaping the GCC markets. It compromises of luxury beauty and wellness entities, namely Tips & Toes, Bedashing Holding Company and the Ben Suhail Group. With quality and innovation at its forefront, the group consolidates consumer-centric business that are scaled in growth, recession proof and within high purchasing power. Its strength shows in the ability to seize opportunities and reinvent the customer experience. With its five innovative concepts, and a growing family of 2500 team members, Omorfia Group has established an unparalleled presence in the region.

Highlights

Branches
69

Asset Growth
62%

Revenue Growth
28%

Employees
2500

Key Products/Services

- Personal grooming services
- Beauty and wellness services
- Wholesale and retail products

Key Markets

- UAE
- KSA

Key Clients

- Progressive and modern women
- Modern and executive men

Management

Faris Suhail Al Yabhouni
Chief Executive Officer

Faris Suhail Al Yabhouni has been the CEO of Omorfia Group since October 2021. The holding company houses UAE's leading consumer and B2B brands including beauty giants Tips & Toes, Bedashing, Jazz Lounge Spa and Ben Suhail Distribution.

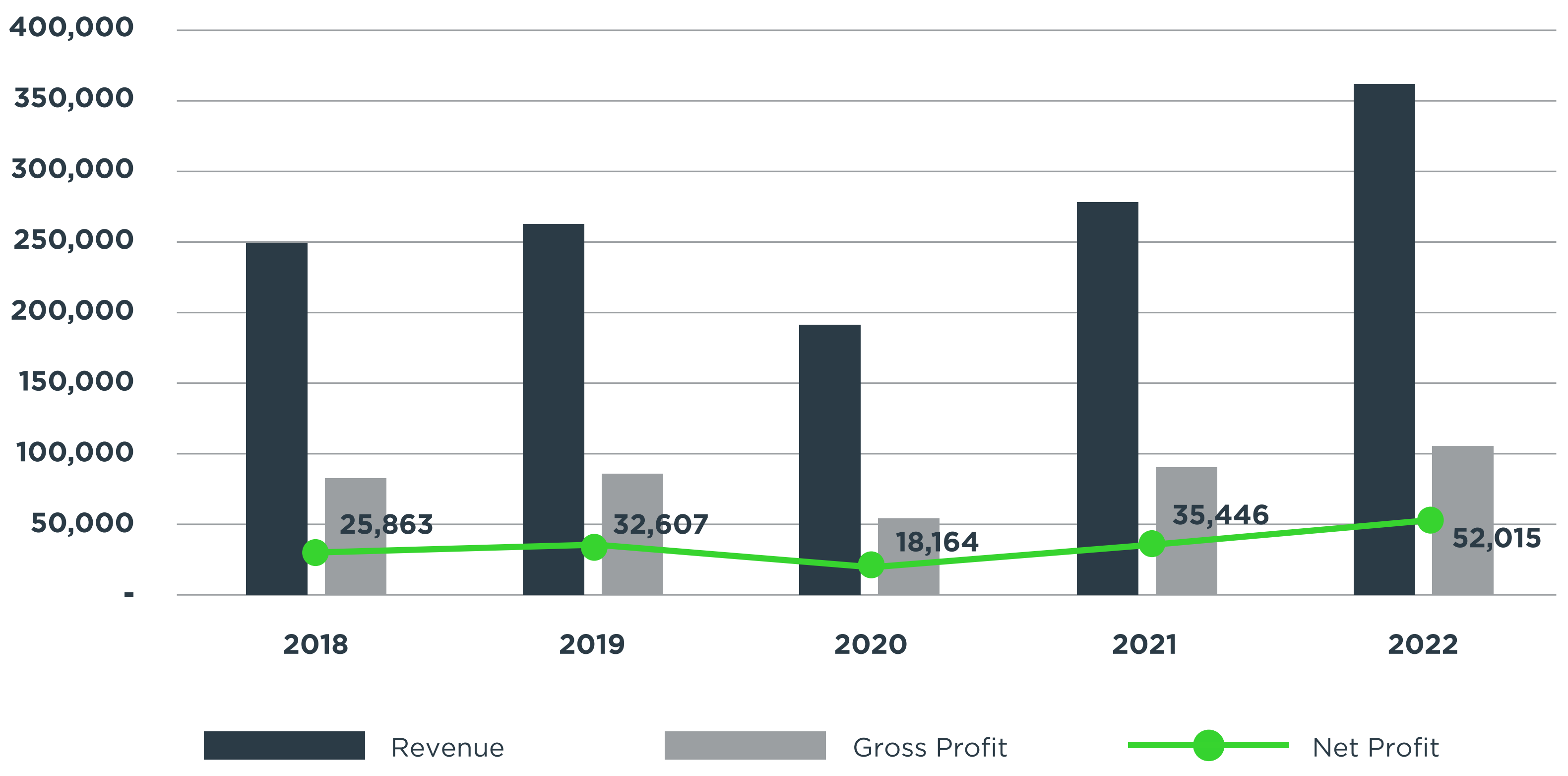
With more than two decades of entrepreneurial and corporate governance experience in the beauty industry; Faris' inspirational leadership has resulted in a yearly expansion of Omorfia, which currently owns 69 branches and offers 5,000+ beauty products. Previously, Faris led the operations at Creative Beauty Source and founded Tips and Toes in 2006 which was soon followed by Jazz Lounge.

Faris is a holder of a bachelor's degree from Lewis & Clark College, in the USA and a master's degree in finance from the University of Westminster, in the UK. He worked for the UAE Government as a Director-General between 1999 and 2006.

2022: Company Achievements

- Omorfia Group continued to expand and modernise its network as well as branch out into higher-value services such as physiotherapy with the opening of five new locations in 2022.
- Omorfia launched Fisio, a specialised destination dedicated to recovery and physical therapy. Fisio offers modern solutions in the latest sports medicine techniques and technology, to support clients on their rehabilitation journey.
- Bedashing Beauty Lounge was awarded the Ideal Salon certificate by Dubai Municipality in recognition of the company's commitment to delivering quality service and care to customers.
- Jazz Lounge Spa received the Tripadvisor 2022 Travelers' Choice Award. The award recognises businesses with consistently high ratings on Trip Advisor that are in the top 10% of businesses worldwide.
- Tips and Toes has the highest digital metric category vs competitors and was awarded the Ideal Salon certificate by Dubai Municipality in recognition of the company's commitment to delivering quality service and care to customers.

Revenue & Gross Margin (AED ’000)



Fact Sheet (AED ’000)

	2018	2019	2020	2021	2022
Assets	130,884	185,367	186,697	231,929	310,263
Liabilities	59,251	91,486	100,135	286,852	312,047
Revenue	251,756	257,225	192,223	281,314	360,501
Gross Profit	82,692	85,541	55,370	91,058	106,332
Net Profit	25,863	32,607	18,164	35,446	52,015

PORTFOLIO

BEDASHING BEAUTY LOUNGE

Bedashing Beauty Lounge has one mission and that's to empower women through accessible beauty. With 21 branches serving sophisticated women in the UAE, 400+ world-class trained stylists, artists and therapists, and a homegrown state-of-the-art training academy, the award-winning company have established a contemporary beauty concept unlike any other, and is one of the biggest players in the UAE beauty industry.

Locations	Awards	Beauty Products
21	20+	700+

tips and toes

Tips & Toes is an award-winning beauty haven and one of the Middle East's largest salon and spa chains; with 37 branches across the UAE and Saudi Arabia. Rooted by the wellness approach of Bali, Tips & Toes is a place of tranquility and beauty that leaves the customers feeling refreshed, revitalised and renewed. With dedicated in-house academies; Tips & Toes prides in employing highly skilled technicians, therapists and stylists whilst nurturing their skills to grow within the company.

Locations	Beauty Services	Active Customers
37	400+	150,000+

Jazz LOUNGE SPA

Jazz Lounge Spa is the modern man's ultimate personal care destination. It is a gents-only spa and grooming lounge providing first-class styling and rejuvenation services by highly trained stylists and expert therapists. Operating in the UAE since 2014, the company has eight branches across Dubai, Abu Dhabi and Al Ain.

Locations	Beauty/Grooming Services	Beauty Products
8	150+	200+

fisio

Fisio was born to redefine recovery. With services spanning from physical therapy and rehabilitation exercises to electrotherapy and geriatric, it supports everyone in their personal rehabilitation journey, helping them in achieving their best self while restoring and maintaining their well-being. With its unique approach to using modern sports medicine solutions and technology, Fisio promises to be the UAE's favorite destination for recovery and wellness.

Locations	Treatments	Active Customers
1	**70+**	**750**

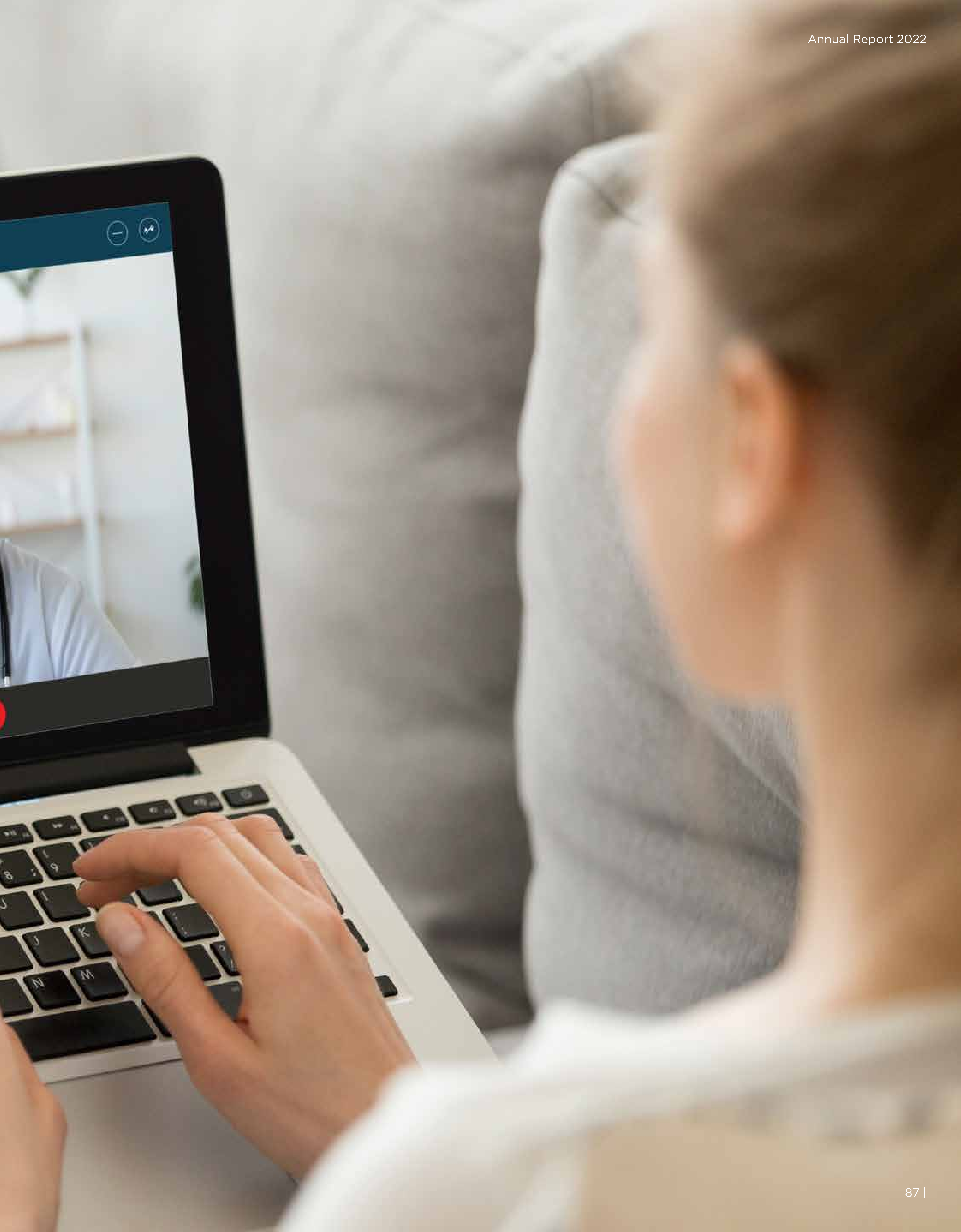
CREATIVE
BEAUTY SOURCE

With over 17 years of experience in the beauty industry, Creative Beauty Source is a market leader in the distribution and trading activities of professional haircare, skincare and nailcare products delivering across UAE, Qatar, Kuwait, Bahrain, Oman and KSA.

Locations	Branded Products	Clients
2	**3000+**	**2000+ Salons**

HealthierU
Wellness optimized

HealthierU is a UAE-based wellness and prevention platform that offers comprehensive and holistic services including sleep health, fitness, nutrition, mental well-being, immune health, and fertility.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HealthierU
Wellness optimized

Business Profile

HealthierU is a revolutionary tele-wellness platform that leverages cutting-edge technology to deliver a comprehensive range of wellness solutions. From virtual consultations with wellness experts to educational programs and content, the platform offers a wellness-service marketplace that enables users to tailor their health journey. In addition to providing solutions to individual customers, HealthierU offers a range of corporate wellness programs that aim to help organisations create a culture of wellness that priorities employee health and well-being, which in return can lead to a more positive work environment and a significant return on investment for the organisation.

HealthierU offers a proactive approach by focusing on the 5P of the Future of Healthcare; prevention, personalisation, prediction, participation, and precision. By providing a safe and robust system, HealthierU makes it easy for users to access a wide range of tools that empower customers to take control of their overall well-being.

Key Services

HealthierU offers access to:

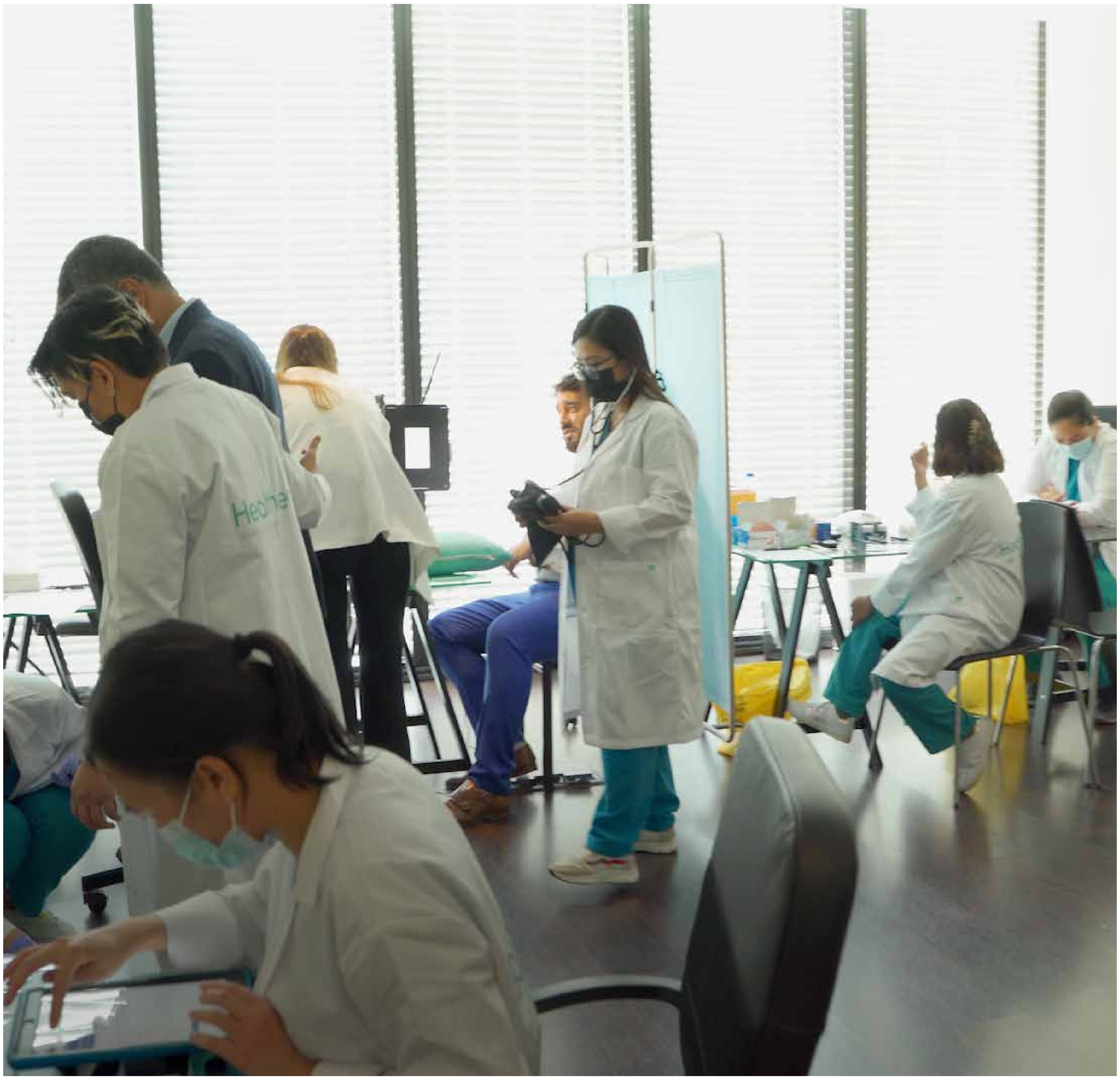
- Global wellness experts through one-on-one virtual consultations
- Health assessments
- Tailored wellness plans
- Diagnostic wellness results and health data

Key Markets

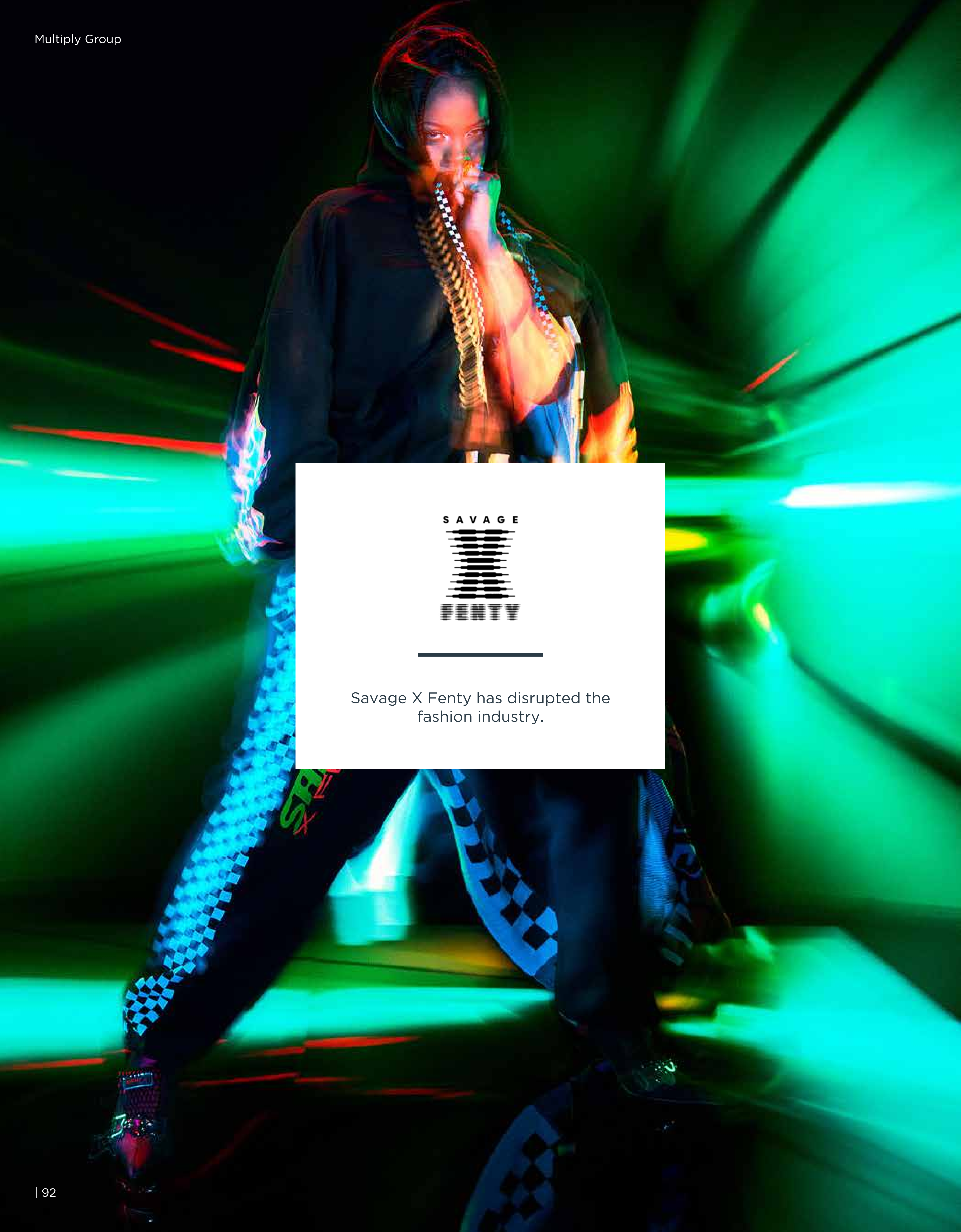
The platform is currently in a closed beta stage version ready for the initial release which will replace the current Minimal Viable Product (MVP) solution being utilised for pilot testing by Multiply Group's 3,000+ employees. It will be launched in the United Arab Emirates as an initial market.

Special Projects

In May 2022, Multiply Group - in collaboration with HealthierU - launched its Corporate Wellness Program, a holistic workplace wellness program that promotes work-life balance and supports the mental and physical wellbeing of its 3,000+ employees. Across the Group, all employees who chose to participate are offered a health assessment covering nutrition, ergonomics, biometric screenings, and blood tests. Where high risk factors are identified, employees are offered the option for further consultation with medical professionals to support their mental wellbeing and physical health. The program, also includes an educational series, providing employees with information on managing concerns such as healthy living, nutrition, and workplace stress and burnout.



OTHER INVESTMENTS



Savage X Fenty has disrupted the fashion industry.

Business Profile

Savage X Fenty is a direct-to-consumer e-commerce fashion company launched in 2018 by music and fashion icon Rihanna to celebrate fearless individuality and broaden the definition of what is beautiful.

With accessible price points and an extensive assortment of fashion-forward styles, Savage X Fenty offers body-positive fashion that emphasises confidence and inclusivity and is designed for people of all races and incomes.

Highlights

Stores
Online +5
retail stores

Technology
Fit Xperience
AR technology

2022: Company Achievements

- Opened 5 brick and mortar stores (Vegas in January, Los Angeles in February, Houston in March, Philadelphia in April, DC in May) across the US to sell Savage X Fenty collections.
- Continued to differentiate itself by partnering with AR-powered apparel match platform Fit:Match to offer consumers a more personalized purchasing experience. Customers can now find their "fit twin" that is perfectly compatible with their body shape and size with the help of AR body scans and shape profiles of actual people that serve as "personal fit models."

Media and Communications

Media and Communications

Sector Overview

The global media market grew from $2,195.19 billion in 2021 to $2,371.64 billion in 2022 at a compound annual growth rate (CAGR) of 8%. The market is expected to reach USD 3680.46 billion in 2026 at a CAGR of 13.3%.

DIGITAL ADVERTISING

The global market for digital advertising is estimated to be at US$701.20bn in the year 2023, and is projected to reach US$1005.00bn in 2027, growing at a CAGR of 13.9%.

Trends

Display advertising is projected to grow at a 15.5% CAGR.

The availability of big data and online customer analysis has enabled online advertisements to hyper-target the desired audience.

Programmatic advertising is set to benefit heavily from the worldwide spending on first-party data collection, in the cookie-free advertising world.

Key Growth Areas

- The market's largest segment is Search Advertising with a market volume of US$296.70bn in 2023.
- In global comparison, most ad spending will be generated in the United States (US$297.40bn in 2023).
- The average ad spending per user in the Search Advertising segment is projected to amount to US$55.65 in 2023.
- In the Digital Advertising market, 69% of total ad spending will be generated through mobile in 2027.
- In the Digital Advertising market, 89% of the Digital Advertising revenue will be generated through programmatic advertising in 2027.

DOOH

Digital Out of Home market is expected to reach USD 58.67 Billion, globally, by 2031 at 11.6% CAGR from 2022 to 2031.

The Middle East & Africa Digital Out-of-Home Advertising market is projected to grow at a CAGR of around 23% during the forecast period, i.e., 2023-28. The market is gaining traction in countries like Saudi Arabia, the UAE, South Africa, Qatar, etc., and the introduction of digitalized services in sectors such as retail, hospitality, real estate, and automotive, among others, is contributing to the growth of digital out-of-home advertising.

Trends

Hypertargeting and measurement capabilities are driving the increased spend towards DOOH.

With the increasing and ongoing shift toward smart city infrastructure throughout the region, the adoption of Digital OOH media is expected to rise.

Programmatic DOOH advertising is likely to continue its growth and become more mainstream in the advertising industry.

Omni channel scale with other forms of advertising will be the future of DOOH advertising.

ADVERTISING AGENCIES

The global advertising agencies market was estimated at USD 376.18 Billion in the year 2022, and is projected to reach a revised size of USD 473.41 Billion by 2026, growing at a CAGR of 5.9%.

CONTENT & STREAMING

The global OTT streaming market will grow from $149.34 billion in 2022 to $171.99 billion in 2023 at a compound annual growth rate (CAGR) of 15.2%. The OTT streaming market is expected to grow to $302.67 billion in 2027 at a CAGR of 15.2%. Global SVOD revenues will reach $124 billion by 2028; up from $99 billion in 2022.

CDP/DMP

The Global Customer Data Platform Market is projected to grow at a CAGR of 25.15% to reach USD 6.67 Billion by 2027.

The Global Data Management Platform Software Market is projected to grow at a CAGR of 13.87% to reach USD 14.6 Billion by 2027.

WEB3/METAVERSE

The metaverse market is forecasted to grow by $1152.35 bn during 2022-2027, accelerating at a CAGR of 40.06%.

BLOCKCHAIN

By 2032, the global blockchain in media, advertising, and entertainment market size is expected to reach USD 208.71 Bn from USD 0.55 Bn in 2022 - growing at a compound annual growth rate (CAGR) of 81.1% from 2023-2032.

The Blockchain in Media, Advertising, and Entertainment market refer to the application of blockchain technology within media industries such as content management, digital rights management, online advertising, and more.

Viola Communications

Established in 2001, Viola Communications is an industry leader with a network of divisions providing multi-faceted and integrated marketing, branding, and communications solutions. Viola's portfolio comprises: Viola Advertising, Viola Events, Viola Public Relations, Viola Planning Consultancy, Viola Producers, Viola Interactive, and Viola Outdoor.

Viola Communications

Business Profile

Viola's marcoms solutions include planning, advertising, PR, video production, media, events, interactive digital and outdoor media services across its core business disciplines, giving the organization a competitive and creative advantage in the market through strategic, engaging and integrated projects - devised, designed and implemented by highly professional teams who are equipped with a customer centric deep market understanding. Viola Communications has exclusive media rights to the majority of outdoor advertising spaces in Abu Dhabi.

Highlights

Business Units
7

Asset Growth
40%

Revenue Growth
50%

Projects
150+

Key Services

- Advertising Conception, Creation and Execution
- Multimedia Production
- Events Planning, Design and Production
- Online, Social Media and Digital Marketing
- OOH/DOOH Media
- Media Planning, Buying and Booking
- Public Relations
- Strategy and Planning Consultancy

Key Markets

UAE

Key Clients

دائرة البلديات والنقل
DEPARTMENT OF MUNICIPALITIES AND TRANSPORT

مركز النقل المتكامل
INTEGRATED TRANSPORT CENTRE

وزارة شؤون الرئاسة
MINISTRY OF PRESIDENTIAL AFFAIRS

etisalat by e&

Emirates NBD

MERAAS

BMW

talabat

Management

Ammar Sharaf
Chief Executive Officer

As Chief Executive Officer of Viola Communications, Ammar Sharaf has developed his leadership strategy to position the organisation at the forefront of the communications and advertising industry in Abu Dhabi, the UAE and region, overseeing its progress and initiating concepts that advance the company's overall mission and objectives of promoting revenue, profitability and growth, enhancing productivity and boosting efficiency without sacrificing quality, service, and the cost-effective management of resources. Ammar facilitates the line of communication between clients, customers, and businesses to get projects completed by enabling a steadfast internal and external business approach and guiding colleagues towards a central goal.

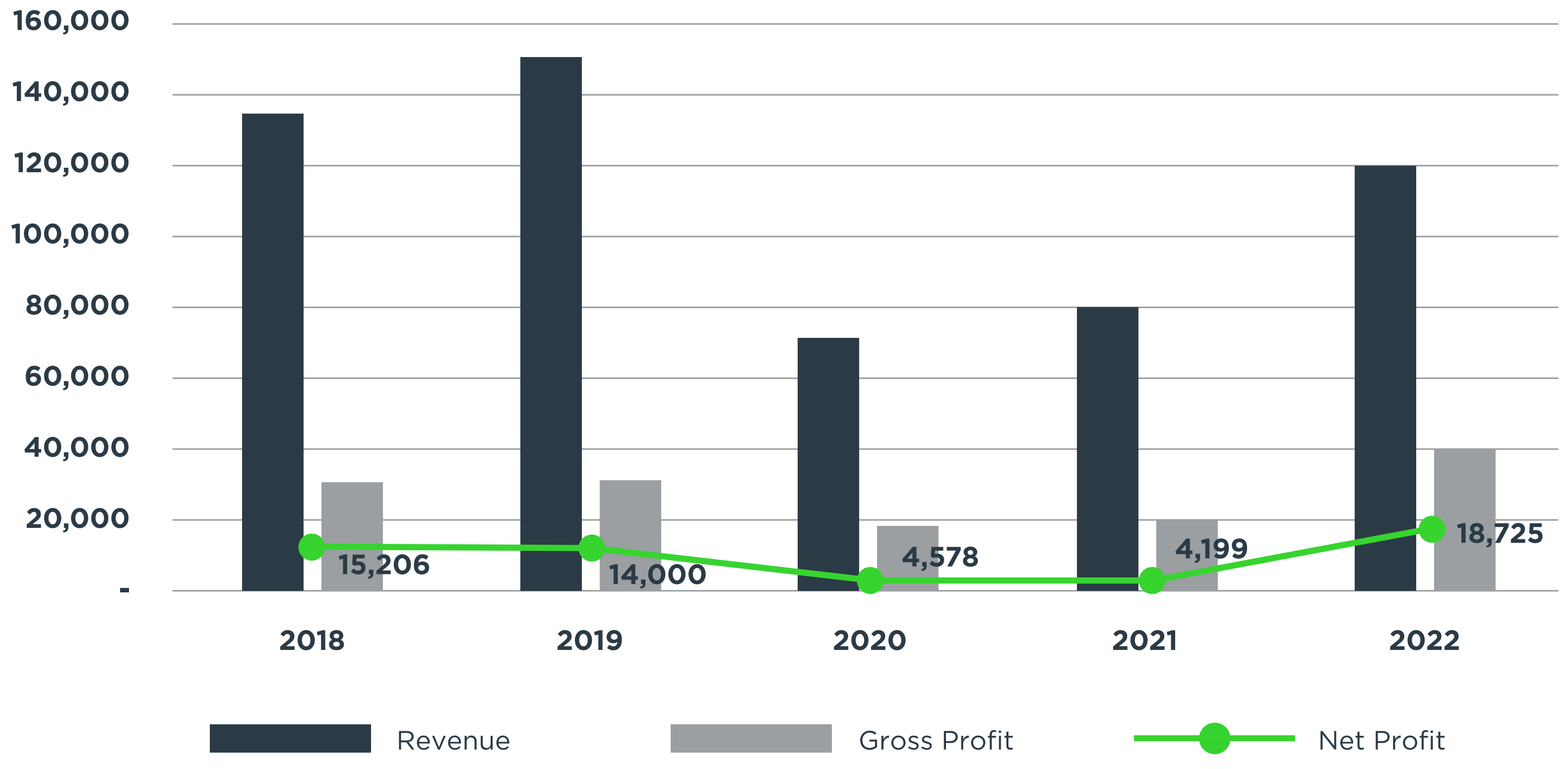
Ammar is in charge of devising, planning and carrying out Viola's tactical plans and policies in alignment with the growth, vision and aspirations of the holding group, and the UAE.

2022: Company Achievements

- Viola Communications introduced Viola Outdoor's large format digital display network across Abu Dhabi, offering a range of dynamic and adaptable options for brands rolling out technology-enabled marketing campaigns.
  - Viola completed the first phase of the digital transformation of bridge banners along the UAE capital's high-visibility roads and major arteries.
  - Driven by a smart network allowing ultimate flexibility, the LED screens bring unique creativity to the streets of the capital.
  - Quicker and easier to implement updates through a dedicated network, content can be adjusted remotely and through automation, allowing convenient creative swaps and adaptations.
  - The new media technology can also be utilised for instant government or public interest announcements in key locations.

- Viola's integrated services acquired an impressive array of new business, including DCD's Abu Dhabi Moments, National Library and Archives, Alpha Dhabi Holding, Abu Dhabi Mall, Environment Agency, Abu Dhabi Sports Council, G42 and Q Properties.
- Won the "Best Arts & Culture Campaign" Award presented by the Middle East Public Relations Association | MEPRA, for its successful work on the Sheikh Zayed Festival. Viola provided communications and on-ground support services for the annual Sheikh Zayed Festival, one of the UAE's leading international cultural, entertainment and heritage events, held in Abu Dhabi.
- Viola significantly upgraded its facilities in Egypt with the opening of new offices and studios in the capital to cater for the growing demand for its expertise in the industry.

Revenue & Gross Margin (AED ’000)



Fact Sheet (AED ’000)

	2018	2019	2020	2021	2022
Assets	124,916	162,396	129,302	112,620	157,327
Liabilities	59,664	96,644	63,472	42,442	68,423
Revenue	136,364	151,109	71,827	80,100	120,421
Gross Profit	33,180	33,611	18,634	19,756	40,257
Net Profit	15,206	14,000	4,578	4,199	18,725

OTHER INVESTMENTS


Follow us on the
remarkable journey.
GAP

FIREFLY

First-of-its-kind street level media platform. Recognised as one of TIME's Best Inventions of 2019 and is trusted by top brands.

Business Profile

Firefly is a San Francisco-based street-level digital media platform pioneer that connects audiences with dynamic media on taxis and rideshare vehicles.

Firefly works with taxi companies and rideshare drivers to install its proprietary advertising displays atop their vehicles.

Headquartered in San Francisco, USA with offices in New York City, Los Angeles, Chicago, Dallas and Istanbul, Turkey.

Highlights

Operations
15+ cities
across 3 countries

Delivered Impressions
1 billion

Targeting
Location-based hyper-targeted screen content

Technology
Data-first mobile media network
using car top and in-car display technologies

2022: Company Achievements

- Firefly expanded into international markets with the acquisition of UK's leading taxi out-of-home advertising company, Ubiquitous. Ubiquitous has historically focused on using data analytics and technology to help improve customer advertising effectiveness. The company experienced strong growth post pandemic as commuter and tourist travel has returned.
- Firefly partnered with Statements Media to launch Canada's first network of digital advertising displays on Toronto taxicabs. The deployment of eye-catching digital displays gives brands the ability to reach every neighbourhood of Toronto's Census Metropolitan Area while data-rich campaign reporting will show advertisers exactly where their targeted impressions are being delivered.
- Firefly also introduced an advance bidding solution for brands, which will give DOOH advertisers real-time visibility into the availability of its car top networks at a city block level, allowing them to tailor their campaign for broader coverage.
- Firefly partnered with Reveal Mobile, the geofencing marketing and location intelligence provider for the out-of-home market. This partnership allows Firefly to work with Reveal on advancing the measurement of impressions in mobility advertising and offer Reveal's measurement products and capabilities to its clients.
- Firefly won two bronze OBIE Awards in the experiential and buzzworthy categories at the award ceremony at the Out of Home Advertising Association of America / Geopath event in Florida for their work with Sony Pictures and Ghostbusters: Afterlife.

yieldmo

Yieldmo delivers next-gen ad formats, powered by machine learning to make intelligent buying decisions in real time.

Business Profile

Yieldmo is a New York-based fast-growing digital advertising and attention analytics company focused on driving quality advertising.

Backed by other premier investors such as Google Ventures and Union Square Ventures, Yieldmo has developed a mobile advertising platform that captures consumers' micro-interactions in real-time, which are then combined with machine learning capabilities to deliver a superior advertising experience for consumers and higher return on investment for clients.

The Yieldmo Smart Exchange works with and without cookies or user IDs so brands can reach the broadest audience possible, and publishers can share the value of all their impressions.

Highlights

Technical and Design Patents
20+

Monthly Requests
1 trillion +

R&D Employees
40%

Unique Ad Format
20+

2022: Company Achievements

- Yieldmo announced an agreement to collaborate with IRIS.TV, the only data platform built for video, increasing publisher and buyer adoption of contextually enriched Connected TV (CTV). This partnership offering includes omnichannel contextual curation to buyers across CTV, online video (OLV), and display advertising from leading independent data companies.

- Yieldmo and Experian teamed up combining Yieldmo's creative format technology and outcome-maximising curation with Experian's industry leading digital identity and targeting to provide better experiences for consumers and better results for marketers and publishers.

- Yieldmo announced its partnership with Adform, the only global, independent, and fully integrated advertising platform built for modern marketing, working with 25,000+ brands and with deep advertiser and agency relationships across Europe, to help brands and agencies unlock value without cookies. The partnership reflects Yieldmo's continuing international expansion, particularly increasing its reach in Europe.

- Yieldmo earned a Great Place to Work Certification with 97% of their employees saying it's a great place to work – 38 points higher than the average U.S. company.

- The Yieldmo team won the Artificial Intelligence Excellence Awards programme in machine learning. Presented by the Business Intelligence Group. The programme recognises the importance of AI technology in solving real-life problems.

gettyimages

World's foremost visual experts

Business Profile

Getty Images returned to the public equity markets in July 2022, just seven months after announcing its merger with CC Newberger Principal Holdings II, a special purpose acquisition company or SPAC

Getty Images is a pre-eminent global visual content creator and marketplace that offers a full range of content solutions to meet the needs of any customer around the globe, no matter their size.

Getty Images plans to take a practical and measured approach towards NFTs with the intent to create a recurring, sustainable and profitable source of value for Getty and its stakeholders over time.

Highlights

Customers
1 million+
in almost every country
in the world

Archives
135 million+
privately owned images
archives in the world

Contributors
450,000+

Editorial Content
160,000+

2022: Company Achievements

- Getty Images announced that it has been newly appointed as Official House Photography Partner by BAFTA, the world-leading arts charity for the film, games and television industries. Highlights include the EE BAFTA Film Awards, BAFTA Television Awards and BAFTA Games Awards as well as its year-round programme of masterclasses, festivals and events with emerging and established talent to celebrate creative excellence and inspire the next generation.
- Getty Images and BBC Studios renewed a five year global representation partnership. The deal sees Getty Images continue in its role as the exclusive global distribution partner of BBC Motion Gallery, the global content company's video clip sales business.
- Getty Images and Amazon signed multi-year renewal agreement that sees Getty Images' award-winning collection of sports, news, entertainment, archival and creative images integrated in Amazon's Alexa services and products and its Fire TV software stack.
- On July 25, Getty Images completed a SPAC deal with CC Neuberger Principal Holdings II and began trading at the New York Stock Exchange under the ticker GETY.
- Getty Images and Candy Digital, the next generation digital collectible company, announced a new multi-year partnership agreement that makes Candy Digital the exclusive developer and marketplace for Getty Images NFTs. Through this partnership, Getty Images and Candy Digital will collaborate and develop a diverse portfolio of NFT products and collections derived from Getty Images' extensive library of more than 465 million images, including over 135 million analogue images from Getty Images' photographic archive.
- Getty Images and Agence France-Presse (AFP) signed a multi-year renewal of their video partnership, leveraging complementary strengths to ensure premium and comprehensive video coverage of global events captured by video creators around the world.

Corporate Governance

Introduction

Multiply Group PJSC ("Multiply", "Multiply Group", "Company", "Group") an Abu Dhabi based Holding Company was established in 2003 and is a Public Joint Stock Company registered on the ADX and listed on 5 December 2021. Major shareholders of Multiply Group include International Holding Company (IHC), one of the most valuable companies in the UAE.

Multiply invests in transformative cash-generating businesses that it understands well. It continues to expand by seeking out and organically growing existing businesses to unlock their full potential - by empowering them with capital, technology, and tools to acquire or create solutions, gain operational excellence, scale up and become leaders in their respective industries.

The Group collaborates internally and with partners to drive operational improvement, generate synergies, build a global network and create a cost-efficient ecosystem.

This is the first corporate governance report of the Company since it was listed in December 2021. It gives an overview of Multiply's corporate governance systems and procedures as of 31 December 2022 and has been posted on the Abu Dhabi Exchange (ADX) website as well as the Group's website. The report is governed by the Resolution of the Board of the Securities and Commodities Authority (SCA) No. 3/Chairman of 2020 as amended from time to time on the Corporate Discipline and Governance Standards of Public Joint Stock Companies (Resolution 3/2020) and the format of this report is as prescribed by SCA.

Corporate Governance within Multiply Group

Multiply Group spans over four verticals and all the operating business units (subsidiaries, joint ventures, and affiliates) are grouped under these vertical for efficient operations.

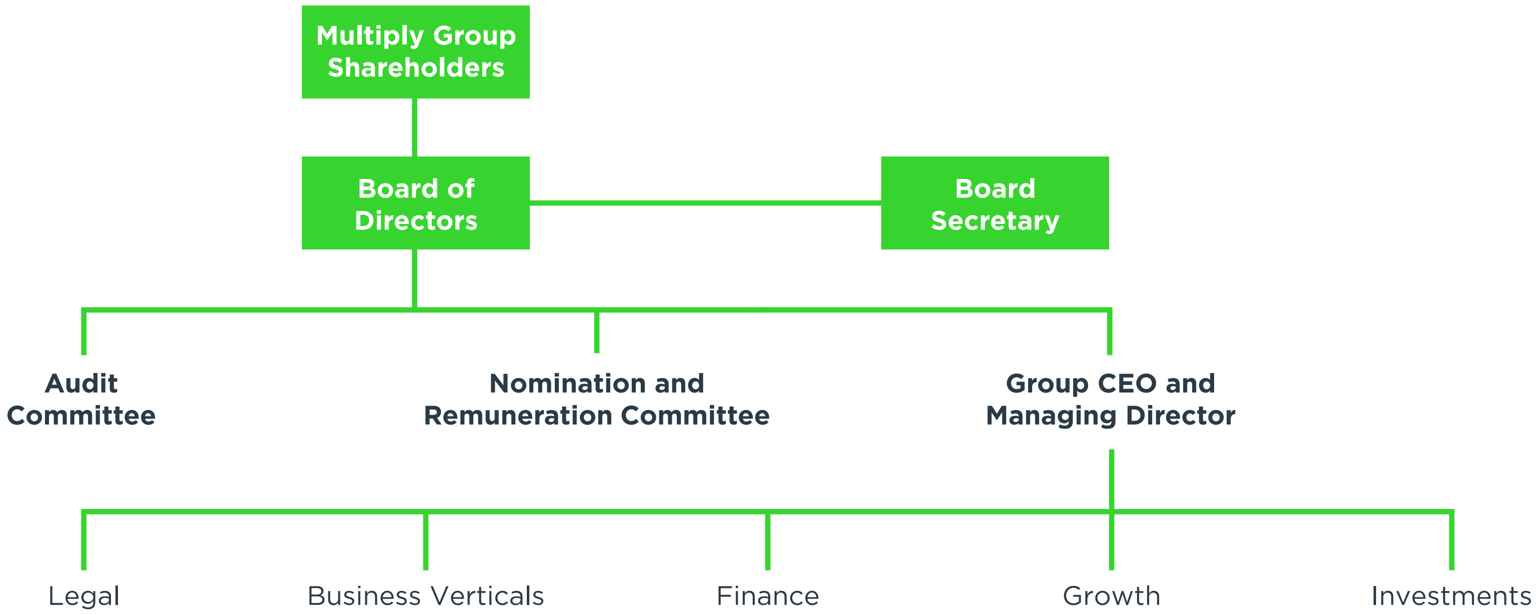
Vertical 1: **: Energy & Utilities** | Vertical 2: **Mobility** | Vertical 3: **Wellness & Beauty** | Vertical 4: **Media & Communications**

Energy & Utilities

Mobility

Wellness & Beauty

Media & Communications



The shareholders are the ultimate decision-makers with respect to the direction of the Company, as they are responsible for appointing the Board of Directors. The General Assembly Meeting is the highest decision-making body in the Company and is the forum in which shareholders exercise their right to decide on the Company's direction.

Board of Directors and Committees

The fundamental role of the Board is to exercise their business judgment to act in what they reasonably believe to be the best interests of the Company and its shareholders. In fulfilling that responsibility, the Board relies on the honesty and integrity of the Company's senior management, in addition to expert advisors from legal, accounting, financial and other fields.

The Multiply Board of Directors consists of five members elected by the Ordinary General Assembly via secret ballot, for a period of three years. The Board of Directors elects the Chairman from among its members. The position of the Chairman of the Board of Directors and the position of the Managing Director is separate.

The Multiply Board – either directly or through the functioning of the Board sub-committees and delegated authorities – provides independent judgment on all issues of strategy, performance, resources (including key appointments) and standards of conduct. The Board approves the Group's strategic objectives and implements them by its approval and regular monitoring of the business plan and budget prepared by senior management. The business plan specifies key developments towards the strategic objectives that are to be achieved by management within an agreed budget.

A. Role of the Board

The Board's role and responsibilities are set out in the Board Charter, which include:

- Define, establish and oversee implementation of corporate governance practices.
- Define Multiply's strategic direction/goals, approve and monitor corporate strategy (including subsidiaries), the business plan, the annual budget, and any amendments thereto.
- Review financial performance considering the strategy, business plan and budget of Multiply Group, ensuring that corrective action is taken where necessary.
- Approve investment-related decisions and exits.
- Establish, promote and maintain proper processes and controls to preserve the integrity of accounting and financial records and reporting.
- Approve the risk management framework of Multiply Group, including risk appetite, maximum limits, or indicators of risk appetite. Review regular updates from Multiply management on all actual and anticipated strategic risks confronting Multiply Group, including updates from the Audit Committee, as appropriate.
- Review Board composition and performance.
- Recruitment, Termination, Reward, Compensation and Benefit Matters for Multiply Group CEO & Managing Director and Senior Management of Multiply.
- Determine and review authorities delegated to the Group CEO & Managing Director.

The Board is also the decision-making body for all other matters of such importance as to be of significance to the Group as a whole because of their strategic, financial, or reputational implications or consequences. There is a formal schedule of matters reserved for the Board's decision, specified in Multiply's Delegation of Authority Policy Framework.

The Board has established committees, namely the Audit Committee & Nomination and Remuneration Committee to assist in carrying out its responsibilities and to consider certain issues and functions in detail. The Board committees are discussed on page 122.

The Board is also responsible for ensuring that management maintains a system of internal control that provides assurance of effective and efficient operations, internal financial controls and compliance with laws and regulations. It has delegated the responsibility for oversight of the Internal Control to the Audit Committee.

B. Delegation of Authority to the Board Members and Executive Management

Multiply Board, through a Power of Attorney has delegated to the Chairman and Group CEO & Managing Director certain powers are below:

Sr. No	Name of Authorised Person	Capacity of Authorisation	Period of Authorisation
1.	Chairman, Multiply Group	• Represent and manage the Company, its subsidiaries and affiliates in all transactions and documents before the Government, Semi-Government and Private entities. • Represent the company at the Board of Directors and General Assemblies of the subsidiary and Affiliates, including to attend meeting of such companies Board of Directors and General Assemblies on behalf of company and to vote on their decision, to carry out all legal disposals as is authorised to the Board Members and General Assemblies.	From 16/12/2021 till 3 years
2.	Group CEO & Managing Director, Multiply Group	• Appoint and dismiss managers for the Company, its subsidiaries, and affiliates; and • Represent the company and its subsidiary or affiliates and to sign on its/ their behalf.	From 16/12/2021 till 3 years

The Group CEO & Managing Director may further delegate authority to designated employees and Business Unit's management but remains accountable for all authorities delegated. Following are the authorities delegated by Group CEO & Managing Director.

Position	Authorities Delegated	Period of Delegation
Mehdi Al Bizri- Executive Director - BD MENA	Signing of Non-Disclosure Agreements, confidentiality undertakings	Till 6 December 2024

The Group has a decentralised corporate structure in which the overall management of operational activities is largely performed by the respective business unit leadership team. Multiply senior management holds monthly meetings with business units to review the performance, discuss strategic issues and agree on action plans.

C. Governance Policies

Below is a summary of Multiply's key policies and guidelines which promote and enhance higher corporate governance standards. These policies were approved by the Board.

- Corporate Governance Manual covering the roles and responsibilities of all stakeholders involved in governance processes, including the General Assembly of Shareholders, the Board of Directors including the Chairman of the Board and Board Committees, Managing Director, Senior Management, Internal Audit/Internal Control, External Audit, Board and Committees Secretary and other stakeholders.
- Delegation of authority for Multiply, subsidiaries and affiliates of Multiply, to ensure efficient and effective decision-making which balances empowerment against controls.
- Code of Conduct and Business Ethics to guide the conduct of Directors and Employees.
- Board of Directors Charter for effective functioning of the Board.
- Charters for effective functioning of the Board Committees, namely Audit Committee, Nomination and Remuneration Committee.
- Conflict of Interest Policy setting forth requirements for the avoidance and management of potential and actual conflicts of interest involving the Group.
- Anti-fraud Policy to facilitate the development of controls that will aid in the detection and prevention of fraud and provide an overall framework for managing suspected cases of fraud.
- Whistle-blower Policy whereby employees can, in confidence, report on matters where they feel a malpractice is taking place, or if ethical/integrity standards are being compromised. The Company has created a whistle-blower page (https://multiply.ae/whistle-blower) on the Company's website wherein a whistle-blower can fill the online form to report any concern(s) on potential business violations, suspicious practises as well as illegal or unethical conduct in relation to Multiply Group and its subsidiaries.
- Disclosure & Transparency Policy provides guidelines to ensure that Multiply Group makes timely and accurate disclosures on all material matters, including the financial situation, performance, governance, rules pertaining to disclosure of information, methods of classification of information, and the frequency of disclosure.
- Compliance Management Policy to promote a culture of good corporate governance and compliance practices, and gain assurance through its governance arrangements that the Group is in conformance with its legal and policy obligations.
- Investor Relations Policy explaining the roles and responsibilities of investor relation functions towards the shareholders and other stakeholders.
- Group Share Trading Policy providing guidelines on trading in the Company's securities.
- Information Security Policy details the policies and procedures to ensure protection to information assets, allow the use, access, and disclosure of such information in accordance with appropriate standards, laws, and regulations.
- Record Management Policy outlines the procedures to be followed by the Company for records management.

Multiply has conducted three workshops during the year for the employees of the Group and the Senior Management of the Business Units to explain the policy requirements and emphasise the importance of compliance with the above policies and procedures.

D. Subsidiary Governance

Emirates Driving Company PJSC, a listed subsidiary, is managed by an independent board and various board sub-committees.

Unlisted subsidiaries, not fully owned by Multiply, are managed by boards (if separately established) or governed based on the shareholder agreements. Multiply Board and its senior management (including Vertical Heads) oversee subsidiary governance on an enterprise level. This centralised approach provides consistency and transparency, enabling the Group to be responsive to evolving business needs, best practices and regulatory requirements and expectations.

Further, the Delegation of Authority Policy framework lists the matters reserved for Multiply Group Shareholders, Multiply Board, Subsidiary Board/Multiply Group Managing Director (where the Subsidiary Board is not established) and Subsidiary Management.

In the year 2022, the Multiply Board of Directors twice conducted meetings with Business Unit Heads to review and discuss business unit performances.

Board of Directors

The Board currently has five members, comprising one (1) Non-independent, Executive and four (4) Independent, Non-executive Directors. The composition of the Board has remained consistent during the reporting period ended 31 December 2022. The Board is committed to ensuring it is comprised of individuals with appropriate skills, experience, and diversity to develop and support the Group's vision and strategic objectives.

Board of Directors	Role	Category	Member Since
Andre George Sayegh	Chairman, Board of Directors	Independent, non-executive	December 2021
H.E. Hamad Khalfan Ali Matar Alshamsi	Board Member Chairman, Nomination & Remuneration Committee Member, Audit Committee	Independent, non-executive	December 2021
H.E. Mansoor Ibrahim Ahmed Saeed Al Mansoori	Board Member Member, Nomination & Remuneration Committee, Member, Audit Committee	Independent, non-executive	December 2021
Richard Mathew Gerson	Board Member Chairman, Audit Committee Member, Nomination & Remuneration Committee	Independent, non-executive	December 2021
Samia Toufic Bouazza	Board Member Group CEO & Managing Director	Non-independent, executive	December 2021

A. Profile of Board Members

The below shows the names, roles, experience, and capacities of the current Board of Directors:

Andre George Sayegh
Chairman | Independent, non-executive

Andre Sayegh is a seasoned C-suite executive with over three decades of experience in banking and financial services.

Before 2021, he served as Group Chief Executive Officer at First Abu Dhabi Bank (FAB) and is currently a member of the Board. He played a pivotal role in the merger of First Gulf Bank (FGB) and National Bank of Abu Dhabi (NBAD) to form FAB. His 20 years at FAB and its predecessor bank, FGB, were marked with distinction, as he held several senior executive positions, including Chief Executive Officer of FGB from 2006 to 2017.

Sayegh's previous experience also includes senior positions with leading international financial institutions such as Citibank.

He holds a BBA in Finance and an MBA in Corporate Finance & Banking from the American University of Beirut – and has completed a project at Columbia University majoring in the evolution of financial institutions.

H.E. Hamad Khalfan Ali Matar Alshamsi
Board Member | Independent, non-executive
Chairman, Nomination & Remuneration Committee
Member, Audit Committee

H.E. Hamad Khalfan Ali Matar Alshamsi is an accomplished business leader, who holds Board positions across a diverse group of companies in the UAE.

H.E. Alshamsi previously served as the non-executive Vice Chairman of International Holding Company (PJSC). Currently, he is the General Manager at the Private Affairs Department of H.H. Sheikha Fatima Bint Mubarak and holds several Board directorships, including Trojan General Contracting, Zee Stores, Ishraq Properties Co., Al Yasat Catering & Restaurant Supplies, Pal Computers, Al Jaraf Travel & Tourism, Hi-Tech Concrete Products, Tafawuq Facilities Management, Pal Group of Companies, Al Sdeirah Real Estate Investment, Royal Architect Project Management, Fabulous Abu Dhabi Hotel Management, Nshmi Development and Real Estate Investment & Services Co.– REISCO.

H.E. Alshamsi holds a technical diploma from the Abu Dhabi armed forces (1996).

H.E. Mansoor Ibrahim Ahmed Saeed Al Mansoori
Board Member | Independent, non-executive
Member, Audit Committee
Member, Nomination & Remuneration Committee

H.E. Mansoor Al Mansoori is a member of the Abu Dhabi Executive Council and the Chairman of the Department of Health in Abu Dhabi.

He is a prominent leader with diverse professional experience in senior leadership positions across government and private sectors including telecom, energy and technology.

As the Group Chief Operating Officer of G42, he was actively involved in the UAE National Covid-19 pandemic response. As Chairman of Bayanat, he led the company's public listing at ADX, in what was G42's first IPO and the world's best trading debut of 2022, as reported by Bloomberg. Al Mansoori is currently Chairman of Injazat, Board of Trustees at MBZUAI and serves as a Board Member of Etisalat and Multiply Group.

Previously, Al Mansoori held several senior positions including Director General of the UAE National Media Council as well as Board Member at the Abu Dhabi Tourism and Culture Authority and Telecommunication Regulatory Authority.

During his studies at the National Defense College (UAE), Al Mansoori was in the first cohort to receive the Master's degree in Strategic Security Studies & National Resources Management. Al Mansoori graduated from the University of Toledo (Ohio, USA) in Computer Science and holds several specialised certificates including a Leadership Certificate from London Business School (UK) and an Innovation Strategy Leadership Certificate from Massachusetts Institute of Technology (MIT).

Richard Mathew Gerson
Board Member | Independent, non-Executive
Chairman, Audit Committee
Member, Nomination & Remuneration Committee

Richard Gerson is an experienced global investment expert focused on tech and startups.

Currently, he is the Co-founder, Chairman & Chief Investment Officer of Alpha Wave Global (formerly Falcon Edge Capital) as well as a Co-founder and Board Member of Abu Dhabi Catalyst Partners. Prior to this, Gerson co-founded and was the Managing Director of Blue Ridge Capital for 15 years.

He is also a member of the Cleveland Clinic International Leadership Board, the Panthera Conservation Council, and the Belfer Center's International Council at the John F. Kennedy School of Government at Harvard University. Gerson holds Board positions at the 92nd Street Y, a leading cultural institution and community center and was a founding member of the Board of Trustees of PAVE in New York, USA.

Gerson graduated from the University of Virginia, McIntire School of Commerce with a B.S. in Commerce with a concentration in Finance.

Samia Toufic Bouazza
Board Member | Group Chief Executive Officer & Managing Director

Samia Bouazza is a business leader with a solid track record for driving growth.

As the Group CEO and Managing Director of Multiply Group, she leads the strategic development of the company, its growing investment portfolio of high-return businesses and maintaining the overall sustainable growth of the Group's subsidiaries. Bouazza is also a Board Member of Arena Events Group, Emirates Driving Company, and Group C36.

Samia is the founder of the original entity established in 2003, that transformed into Multiply Group in 2021.

She holds a BA in Political Science and Public Administration from the American University of Beirut and has completed executive education certificates in Strategic Intelligence and Digital Disruption from Harvard Business School and the University of Cambridge respectively.

B. The Board Secretary

The Board Secretary is the point of communication between the Board of Directors and senior management, playing a key role in the administration of important corporate governance matters.

Mehdi Al Bizri has been Board Secretary since 5 December 2021 and reports to the Board with regards to all secretarial responsibilities.

The Board Secretary has the following key responsibilities:

- Working closely with the Board of Directors and Executives in the planning of Board of Directors' meetings as well as the mechanism of meetings (attendance, conference calls, virtual/online attendance, etc.)
- The creation and timely distribution of the agenda for Board meetings as well as General meetings.
- Recording and distributing the minutes of Board of Directors meetings.
- Maintaining of a full contact list of Board Members, including Board Members' appointment dates, term of appointments and Board Member biographies.
- Updating, maintaining and securing safe storage of the minutes and other legal/related documents.
- Knowledge of the meeting procedures, decision-making rules, governance policies.
- Providing regular disclosures/announcements on the Board Meetings' results and financial decisions.
- Managing external correspondence and ensuring that requests made of the Board of Directors, or that are relevant to the governance of the Company, are reported and responded to in a timely manner.
- Preparing presentations and other communication materials for meetings.
- Maintaining the information and data disclosed to regulators, markets, or the general public, and those posted on the Company's website.
- Managing all formal correspondence.
- Assisting in the preparation and review of key regulatory filings, corporate annual reports and other reports, as well as other announcements regarding material events.

C. Diversity - Women's Representation in the Board of Directors in 2022

In keeping with the Company's commitment to gender diversity, Multiply has female representation on the Board and actively seeks to recruit more female employees across all areas of the Company's operations.

D. Board Induction and Development

The Chairman, with the support of the Board Secretary, is responsible for the induction of new Directors and their continuing development. All Directors receive a tailored induction upon joining the Board, detailing their duties and responsibilities.

Multiply Group Senior management provides insights about the Group, business units, functions, performances / activities to the Board.

E. Board Effectiveness Evaluation

The Board Charter requires annual evaluation of the Board's performance to be undertaken by the Chairman with the Board Secretary. The evaluation focuses on the functioning of the Board, Committees as well as the performance and function of individual Directors.

No less than every three years, the Board is required to invite a suitably accredited independent professional entity to carry out an assessment of effectiveness and operation of the Board of Directors, its members and the Board's Committees. The results of the evaluation are to be shared with the Board, and the key findings shared with shareholders via an appropriate medium (e.g. the Company's Annual Report).

Based on the evaluation performed, the Board believes that the Board of Directors and the Board Sub-committees are fully engaged in the oversight of the management of Multiply and fully discharge their responsibilities towards the shareholders.

F. Key focus areas for the Board during 2022

In 2022, the Board of Directors focused and made decisions on various areas:

- Approved the Annual Budget and Business Plan.
- Pursued a robust acquisition plan and approved acquisitions of various strategic investments.
- Reviewed updates from the Management on Group performance.
- Identified and capitalised on various strategic and operational opportunities resulting in optimisation of the overall financial performance of the Group.
- Appointed McKinsey & Company for developing a strategy for Multiply.
- Approved Corporate Governance Policies.
- Approved a new office for the Company.

G. Directors' Fees and Remuneration

The Board of Directors' remuneration is determined in accordance with the Articles of Association of the Company, subject to the provisions of Federal Law No. (32)/2021 regarding commercial companies. The remuneration of the members of the Board of Directors is subject to approval of the shareholders at the Annual General Assembly meeting.

The Company may also pay additional expenses or fees or monthly salary to an extent determined by the Board of Directors to any of its Members, if the Member is working in any committee, exerts exceptional efforts or performs additional work to serve the company beyond his or her normal duties as a Member of the Board of Directors of the Company. In all cases, Directors' remuneration should not exceed 10% of the net profit after deducting depreciation and reserve.

i. Total Remunerations Paid to the Members of Board of Directors in 2022

- No remuneration has been paid for the Board of Director for the year 2021.
- AED 5.23 million has been proposed as remuneration for the Board of Directors for the year 2022, subject to approval by the shareholders at the General Assembly.

ii. Details of the allowances for attending sessions of the Committees emanating from the Board, which were received by the Board Members for the year 2022

No allowances were received for attending the sessions of the Board of Directors and the Committees emanating from the Board for the year 2022.

iii. Details of additional allowances, salaries or fees received by a Board Member, during the year 2022, other than the allowances for attending the Committees

No allowances, salaries, or additional fees were disbursed during the year 2022.

H. Board Meetings and Attendance of Board Members

Statement of the number of meetings held by the Board of Directors during the fiscal year. The Board of Directors had convened five meetings during 2022 as follows:

NO.	Meeting Date	Attendance	Proxy	Absent	Names of Absent Members
1.	10 February 2022	Five (Two in office and three via conference call)	-	-	-
2.	25 April 2022	Five (Two in office and three via conference call)	-	-	-
3.	27 July 2022	Five (Two in office and three via conference call)	-	-	-
4.	6 September 2022	Five (Two in office and three via conference call)	-	-	-
5.	27 October 2022	Five (Two in office and three via conference call)	-	-	-

Details of Board Meeting attendance in 2022:

Board of Directors	No. of Absence / No. of Meetings	First Meeting 10/02/22	Second Meeting 25/04/22	Third Meeting 27/07/22	Fourth Meeting 06/09/22	Fifth Meeting 27/10/22
Andre George Sayegh	-	✓	✓	✓	✓	✓
H.E. Hamad Khalfan Ali Matar Alshamsi	-	✓	✓	✓	✓	✓
H.E. Mansoor Ibrahim Ahmed Saeed Al Mansoori	-	✓	✓	✓	✓	✓
Richard Mathew Gerson	-	✓	✓	✓	✓	✓
Samia Toufic Bouazza	-	✓	✓	✓	✓	✓

I. Resolutions passed at the Board Meeting During 2022

Sr No	Board Meeting Date	Resolutions Passed
1.	10 February 2022	• Approval of Audited Financial Statements for the year 2021. • Approval to hold General Assembly Meeting on 10 March 2022, subject to the SCA approval.
2.	25 April 2022	• Approval of Audited Financial Statements for the Q1-2022
3.	27 July 2022	• Approval of Audited Financial Statements for the Q2-2022
4.	6 September 2022	• No resolutions passed
5.	27 October 2022	• Approval of Audited Financial Statements for the Q3-2022.

II. Other Board Resolutions

Sr No	Resolution Date	Resolutions Passed
1.	29 November 2022	Approval of Corporate Governance Policies
2.	21 December 2022	Approval to move to new offices
3.	15 January 2022	Approval of Investment in Rihanna's Savage X Fenty
4.	23 March 2022	Approval of Investment in Dewa IPO
5.	1 June 2022	Approval of Investment in Borouge IPO
6.	11 September 2022	Approval of Investment in Abu Dhabi National Energy Company PJSC (TAQA)
7.	6 September 2022	Approval of Investment in International Energy Holding LLC

Board of Directors' Committees

A. Audit Committee

It is the responsibility of the Committee to provide the board with independent, objective advice on the adequacy of the management's arrangements with respect to the following key aspects of the organisation:

Audit Committee Chairman's Acknowledgment

The Chairman of the Audit Committee acknowledges responsibility for discharging the Audit Committee's mandate across the Group, including review of its work mechanism and ensuring its effectiveness in line with the approved charter of the Audit Committee.

Members of Audit Committee as of 31 December 2022

Sr No	Name	Title	Category
1	Richard Mathew Gerson	Chairman	Non-executive/Independent
2	H.E. Mansoor Ibrahim Ahmed Saeed Al Mansoori	Member	Non-executive/Independent
3	H.E. Hamad Khalfan Ali Matar Alshamsi	Member	Non-executive/Independent

AUDIT COMMITTEE FUNCTIONS

Financial Reporting

- Review with the management and external auditors all significant matters including audit opinions on the quarterly, half-yearly (as applicable) and year-end financial statements and recommend their adoption by the Board.
- Monitor compliance with financial reporting standards and regulatory requirements.
- Review significant accounting and reporting issues.
- Review the Group's financial and accounting policies and procedures.
- Review any management letter from the external auditors and ensure corrective actions by executive management.
- Ensure that the Group annually updates its policies, procedures and control systems.
- Review the Group's financial and accounting policies and procedures.

Corporate Governance

- Oversee and monitor the implementation of the corporate governance framework within Multiply Group and ensure compliance with regulatory requirements.
- Monitor the implementation of the corporate governance framework in line with regulatory requirements.
- Regularly review management's compliance to the adopted corporate governance framework.
- Review and recommend to the Board, the Annual Governance Report submitted to the regulatory authorities.

Internal Control and Risk Management

- Ensure that an annual review of internal control systems is performed to determine the overall adequacy and effectiveness of the Multiply Group Internal Control System.
- Consider the effectiveness of Multiply's risk management processes and internal control systems, including information systems, technology security and control.
- Review the assessment and responses to the risk of fraud, particularly management fraud, as this typically involves overrides of internal controls.

External Audit

- Oversee and make recommendations on the appointment of external auditors to the Board, their fees, and any questions relating to their resignation or removal.
- Approve external auditors' terms of engagement, including any engagement letter issued at the start of each audit and the scope of the audit.
- Assess their independence and objectivity annually, considering relevant professional and regulatory requirements and the relationship with the auditor, including the provision of any non-audit services.
- Meet regularly with the statutory auditor to discuss the auditor's remit and any issues arising from the audits.
- Evaluate the external auditor's qualifications, performance and independence on an annual basis.
- Ensure that Senior Management is taking necessary corrective actions to address the findings and recommendations of statutory auditors in a timely manner.

Group Internal Audit

- Review and approve audit plans, budget, staffing, and the organisational structure of the Internal Audit Function and related Internal Control activities.
- Review the appointment, resignation or dismissal of Internal Audit Staff and the internal audit provider, in case of an outsourced service provider.
- Review all reports submitted to the Committee by the Internal Audit Function and monitor management response and reaction to the findings and recommendations. Ensure that control weaknesses, non-compliance with policies, laws and regulations and other problems identified by internal auditors are adequately and timely addressed by Executive Management.
- Review performance of the Internal Audit Function/Outsourced Internal Audit service provider (as applicable) and evaluate its performance on an annual basis.
- Report to the Board all matters presented to the Audit Committee by the Internal Audit Function/Outsourced Internal Audit service provider.

Compliance Monitoring

- Monitor the status of Multiply's compliance with applicable laws, regulations and agreements, and Management's efforts to monitor compliance with Multiply's Code of Business Conduct & Ethics.
- Review the related parties' transactions with the Company, ensure that there is no conflict of interest, and recommend them to the Board of Directors before their conclusion.

Audit Committee Meetings in 2022

Audit Committee Members	No. of Absences/ No. of Meetings	First Meeting 10/02/22	Second Meeting 25/04/22	Third Meeting 27/07/22	Fourth Meeting 27/10/22	Fifth Meeting 27/10/22
Richard Mathew Gerson	-	✓	✓	✓	✓	✓
H.E. Mansoor Ibrahim Ahmed Saeed Al Mansoori	-	✓	✓	✓	✓	✓
H.E. Hamad Khalfan Ali Matar Alshamsi	-	✓	✓	✓	✓	✓

B. Nomination and Remuneration Committee

Nomination and Remuneration Committee Chairman's Acknowledgment

The Chairman of the Nomination & Remuneration Committee acknowledges responsibility for discharging the committee's mandate across the Group, reviewing its work mechanism and ensuring its effectiveness in line with the approved charter of the Nomination & Remuneration Committee.

Members of the Nomination & Remuneration Committee as of 31 December 2022

Sr No	Name	Title	Category
1.	H.E. Hamad Khalfan Ali Matar Alshamsi	Chairman	Non-executive/Independent
2.	H.E. Mansoor Ibrahim Ahmed Saeed Al Mansoori	Member	Non-executive/Independent
3.	Richard Mathew Gerson	Member	Non-executive/Independent

Committee Functions

- Propose policies and criteria for membership on the Board and Senior Management. The policy shall consider gender diversity, encouraging the active participation of women.
- Annually review the required needs of skills for Board membership and prepare description of qualifications and abilities required for Board membership.
- Identify individuals qualified to become Board members, consistent with criteria approved by the Board, and to recommend to the Board the director nominees for the next annual meeting of shareholders.
- Regularly review the structure, size, and composition (including the skills, knowledge, and experience) required of the Board compared to its current position and make recommendations to the Board regarding any changes.
- Continuously ensure that independent Directors remain independent throughout the term of their office.
- Conduct an annual evaluation of Board performance and the performance of Board members and Committees to determine ways to strengthen its effectiveness.
- Identify the competencies required for Senior Management and the basis of selecting them.
- Formulate and review of remuneration and benefits to the Executive Management annually.

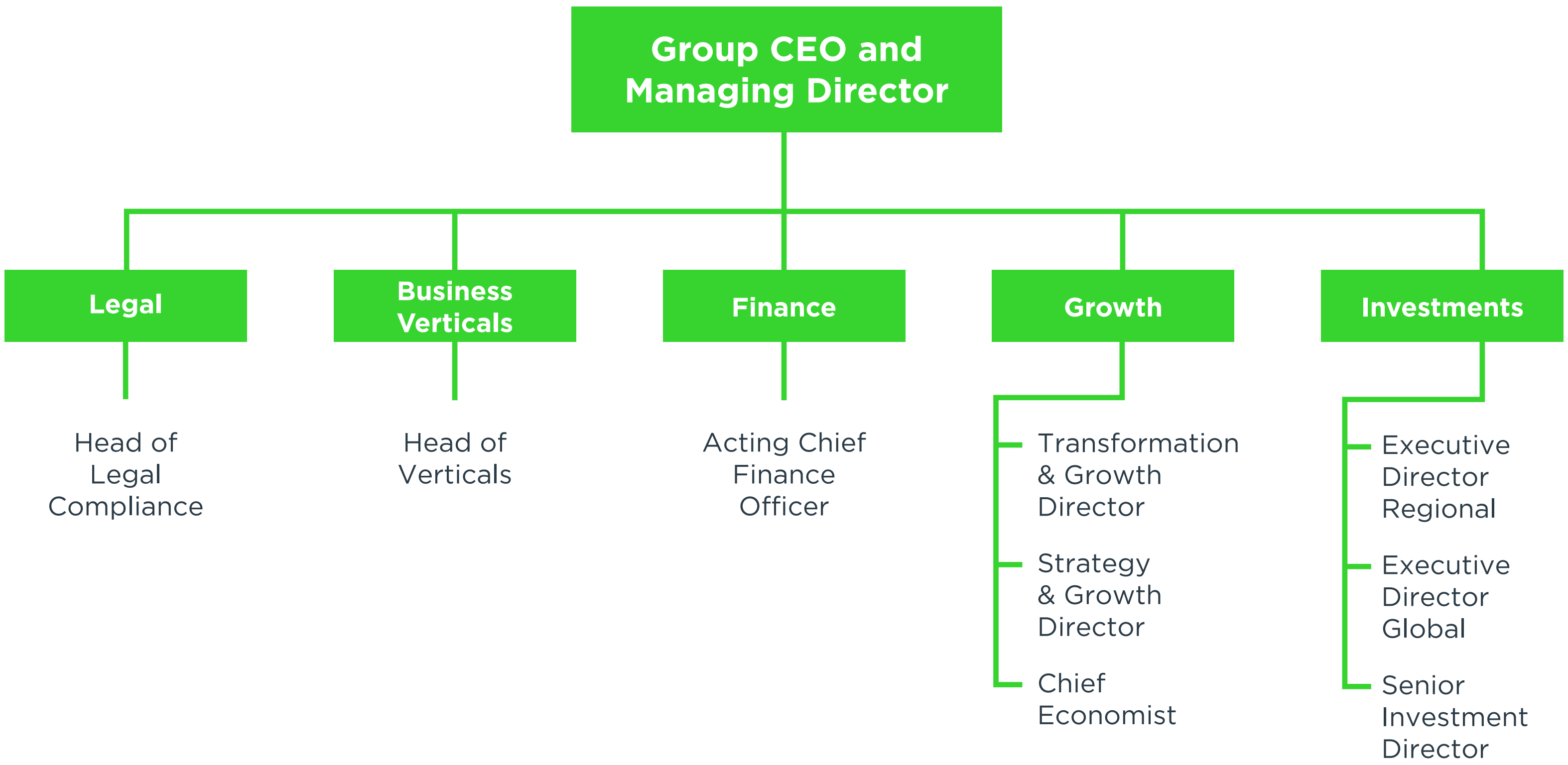
- Share recommendations to the Board for approval of proposals on remuneration adjustments, performance bonuses, long-term incentives, etc.
- Drive performance-linked remuneration practices within the Group through an annual performance review of the Group's senior executives and succession planning.
- Formulate and carry out an annual review of policies on granting remunerations, benefits, incentives and salaries to Board members and employees of the Group.
- Review executive compensation trends and policies at peer groups of companies and make relevant modifications to its own policies and practices to consider market practice. Oversee any major changes in employee benefit structures throughout the Group.
- Review and approve the Group's human resources and training policies and monitor the implementation of the same.

Committee Meetings in 2022

Member of the Committee	No. of absence / No. of Meetings	Meeting Date 31/10/22
H.E. Hamad Khalfan Ali Matar Alshamsi	-	✓
H.E. Mansoor Ibrahim Ahmed Saeed Al Mansoori	-	✓
Richard Mathew Gerson	-	✓

Executive Management

Organization Structure



Total salaries, allowances & bonuses paid to the Executive Management during the year 2022:

Position	Appointment Date	Total salaries and allowances paid in 2022 (AED)	Total bonuses paid in 2022 (AED)	Any other bonuses to be paid in the future for 2022 (AED)
Executive Management Team *	NA	3,810,000	-	-

*The Executive Management comprises of the Group CEO & Managing Director, as well as heads of functions reporting to the Group CEO & Managing Director.

Related Parties Transactions

Summary of transactions with related parties amounting to 5% or more of the Company's capital for 2022.

The Company has entered into transactions with companies and entities that fall within the definition of a related party under the Corporate Governance Code or the International Accounting Standards 24: Related Party Disclosures. The nature of such transactions relate to the Company's normal course of business and details of such transactions are disclosed in note 19 of the Company's 2022 audited financial statements.

The Company did not conduct transactions with any related parties amounting to 5% or more of Company's capital for the year 2022.

Risk Management and Internal Control System

The Board of Directors acknowledges its responsibility towards the Company's risk management and internal control system, its review and its effectiveness.

A. Risk Management

Risk Management is the responsibility of the Board and is integral to the achievement of the Company's strategic objectives. The Board is responsible for establishing the system of risk management, setting the risk appetite of the Group and for maintaining a sound internal control system. The Group Audit Committee oversees the risk management process and assesses the effectiveness of risk management within the Group and the Business Units (wherever applicable).

The Group's business is split into four verticals based on sectors/industries and operating business models. The Risk Management responsibility and accountability, therefore, is vested largely in the vertical management/business unit management structures. Any risk taken is considered within the scope of the Group's risk appetite and tolerance levels, which are reviewed annually by the Multiply Group Board (wherever applicable).

The risk assessment process identifies areas of opportunity as well, whereby effective risk management can be turned into a competitive advantage, or where taking certain risks could result in reward for the Group. During 2022, Multiply made additional strategic investments in the Energy & Utilities sector thereby enhancing the performance for the year.

B. Internal Controls

The Board is responsible for establishing and maintaining an effective system of internal controls and has established a control framework within which the Group operates. The objective of this framework is to ensure that internal controls are established, policies and procedures are properly documented, maintained, and adhered to, and are incorporated by the Group within its normal management and governance processes. This system of internal control is embedded in all key operations and is designed to provide reasonable assurance that the Group's business objectives will be achieved.

The Audit Committee reviews the effectiveness of the system of internal controls in accordance with its remit.

i. The Board of Directors' Acknowledgement of its Responsibility for the Internal Control System and its review and effectiveness

The Board of Directors acknowledges its responsibility for the Company's internal control system and its review and effectiveness.

ii. Internal Control Department In-charge's Profile

To adapt with the changing needs of the organisation and enhance assurance over internal controls and risk management, the Company's internal audit function has been outsourced to Protiviti business consulting firm (see below) in 2022. Emirates Driving Company, a listed subsidiary of Multiply Group, has a separate internal audit department reporting to its Audit Committee.

The Internal Audit function governs itself by adherence to the Institute of Internal Auditors' mandatory guidance, including the definition of internal auditing, the code of ethics and the international standards for the professional practice of internal auditing (standards).

iii. Protiviti Profile

Protiviti (www.protiviti.com) is a global consulting firm that delivers deep expertise, objective insights, a tailored approach and unparalleled collaboration to help leaders confidently face the future. Protiviti and its independent and locally owned member firms provide clients with consulting and managed solutions in finance, technology, operations, data, analytics, governance, risk and internal audit through their network of more than 85 offices in over 25 countries.

Protiviti has a strong presence in the Middle East Region with offices in Abu Dhabi, Bahrain, Dubai, Egypt, Kuwait, Oman, Qatar and Saudi Arabia. The organisation works with 70% of the top 100 GCC companies in terms of their market capitalisation. Protiviti employs over 600 people in the region, giving access to a large pool of skilled and qualified professionals. It is also the largest employer of risk advisory and internal audit professionals. With specialists and multilingual teams having global as well as regional experience, Protiviti is amongst the fastest growing business advisory firms in the region.

iv. Internal Audit activities

The audit plan is derived from an independent risk assessment conducted by the audit function to identify and evaluate risks associated with the execution of the company strategy, operations, and processes. The plan is designed to address the most significant risks identified within the Group and its business areas. The audits are executed using a methodology for evaluating the design and effectiveness of internal controls to ensure that risks are adequately addressed, and processes are operated efficiently.

Opportunities for improving efficiency in governance, internal control and risk management processes identified in the internal audits are reported to responsible business unit management for action. A summary of audit results is provided to the Audit Committee, as is the status of the management's implementation of agreed actions to address findings identified in the audits.

In 2022, 14 internal audit reports were issued across the Group. During the year, no significant operational internal control failures were identified. However, process level improvements were identified and accepted by management for implementation towards the continuous improvement of internal controls of the Group.

External Auditor

A. Brief about the Company's External Auditor

Ernst & Young (EY) was appointed as the Company's external auditor for the fiscal year 2022. Ernst & Young has a presence and operations in more than 150 countries which are organised into three areas – the Americas, Asia-Pacific and EMEIA – and further divided into regions. It has been operating in the MENA region for more than 90 years and in the UAE since 1966. All their personnel work in one of their service lines; Assurance, Advisory, Tax, Transaction Advisory Services (TAS), or in Core Business Services (CBS) which provides internal operational support such as HR and EY Technology.

Raed Ahmad is the Engagement Partner for Multiply Group.

The scope of the audit for the financial year 2022 is:

1. To provide an audit opinion on the annual consolidated financial statements in accordance with International Financial Reporting Standards.
2. To provide an audit opinion on the financial statements of all subsidiaries of the company in accordance with International Financial Reporting Standards; and
3. To provide a review of quarterly interim condensed consolidated financial statements in accordance with International Accounting Standard (IAS) 34, "Interim Financial Reporting".

B. External audit fees, services & costs

Below are the details and breakdowns of the external audit costs paid during 2022:

- The External Audit Services fees of EY for 2022 amounted to AED 1,455,000. These fees are against the annual audit and interim review of financial statements of Multiply and its subsidiaries.
- The fees for services, which were delivered to the Company in 2022 by other Audit firms, other than the Company's auditors, amounted to AED 601,432. These fees were paid to PWC against advisory services & Purchase Price Allocation services.

C. External Auditor's Opinion on the Financial Statements

The Company's external auditor did not have any reservations about any item in the interim and annual financial statements during 2022.

Violations Committed by the Group During the Year 2022

During 2022, the Group was not subject to any material fines or penalties imposed by SCA or any statutory authority on any matter related to capital markets. Additionally, there have been no cases of material non-compliance with any applicable rules and regulations.

Corporate Social Responsibility

The Group is committed to various initiatives aimed at creating value for all its stakeholders through economic, environmental and social actions. Details about the Corporate Social Responsibilities are provided in Multiply's Environmental, Social and Governance report which is part of the Integrated Annual Report.

In 2022, Multiply Group announced, the 'Cleaning Up the Oceans' initiative in an internal event for Group and portfolio-level teams. In addition to spreading awareness, the objective of the initiative is to play a part in conserving the planet's largest ecosystem, by cleaning up plastic waste. Plastic waste makes up 80% of all marine pollution with 8-10 million metric tonnes ending up in the ocean every year. In addition, the Group had smaller initiatives planned to spread and build knowledge through the donation of books and partnerships with reading organisations.

Sustainability Report

Multiply Group is a newly formed group that is currently establishing its foundation for sustainability activities going forward. The Group has progressed within their investments, entered the renewable energy market by investing in a solar energy plant in Turkey and deployed capital into TAQA, which has set ambitious renewable energy targets. In 2022, the Group also finalised materiality assessment, strategised a 3-year roadmap and created the sustainability framework from which it will monitor, assess and track all ESG initiatives.

Multiply Group will continue growing their investments in Clean Energy and ensuring that ESG goals are embedded within their overall strategy and operations.

Details about the sustainability initiatives are provided in Multiply's Environmental, Social and Governance report which is part of the Integrated Annual Report.

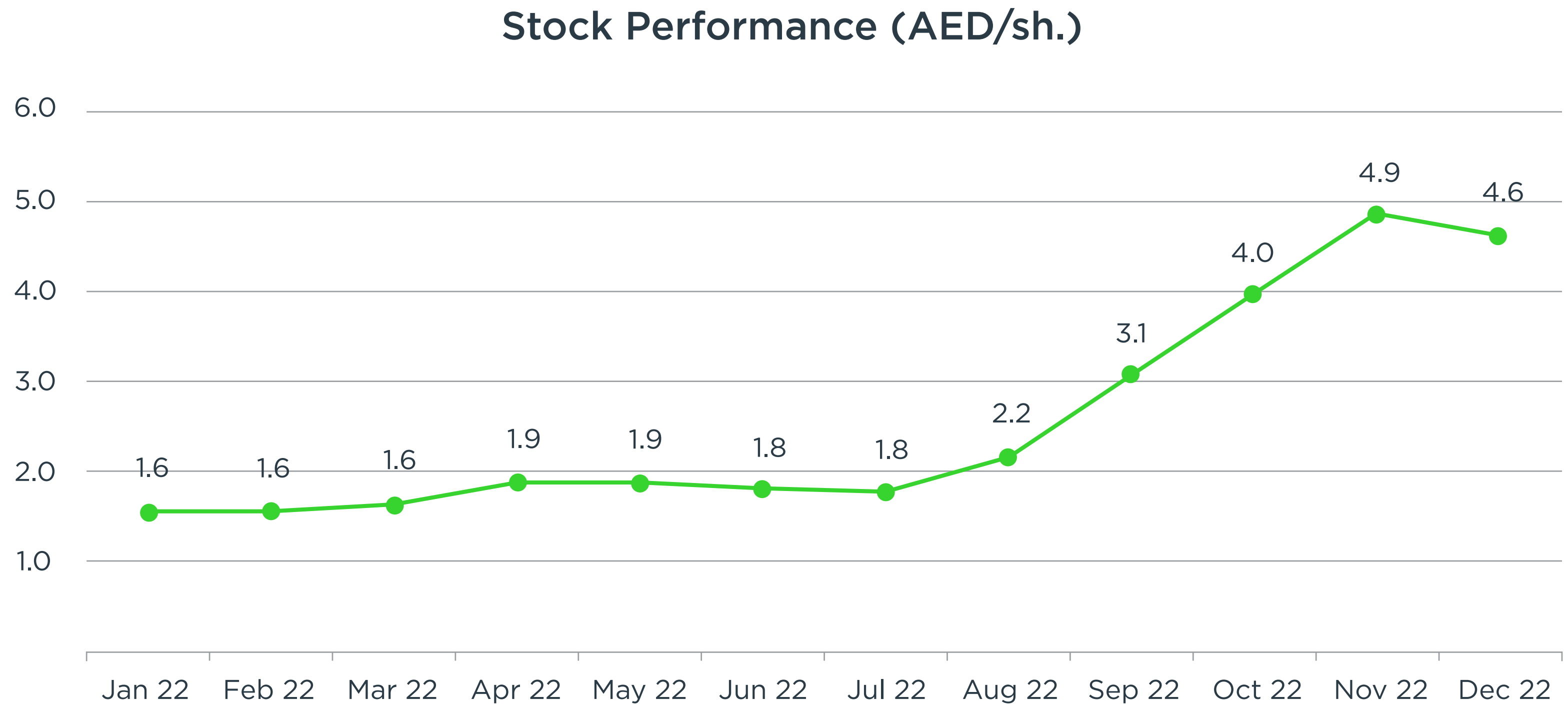
Shareholding and Share Price Information

A. Share Price

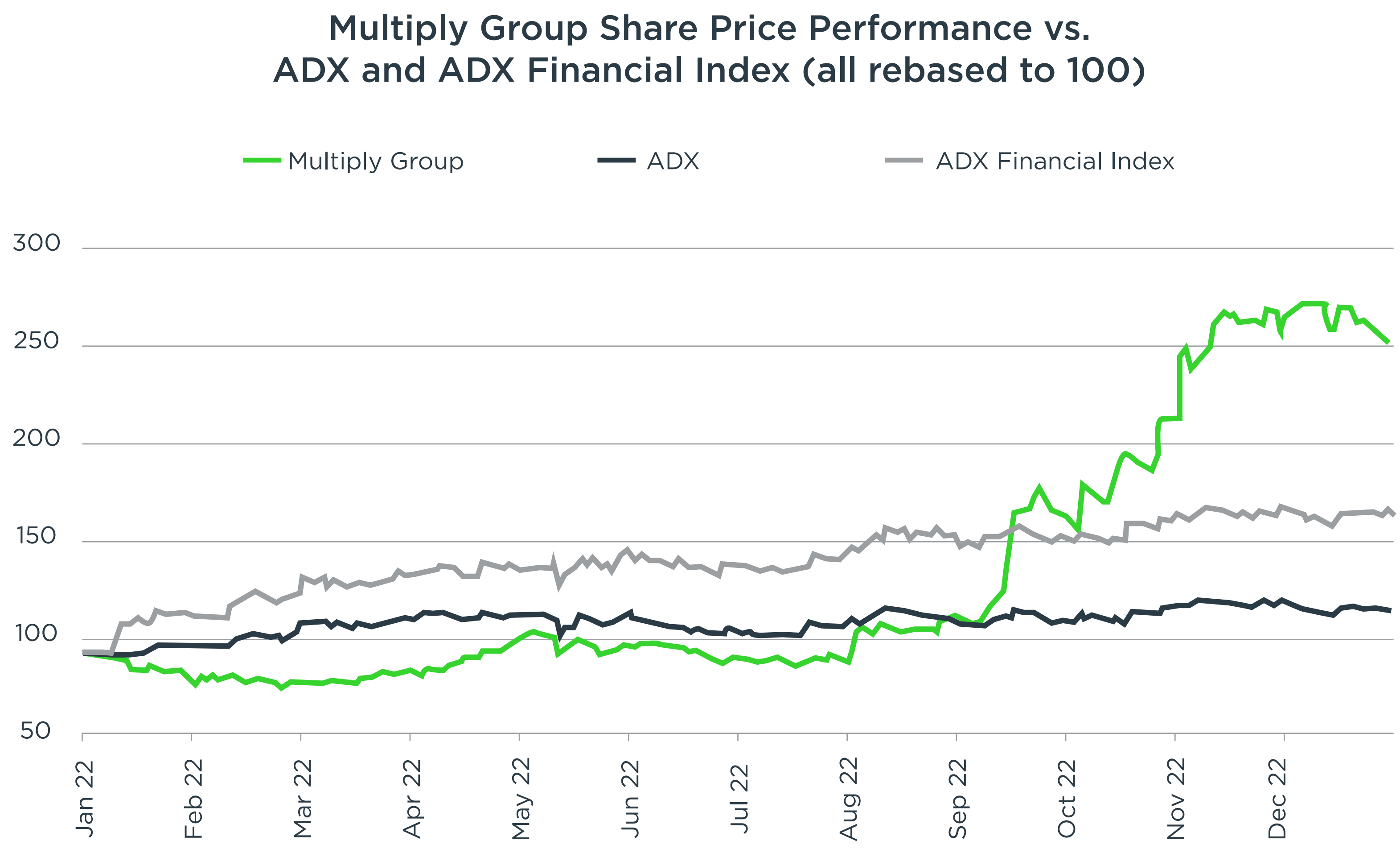
The following table presents the company's highest and lowest share price at the end of each month during 2022, and share performance against market index and sector index as of 31 December 2022.

Share Price (AED)						**Share Performance**		
Month	**High**	**Low**	**Closing price**	**Market index**	**ADX Financial index**	**Absolute**	**Vs market**	**Vs sector**
January	1.9	1.6	1.6	8,704.3	12,445.5	-15.7%	-18.2%	-32.7%
February	1.6	1.6	1.6	9,319.4	13,717.8	0.6%	-6.4%	-9.6%
March	1.7	1.6	1.6	9,948.8	14,728.5	4.5%	-2.3%	-2.9%
April	1.9	1.7	1.9	10,081.4	15,009.9	15.2%	13.9%	13.3%
May	2.0	1.8	1.9	10,054.9	15,949.0	-0.5%	-0.3%	-6.8%
June	1.9	1.8	1.8	9,374.7	14,984.5	-4.3%	2.5%	1.8%
July	1.8	1.7	1.8	9,663.5	15,516.8	-1.1%	-4.2%	-4.7%
August	2.2	1.8	2.2	9,874.5	16,378.9	21.3%	19.2%	15.8%
September	3.3	2.1	3.1	9,750.8	16,511.9	42.1%	43.4%	41.3%
October	4.0	3.0	4.0	10,412.3	17,762.1	29.0%	22.2%	21.4%
November	4.9	4.4	4.9	10,552.4	17,934.6	22.7%	21.4%	21.8%
December	5.0	4.6	4.6	10,211.1	17,669.1	-4.5%	-1.3%	-3.0%
Overall Performance During 2022	**5.0**	**1.6**	**4.9**	**10,211.1**	**17,669.1**	**150.8%**	**130.5%**	**150.8%**

B. Company share price performance during the year 2022



C. Performance of the Company's shares compared with the ADX index and ADX Investment and Financial Sector index during 2022



Share Price Performance (all rebased to 100)	31-01-2022	28-02-2022	31-03-2022	29-04-2022	31-05-2022	30-06-2022	29-07-2022	31-08-2022	30-09-2022	31-10-2022	30-11-2022	30-12-2022
Multiply Group	84.3	84.9	88.6	102.2	101.6	97.3	96.2	116.8	165.9	214.1	262.7	250.8
ADX	102.5	109.8	117.2	118.8	118.5	110.4	113.8	116.3	114.9	122.7	124.3	120.3
ADX Financial Index	117.0	129.0	138.5	141.2	150.0	140.9	145.9	154.0	155.3	167.0	168.7	166.2

D. Distribution of Shareholders' Ownership

Description	Governments	Individuals	Companies	Total
UAE	-	561,154,423	9,418,757,051	9,979,911,474
GCC	-	36,298,980	13,946,187	50,245,167
Arabs	-	370,499,045	29,920	370,528,965
Foreigners	-	189,551,610	609,762,784	799,314,394
Total	**-**	**1,157,504,058**	**10,042,495,942**	**11,200,000,000**

E. Statement of Shareholder Ownership 5% or More

Name of Shareholders	Shareholders Share %
IHC Digital Holding LLC	52.81%
Al-Bazi Holdings Restructured Limited	9.424%
West Investments SPV Restricted Limited	5.00%
Total	**67.23%**

F. Shareholders Ownership Distribution

Ownership of Shares	Number of Shareholders	Number of owned shares	Ownership %
< 50,000	1862	20,621,440	0.2%
50,000 – 500,000	724	122,558,683	1.1%
500,000 – 5,000,000	336	572,145,921	5.1%
> 5,000,000	101	10,484,673,956	93.6%
Total	**3023**	**11,200,000,000**	**100.0%**

Investor Relations Affairs

The Board is committed to communicating its strategy and activities clearly to its investors and maintains an active dialogue with them through various Investor Relations activities. Multiply regularly announces its results to SCA, ADX and shareholders by way of interim management statements, quarterly results, and the annual report and annual financial statements. Significant matters relating to Multiply, and Group entities are disclosed to SCA, ADX and general public by way of market disclosures and announcements in accordance with the related provisions of applicable laws and regulations, in addition to press releases and postings on the Group's website. Contact with investors is largely managed by the Investor Relations team.

A special investor relations page has been created on the company's website to be constantly updated and maintained in line with international standards, including Investor Relations Department data and contact information such as, a dedicated phone number and e-mail, providing all reports on financial results whether recorded or published, financial year data, including the dates of publication of financial results data, minutes of meetings of the General Assemblies, and any other important events.

Mehdi Al Bizri has been appointed as Acting IR Director and holds the following qualifications:

- MS in Marketing Management
- Aware of the relevant legal and legislative requirements
- Complete knowledge of the company's activities and opportunities
- Ability to use different channels of communication
- Skills to communicate with investors in securities

Information and data disclosed to regulators, markets or the public are posted on the company's website at the following link: **https://multiply.ae/investor-relations**

Contact details for Investor Relations Officer
Mehdi Al Bizri
Address:
Multiply Group PJSC
Floor 19,
Building 12, Tamouh Tower, Reem Island
Abu Dhabi
United Arab Emirates
www.multiply.ae
investors@multiply.ae

Special Resolutions Presented to General Assembly Meetings in 2022

A. Multiply General Assembly Resolutions

No special resolution was passed at the General Assembly meeting in 2022.

B. Subsidiary Companies' General Assembly/Partners' Meeting Special Resolutions

No special resolution was passed by subsidiary companies at the General Assembly meeting in 2022.

Emiratisation Percentage in the Company as of 2022

2022

Number of Employees	Emirati Citizens	Non-Emirati Citizens	Total
Total	62	3340	3402
Ratio	1.82%	98.18%	100%

Significant Events in 2022

January 2022

MG Wellness Holding LLC, a wholly owned subsidiary of Multiply Group PJSC invested AED 92 million in Rihanna's Savage X Fenty.

March 2022

- Multiply Group invested AED 367 million in the Dubai Electricity and Water Authority's (DEWA) landmark initial public offering as a cornerstone investor.
- Multiply group was included in Abu Dhabi Securities Exchange's (ADX) new benchmark index, the FTSE ADX 15 Index (FADX 15).

May 2022

- Multiply Group agreed to purchase shares in the forthcoming offering ("IPO") of Borouge plc for a total amount of AED 183.75 million as a cornerstone investor.
- Multiply Group launched a holistic workplace wellness program, as part of their ESG commitment which will promote work-life balance and support the mental and physical wellbeing of its 3,000+ employees. This program is administrated in partnership with HealthierU.

September 2022

Acquisition of 7.3% stake in Abu Dhabi National Energy Company PJSC (TAQA) in a deal worth AED 10 billion by Multiply Group PJSC.

October 2022

Multiply Group acquired 80% of International Energy Holding LLC.

Initiatives and Innovations in 2022

- Multiply Group PJSC, initiated a group-wide digital transformation journey and onboarded a leader with extensive experience in delivering deep learning and AI solutions for large enterprises. Multiply Group aims to accelerate integration of latest tech advances, AI, and cloud solutions into the Group's processes, allowing the Group's subsidiaries to optimise cross-channel interactions and facilitate intelligent decisions and automate business processes.

- Multiply Group PJSC, plans to launch the revolutionary tele-wellness platform that leverages cutting-edge technology to deliver a comprehensive range of wellness solutions. From virtual consultations with wellness experts to educational programs and content, the platform offers a wellness-service marketplace that enables users to tailor their health journey. In addition to providing solutions to individual customers, HealthierU offers a range of corporate wellness programs that aim to help organisations create a culture of wellness that priorities employee health and well-being, which in return can lead to a more positive work environment and a significant return on investment for the organisation.

- Emirates Driving Company, a subsidiary of Multiply, successfully organised, hosted and concluded World's first Mobility Education Summit in Abu Dhabi. The event saw leading local and global authorities converge to discuss the technological advances in the field of mobility, road safety education, sustainable mobility solutions and automation among several others pertinent topics concerning driving education and mobility.

  Summit visitors had the opportunity to learn about the smart inspection process and the smart simulator supported by artificial intelligence, in addition to testing how digital transformation is implemented in the sector. The event also included panel discussions, workshops and seminars rich in information, to focus on the most important topics related to driving education, training and awareness of safety rules, in addition to addressing the future of the mobility sector.

The Report was approved by the Board of Directors on 20/02/2023

Andre George Sayegh
Chairman, Board of Directors

DocuSigned by:
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Richard Mathew Gerson
Chairman, Audit Committee

H.E. Hamad Khalfan Ali Matar Alshamsi
Chairman, Nomination and Remuneration Committee

Audited Financial Statements

Directors' report

For the year ended 31 December 2022

Dear Shareholders,

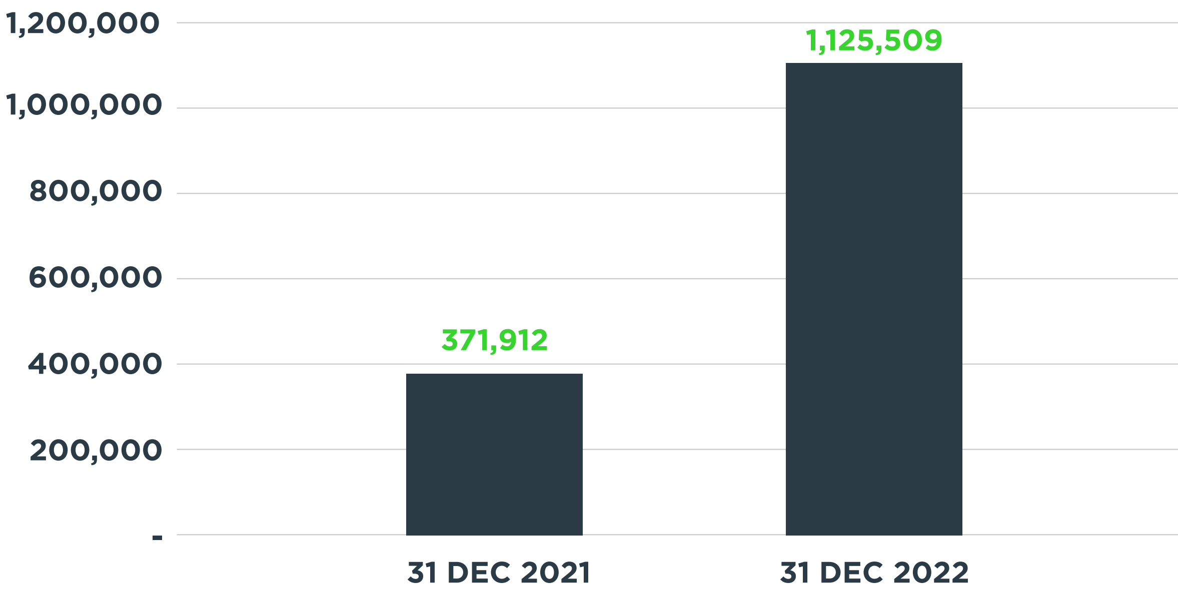
On behalf of the Board of Directors ("the Board"), I am pleased to present our consolidated financial statements of Multiply Group PJSC (the "Company") and its subsidiaries (together referred to as the "Group") as at 31 December 2022.

Financial aspect (Consolidated):

The Group's Fy2022 figures show revenue of AED 1,125.51 million (Fy2021: AED 371.91 million) and gross margin of AED 569.16 million (Fy2021: AED 210.62 million);

As of 31 December 2022, Multiply Group's revenue grew to AED 1,125.51 million from AED 371.91 million compared to the same period last year, mainly nurtured by the impact of organic growth and acquisitions.

REVENUE GROWTH '000' (ANNUAL)



The Group recorded net profit for the period ended 31 December 2022 amounting to AED 18,562.95 million (Fy2021: net profit of AED 225.196 million);

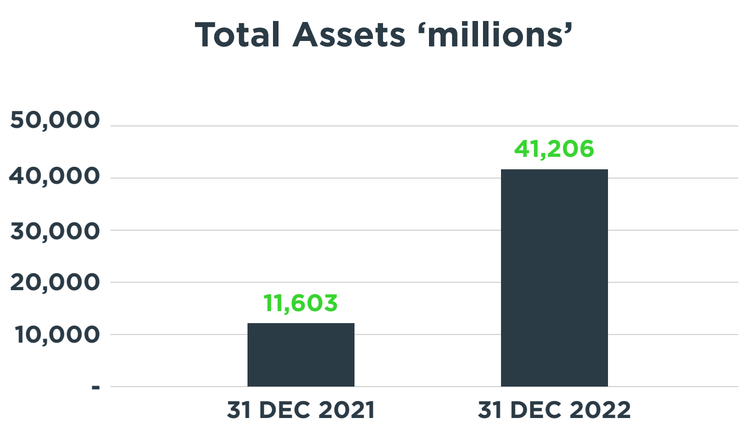
Investment and other income for Fy2022 was AED 18,395.97 million (Fy2021: AED 103.58million);

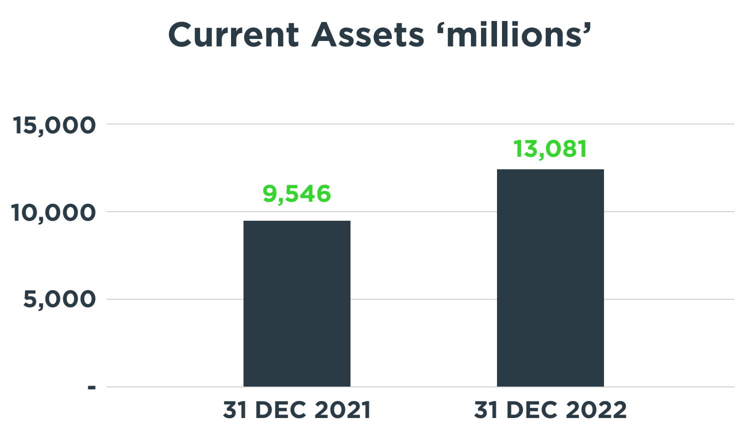
The Group's total expenses (direct expenses and general and administrative expenses) for the period ended 31 December 2022 were AED 793.92 million (Fy2021: AED 243.67 million).

The Group's earnings per share for the period ended 31 December 2022 was AED 1.65 (Fy2021: earnings per share of AED .06);

As of 31 December 2022, Multiply Group total assets grew by 255% compared with 31 December 2021. The increase is mainly composed of new investments and growth in existing operational assets.

As of 31 December 2022, Multiply Group total current assets grew by 37% compared with 31 December 2021. The Increase is mainly composed of new investments and performance of existing investment portfolio.





Going concern basis

The Board of Directors has reasonable expectation that the Group has adequate resources and support to continue its operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the consolidated financial statements for the period ended 31 December 2022.

Transactions with related parties

The consolidated financial statements disclose related party transactions and balances in note 19. All transactions are carried out as part of our normal course of business and in compliance with applicable laws and regulations.

Auditors

Ernst & Young were appointed as external auditors for the Group for the period ended 31 December 2022. Ernst & Young have expressed their willingness to continue in office.

On behalf of the Board of Directors

Samia Bouazza
Chief Executive Officer
09 February 2023

Independent Auditor's Report to the Shareholders of Multiply Group PJSC

Report on the Audit of the Consolidated Financial Statements

Opinion
We have audited the consolidated financial statements of Multiply Group PJSC (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as at 31 December 2022, and the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2022 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the United Arab Emirates, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters
Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Revenue recognition
Revenue recognition is considered to be a key area of focus given there are multiple revenue streams associated with the Group which come from various decentralised operational locations. In addition, there are a number of different IT systems and applications in place for the recording of revenue transactions. The Group has a variety of customer contracts and revenue arrangements that require careful consideration and judgement to determine the appropriate revenue recognition. Further, revenue is also a key performance indicator for the Group's performance. During the year ended 31 December 2022, total revenue of the Group amounted to AED 1,125,509 thousand (2021: AED 371,912 thousand) (note 24).

We reviewed the revenue recognition policies applied by the Group to assess their compliance with IFRS requirements. For each material operational location with significant revenue streams, we performed or involved component auditors to perform substantive audit procedures which included substantive analytical procedures at the Group, and subsidiary level and performed testing on transactions around the year end, to assess whether revenues were recognised in the correct accounting period.

Impairment assessment of goodwill
The Group has recognized goodwill amounting to AED 230 million arising from acquisition of its subsidiaries operating in multiple segments (note 9).

Management carries out impairment assessments of goodwill annually. Goodwill impairment testing is considered a key audit area given the significant estimates and assumptions involved in determining the value in use of the respective cash generating units. Assumptions used relate to future cash flows, revenue growth rates, expected inflation rates and discount rates.

As part of our audit procedures, we tested, together with our valuation specialists, the methodologies and inputs used by the Group in the discounted cash flow models as well as the assumptions relating to the growth rates, inflation rates and discount rates. We have analysed the sensitivity of available headroom in the respective CGUs to changes in certain assumptions. We have also compared actual performance of cash generating units to the assumptions applied in discounted cash flow models to assess the historical accuracy of management's estimates.

We have assessed the adequacy of disclosure in line with the requirements of the IFRSs.

Independent Auditor's Report to the Shareholders of Multiply Group PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (Continued)

Other information
Other information consists of the information included in the Directors' report other than the consolidated financial statements and our auditor's report there on. We obtained the Directors' report prior to the date of our audit report and we expect to obtain the annual report after the date of our auditor's report. Management is responsible for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and the Board of Directors for the consolidated financial statements
Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRSs and in compliance with the applicable provisions of the Articles of Association of the Company and the UAE Federal Law No. (32) of 2021 and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Independent Auditor's Report to the Shareholders of Multiply Group PJSC (continued)

Report on the Audit of the Consolidated Financial Statements (Continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)
We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats, or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements
Further, as required by the UAE Federal Law No. (32) of 2021, we report that for the year ended 31 December 2022:

i) we have obtained all the information and explanations we considered necessary for the purposes of our audit;

ii) the consolidated financial statements have been prepared and comply, in all material respects, with the applicable provisions of the UAE Federal Law No. (32) of 2021, the Articles of Association of the Company;

iii) the Group has maintained proper books of account;

iv) the consolidated financial information included in the Directors' report is consistent with the books of account and records of the Group;

v) investments in shares and stocks are included in notes 11, 12, and 13 to the consolidated financial statements and include purchases and investments made by the Group during the year ended 31 December 2022;

vi) note 19 reflects the disclosures relating to material related party transactions and the terms under which they were conducted;

vii) based on the information that has been made available to us nothing has come to our attention which causes us to believe that the Company has contravened, during the financial year ended 31 December 2022, any of the applicable provisions of the UAE Federal Law No. (32) of 2021 (as amended) or of its Articles of Association which would materially affect its activities or its consolidated financial position as at 31 December 2022; and

viii) during the year, the Group made no social contributions.

Consolidated Statement of Financial Position

At 31 December 2022

	Notes	**2022 AED'000**	2021 AED'000
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	7	**1,405,865**	1,260,947
Investment property	8	**126,546**	131,682
Intangible assets and goodwill	9	**465,362**	501,428
Right-of-use assets	10	**104,423**	94,384
Investment in associate and joint venture	11	**1,838,425**	-
Non-current receivables	14	**1,647,558**	-
Investments carried at fair value through profit or loss	13	**22,491,803**	-
Investments carried at fair value through other comprehensive income	12	**45,045**	68,903
		28,125,027	2,057,344
CURRENT ASSETS			
Inventories	15	**24,304**	20,391
Investments carried at fair value through profit or loss	13	**11,440,768**	5,433,404
Trade and other receivables	14	**526,128**	207,033
Due from related parties	19	**56,514**	343,264
Cash and bank balances	16	**1,033,141**	3,542,326
		13,080,855	9,546,418
TOTAL ASSETS		**41,205,882**	11,603,762
EQUITY AND LIABILITIES			
EQUITY			
Share capital	17	**2,800,000**	2,800,000
Share premium	17	**6,703,610**	6,703,610
Statutory reserve	18	**1,400,000**	18,642
Cumulative changes on revaluation of investments		**(21,491)**	1,384
Merger, acquisition and other reserves		**378,679**	375,353
Retained earnings		**17,266,690**	251,512
EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY		**28,527,488**	10,150,501
Non-controlling interests	20	**853,219**	575,529
TOTAL EQUITY		**29,380,707**	10,726,030
NON-CURRENT LIABILITIES			
Employees' end of service benefit	21	**44,647**	37,383
Borrowings	22	**8,102,301**	276,345
Loan from a related party	19	**29,707**	38,516
Lease liabilities	10	**70,300**	75,409
Other payables	23	**1,540,153**	108,303
		9,787,108	535,956
CURRENT LIABILITIES			
Loan from a related party	19	**43,911**	27,485
Borrowings	22	**361,037**	90,585
Lease liabilities	10	**36,562**	20,321
Due to related parties	19	**960,763**	28,494
Trade and other payable	23	**635,794**	174,891
		2,038,067	341,776
TOTAL LIABILITIES		**11,825,175**	877,732
TOTAL EQUITY AND LIABILITIES		**41,205,882**	11,603,762

CHAIRMAN | **CHIEF EXECUTIVE OFFICER** | **GROUP FINANCE DIRECTOR**

The attached notes 1 to 33 form part of these consolidated financial statements

Consolidated Statement of Profit or Loss

For the year ended 31 December 2022

	Notes	**2022 AED'000**	2021 AED'000
Revenue	24	**1,125,509**	371,912
Cost of revenue	25	**(556,351)**	(161,294)
GROSS PROFIT		**569,158**	210,618
Investment and other income	27	**18,395,968**	103,557
Share of loss from investment in associate and joint venture	11	**(14,533)**	(903)
General and administrative expenses	26	**(237,564)**	(82,374)
Finance cost	22	**(150,081)**	(5,702)
PROFIT FOR THE YEAR		**18,562,948**	225,196
ATTRIBUTABLE TO:			
Owners of the Company		**18,425,295**	184,915
Non-controlling interests		**137,653**	40,281
		18,562,948	225,196
BASIC EARNINGS PER SHARE (AED)	28	**1.65**	0.06

The attached notes 1 to 33 form part of these consolidated financial statements.

Consolidated Statement of other Comprehensive Income

For the year ended 31 December 2022

	Notes	**2022 AED'000**	2021 AED'000
Profit for the year		**18,562,948**	225,196
OTHER COMPREHENSIVE INCOME:			
Items that will not be reclassified subsequently to the consolidated statement of profit or loss:			
Change in the fair value of financial assets carried at fair value through other comprehensive income	12	**(23,858)**	1,384
TOTAL OTHER COMPREHENSIVE (LOSS) INCOME		**(23,858)**	1,384
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**18,539,090**	226,580
ATTRIBUTABLE TO:			
Owners of the Company		**18,402,420**	186,299
Non-controlling interests		**136,670**	40,281
		18,539,090	226,580

The attached notes 1 to 33 form part of these consolidated financial statements.

Consolidated Statement of Changes in Equity

For the year ended 31 December 2022

Attributable to equity holders of the Company

	Attributable to equity holders of the Company									
	Share Capital AED'000	Share Premium AED'000	Statutory Reserve AED'000	Capital Contribution AED'000	Cumulative changes in fair value of investments AED'000	Merger acquisition and other reserve AED'000	Retained earnings AED'000	Total AED'000	Non controlling-interests AED'000	Total Equity AED'000
Balance at 1 January 2021	300	-	150	33,147	-	-	56,330	89,927	-	89,927
Profit for the year	-	-	-	-	-	-	184,915	184,915	40,281	225,196
Other comprehensive income for the year	-	-	-	-	1,384	-	-	1,384	-	1,384
Total comprehensive income for the year	-	-	-	-	1,384	-	184,915	186,299	40,281	226,580
Transfer to statutory reserve	-	-	18,492	-	-	-	(18,492)	-	-	-
Business combination of entities under common control (note 6.1)	-	-	-	-	-	1,075,721	-	1,075,721	375,913	1,451,634
Acquisition of subsidiaries (note 6.2)	-	-	-	-	-	-	-	-	81,590	81,590
Disposal of partial interest in subsidiary (note 6.2)	-	-	-	-	-	-	28,759	28,759	51,947	80,706
Consideration settled by the Parent Company (note 6.2)	-	-	-	-	-	73,000	-	73,000	-	73,000
Additional capital contributed (note 19.2)	-	-	-	69,095	-	-	-	69,095	-	69,095
Capital contributed by non-controlling interest	-	-	-	-	-	-	-	-	25,798	25,798
Increase in share capital (note 17)	2,799,700	6,703,610	-	(102,242)	-	(773,368)	-	8,627,700	-	8,627,700
Balance at 31 December 2021	2,800,000	6,703,610	18,642	-	1,384	375,353	251,512	10,150,501	575,529	10,726,030
Balance at 1 January 2022	2,800,000	6,703,610	18,642	-	1,384	375,353	251,512	10,150,501	575,529	10,726,030
Profit for the year	-	-	-	-	-	-	18,425,295	18,425,295	137,653	18,562,948
Other comprehensive income for the year	-	-	-	-	(22,875)	-	-	(22,875)	(983)	(23,858)
Total comprehensive income for the year	-	-	-	-	(22,875)	-	18,425,295	18,402,420	136,670	18,539,090
Transfer to statutory reserve	-	-	1,381,358	-	-	-	(1,381,358)	-	-	-
Capital contributed by non-controlling interest	-	-	-	-	-	-	-	-	189,196	189,196
Business combination of entities under common control (note 6.1)	-	-	-	-	-	240	-	240	60	300
Other equity movement	-	-	-	-	-	2,961	(28,759)	(25,798)	(3,763)	(29,561)
Disposal of partial interest in a subsidiary (note 6.3)	-	-	-	-	-	125	-	125	(125)	-
Dividends to non-controlling interest (note 30)	-	-	-	-	-	-	-	-	(44,348)	(44,348)
Balance at 31 December 2022	**2,800,000**	**6,703,610**	**1,400,000**	**-**	**(21,491)**	**378,679**	**17,266,690**	**28,527,488**	**853,219**	**29,380,707**

The attached notes 1 to 33 form part of these consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended 31 December 2022

	Notes	2022 AED'000	2021 AED'000
OPERATING ACTIVITIES			
Profit for the year		**18,562,948**	225,196
Adjustments for:			
Depreciation of property, plant and equipment	7	**67,913**	25,763
Depreciation of right-of-use assets	10	**31,307**	3,944
Depreciation of investment property	8	**5,136**	2,568
Amortisation of intangible assets	9	**20,895**	6,343
Share of loss (profit) from investment in associate	11	**14,533**	903
Change in fair value of investments carried at fair value through profit or loss	13	**(18,095,400)**	(56,740)
Gain on revaluation of previously held equity interest	27	**-**	(40,988)
Gain on disposal of property, plant and equipment	27	**(1,133)**	(702)
Provision for employees' end of service benefit	21	**10,887**	3,641
Finance costs	22	**150,081**	5,702
Interest and dividend income	27	**(113,454)**	(209)
Allowance for slow moving inventories	15	**690**	-
Amortisation of deferred income	27	**(116,647)**	
Unwinding of discount on non-current receivable	27	**(47,808)**	
Allowance for (reversal of) expected credit losses	14 & 15	**14,367**	(3,132)
Operating cash flows before working capital changes		**504,315**	172,289
Working capital changes:			
Inventories		**(4,443)**	(318)
Due from related parties		**287,050**	(289,461)
Trade and other receivables		**(1,932,982)**	92,272
Due to related parties		**11,682**	(7,529)
Trade and other payables		**2,001,603**	2,802
Cash from (used in) operations		**867,225**	(29,945)
Finance costs paid		**(6,417)**	(3,885)
Employees' end of service benefit paid	21	**(3,653)**	(1,344)
Net cash from (used in) operating activities		**857,155**	(35,174)
INVESTING ACTIVITIES			
Purchase of property, plant and equipment	7	**(207,911)**	(94,156)
Term deposits with original maturities of more than three months		**(100,000)**	(100,000)
Purchase of intangible assets	9	**(838)**	(640)
Proceeds from sale of property, plant and equipment		**2,016**	703
Purchase of investments carried at fair value through profit or loss	13	**(11,185,397)**	(1,656,742)
Purchase of investment in a joint venture	11	**(932,371)**	
Proceeds from disposal of investments carried at fair value through profit or loss		**781,630**	4,034
Business combination of entities under common control	6.1	**-**	376,216
Interest and dividend received		**113,454**	209
Cash acquired through acquisition of a subsidiary	6.2	**(7,200)**	(88,061)
Net cash used in investing activities		(11,536,617)	(1,558,437)
FINANCING ACTIVITIES			
Cash contribution on increase of share capital	17	**-**	4,942,100
Capital contributed, net		**-**	69,095
Net proceeds from borrowings		**7,962,119**	17,579
Repayment of loan from a related party	19.1	**-**	(25,000)
Repayment of lease liabilities	10	**(36,690)**	(3,965)
Dividend paid		**(44,348)**	-
Capital contribution by non-controlling interest		**189,196**	25,798
Net cash from financing activities		**8,070,277**	5,025,607
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS DURING THE YEAR		**(2,609,185)**	3,431,996
Cash and cash equivalents at beginning of the year		**3,442,326**	10,330
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	16	**833,141**	3,442,326

The attached notes 1 to 33 form part of these consolidated financial statements.

Notes to the Consolidated Financial Statements
31 December 2022

1. GENERAL INFORMATION

Multiply Group PJSC (the "Company") is a public joint stock company registered under the UAE Federal Law No. (32) of 2021. The registered office of the Company is P.O Box 34491, Abu Dhabi, United Arab Emirates.

On 27 October 2021, the shareholders resolved to change the legal form of the Company from a limited liability company to a public joint stock company and to increase the share capital of the Company to AED 2,800,000,000. On 5 December 2021, the Company listed its ordinary shares on the main market of the Abu Dhabi Securities Exchange ("ADX").

International Holding Company PJSC is the Parent and Royal Group Holding LLC is the Ultimate Parent Company.

These consolidated financial statements include the results of operations and financial position of the Company and its subsidiaries (together referred to as the "Group"). The main activities of the Group are:
- Advertisement design and production;
- Economic feasibility consultancy and studies;
- Exhibition organisation and management;
- Public relationship consultancy;
- Organisation and event management and newspaper advertisement;
- Management and development of motor vehicles driving training;
- Management of investment properties;
- Installation of district cooling and air conditioning;
- Repair of district cooling:
- Investment in infrastructure projects;
- Wholesale of cosmetics and make-up trading; and
- Women and men personal care and other grooming related services.

The consolidated financial statements for the year ended 31 December 2022 were approved and authorised for issuance on 09 February 2023 .

2.1 BASIS OF PREPARATION

Statement of compliance
The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and applicable requirements of laws of the United Arab Emirates.

Basis for measurement
The consolidated financial statements have been prepared on historical cost basis, except for investments carried at fair value through other comprehensive income and investments carried at fair value through profit or loss which are stated at fair value

Functional and presentation currency
The consolidated financial statements are presented in United Arab Emirates Dirham ("AED"), which is the functional and presentation currency of the Group. All the values are rounded to the nearest thousand (AED '000) except where otherwise indicated.

2.2 BASIS FOR CONSOLIDATION

The consolidated financial statements of the Group comprise the financial information of the Company and its subsidiaries.

Control is achieved when the Group is exposed or has rights to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure or rights, to variable returns from its involvement with the investee, and
- The ability to use its power over the investee to affect its return

When the Group has less than a majority of the voting or similar right of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control

Notes to the Consolidated Financial Statements
31 December 2022

2.2 BASIS FOR CONSOLIDATION (continued)

over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Non-controlling interests represents the portion of profit or loss and net assets of subsidiaries not owned directly or indirectly by the Parent Company. Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the consolidated financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

When the Group loses control of a subsidiary, a gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable IFRSs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under IFRS 9, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Details of subsidiaries as at 31 December 2022 and 31 December 2021 were as follows:

Name of subsidiary	Place of Incorporation	Principal Activities	Proportion of ownership interest and voting power held	
			2022	2021
Emirates Driving Company PJSC	United Arab Emirates	Driving training and road safety education	**48.01%**	48.01%
Omorfia Group LLC	United Arab Emirates	Women and men personal care and other grooming related services, including procuring beauty products and equipment	**51%**	51%
Viola Communications LLC	United Arab Emirates	Communication, marketing, media and events	**100%**	100%
Pal Cooling Holding LLC	United Arab Emirates	District cooling and air conditioning	**100%**	100%
Norm Commercial Investment – Sole Proprietorship LLC	United Arab Emirates	Investments holding company	**100%**	100%
Multiply Companies Management Sole proprietorship LLC	United Arab Emirates	Management services of companies and private institutions	**100%**	100%
MG Communications LLC	United Arab Emirates	Establishing, investing and managing technology projects	**100%**	100%
MG Wellness Holding LLC	United Arab Emirates	Investment, institute and management of health services enterprises	**100%**	100%
MG Digital Holding LLC	United Arab Emirates	Establishing, investing and managing technology projects	**100%**	100%
MG Utilities Holding LLC	United Arab Emirates	Establishing, investing and managing infrastructure projects	**100%**	100%
MG Ventures Holding LLC	United Arab Emirates	Establishing, investing and managing commercial projects	**100%**	100%
PAL 4 Solar Energy LLC (note 6.3)	United Arab Emirates	Installation and maintenance of alternative energy equipment	**80%**	100%
Spranza Commercial Investments SP LLC	United Arab Emirates	Establishing, investing and managing commercial projects	**100%**	100%

Notes to the Consolidated Financial Statements

31 December 2022

2.2 BASIS FOR CONSOLIDATION (continued)

Name of subsidiary	Place of Incorporation	Principal Activities	Proportion of ownership interest and voting power held	
Below are the subsidiaries of Emirates Driving Company PJSC:				
Tabieah Property Investment – Sole Proprietorship L.L.C.	United Arab Emirates	Manage investment properties	**100%**	100%
Below are the subsidiaries of Omorfia Group LLC:				
Bedashing Holding Company LLC	United Arab Emirates	Wholesale cosmetics and make-up trading, women's personal care and other grooming related services	**100%**	100%
Dashing International Group – Sole proprietorship LLC	United Arab Emirates	Company representation	**100%**	100%
Bedashing Beauty Lounge – Sole proprietorship LLC	United Arab Emirates	Wholesale cosmetics and make-up trading, women's personal care and other grooming related services	**100%**	100%
Bedashing Beauty Lounge International Limited	United Arab Emirates	Wholesale cosmetics and make-up trading, women's personal care and other grooming related services	**100%**	100%
Dazzling Beauty Salon – Sole Proprietorship	United Arab Emirates	Women's personal care and beauty and women's hairdressing, trimming and styling	**100%**	100%
Groovy Ladies Beauty Center	United Arab Emirates	Women's personal care and beauty and women's oriental bath, women haircutting and hair dressing and women massage and relaxation centre	**100%**	100%
Glam & Glow Beauty Lounge – Sole Proprietorship	United Arab Emirates	Women's personal care and beauty, women's haircutting and hair dressing and wholesale of cosmetics and trading	**100%**	100%
Stella Beauty Lounge Center	United Arab Emirates	Women's personal care and beauty, women's haircutting and hair dressing and retails sale of cosmetics	**100%**	100%
Nippers & Scissors Training Centre – Sole Proprietorship LLC	United Arab Emirates	Wholesale cosmetics and make-up trading, women's personal care and other grooming related services	**100%**	100%
Tips & Toes Beauty and Spa Centre LLC	United Arab Emirates	Ladies' cosmetic and personal care centre, women's salon, ladies oriental bath and ladies spa club	**100%**	100%
Rose Water Ladies Salon – Sole Proprietorship LLC (ii)	United Arab Emirates	Women's personal care and beauty, women hairdressing, trimming, styling and henna pigmenting	**100%**	100%
Jazz Lounge Spa LLC	United Arab Emirates	Men's oriental bath, gents cosmetic and personal care centre, hair fixing centre, perfumes and cosmetic trading, gents haircutting and hairdressing salon	**100%**	100%
Ben Suhail Distribution LLC	United Arab Emirates	Perfumes and cosmetic trading, beauty and personal care equipment trading, imitation jewellery trading, Soap and hair care products trading, and beauty and personal care requisites trading	**100%**	100%

Notes to the Consolidated Financial Statements
31 December 2022

2.2 Basis for Consolidation (continued)

Name of subsidiary	Place of Incorporation	Principal Activities	Proportion of ownership interest and voting power held	
Below are the subsidiaries of Viola Communication LLC:				
Purple Printing LLC	United Arab Emirates	Commercial publication printing	**100%**	100%
Purple Exhibition LLC	United Arab Emirates	Commercial publication printing	**100%**	100%
Below are the subsidiaries of PAL Cooling Holding LLC:				
PAL Cooling Services LLC	United Arab Emirates	Installation of district cooling and air conditioning, repair district cooling and investment in infrastructure projects	**100%**	100%
PAL First Cooling LLC	United Arab Emirates	Installation of district cooling and air conditioning, repair district cooling and investment in infrastructure projects	**100%**	100%
PAL Danat Cooling LLC	United Arab Emirates	Installation of district cooling and air conditioning, repair district cooling and investment in infrastructure projects	**100%**	100%
PAL Saraya Cooling LLC	United Arab Emirates	Installation of district cooling and air conditioning, repair district cooling and investment in infrastructure projects	**100%**	100%
PAL Shams Cooling LLC	United Arab Emirates	Installation of district cooling and air conditioning, repair district cooling and investment in infrastructure projects	**100%**	100%
PAL Najmat Cooling LLC	United Arab Emirates	Installation of district cooling and air conditioning, repair district cooling and investment in infrastructure projects	**100%**	100%
PAL 4 Reem Cooling LLC	United Arab Emirates	Installation of district cooling and air conditioning, repair district cooling and investments in infrastructure projects	**100%**	100%
PAL 4 Shams Cooling LLC	United Arab Emirates	Installation of district cooling and air conditioning, repair district cooling and investment in infrastructure projects	**100%**	100%
Below are the subsidiaries of PAL 4 Solar Energy LLC:				
International Energy Holding LLC (i)	United Arab Emirates	Commercial Enterprises Investment, Institution and management, Power Enterprise Investment, and Industrial Enterprises Investment	**100%**	-

(i) Subsidiaries acquired during the year (note 6)

Notes to the Consolidated Financial Statements
31 December 2022

2.3 Changes in Accounting Policies

The accounting policies adopted are consistent with those of the previous financial year, except for the adoption of the following new standards, interpretations and amendments effective as of 1 January 2022. The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

- Reference of the Conceptual Framework – Amendments of IFRS 3
- Property, Plant and Equipment: Proceeds before Intended Use – Amendments to IAS 16
- Onerous Contracts – Cost of Fulfilling a Contract – Amendments to IAS 37
- IFRS 1 First-time Adoption of International Financial Reporting Standards – Subsidiary as a first-time adopter
- IFRS 9 Financial Instruments – Fees in the '10 per cent' test for derecognition of financial liabilities
- IAS 41 Agriculture – Taxation in fair value measurements

These amendments had no material impact on the consolidated financial statements of the Group. The Group intends to use the practical expedients in future periods if they become applicable.

3. Summary of Significant Accounting Policies

BUSINESS COMBINATIONS AND GOODWILL

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in general and administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with IAS 12 Income Taxes and IAS 19 Employee Benefits, respectively;
- liabilities or equity instruments related to share-based payment arrangements of the acquiree are measured in accordance with IFRS 2 Share-based Payment at the acquisition date; and
- assets (or disposal groups) that are classified as held for sale in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of IFRS 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the consolidated statement of profit or loss in accordance with IFRS 9. Other contingent consideration that is not within the scope of IFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in consolidated statement of profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in consolidated statement of profit or loss.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another IFRS.

Notes to the Consolidated Financial Statements
31 December 2022

3. Summary of Significant Accounting Policies (continued)

BUSINESS COMBINATIONS AND GOODWILL (continued)

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognised at that date.

Changes in Group's ownership interest in existing subsidiaries
Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the Owner of the Company.

When the Group loses control of a subsidiary, a gain or loss is recognised in statement of profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary.

The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the initial carrying amount for the purposes of subsequent accounting for the retained interest as an investment in an associate or a joint venture or financial asset.

Disposals of interest in a subsidiary to an equity accounted investee
Gain or loss on the disposal of interest in a subsidiary to an equity accounted investee is eliminated to the extent of the retained indirect interest in that disposed entity by the Group.

ACQUISITION OF ENTITIES UNDER COMMON CONTROL

Transactions giving rise to a transfer of interest in entities that are under common control are accounted for in accordance with the pooling of interest method of accounting at the date of the transfer without restatement of prior periods. The assets and liabilities acquired are recognised at the carrying amounts recognised previously in the books of transferor entity. The components of the equity of the acquired entities are added to the merger reserve. Any transaction costs paid for the acquisition are recognised directly in equity.

INVESTMENT IN ASSOCIATES AND JOINT VENTURES

An associate is an entity over which the Group has significant influence that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but has no control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are like those necessary to determine control over subsidiaries. The Group's investment in associate and joint venture are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

Notes to the Consolidated Financial Statements
31 December 2022

3. Summary of Significant Accounting Policies (continued)

INVESTMENT IN ASSOCIATES AND JOINT VENTURES (continued)

The results and assets and liabilities of the associates or joint venture are incorporated in the consolidated financial statements using the equity method of accounting, except when the investment is classified as held for sale, in which case it is accounted for under IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

The consolidated statement of profit or loss reflects the Group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the statement consolidated of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within "share of loss from investment in associate and joint venture" in the consolidated statement of profit or loss.

Upon loss of significant influence over the associate or joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

REVENUE RECOGNITION

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods supplied and services rendered, stated net of allowances and rebates. The Group recognises revenue when the amount of revenue can be reliably measured; when it is probable that future economic benefits will flow to the entity; and when specific criteria have been met for each of the Group's activities, as described below. The Group recognises revenue from contracts with customers based on a five-step model as set out in IFRS 15:

Step 1
Identify contract(s) with a customer: A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for every contract that must be met.

Step 2
Identify performance obligations in the contract: A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.

Step 3
Determine the transaction price: The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Step 4
Allocate the transaction price to the performance obligations in the contract: For a contract that has more than one performance obligation, the Group allocates the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.

Step 5
Recognise revenue when (or as) the Group satisfies a performance obligation.

Media and marketing services
The Group provides advertising, public relations, production, events management, media and outdoor advertising. Revenue from providing such services is recognised over time in the accounting period in which the services are rendered or when the event is held at point in time.

Notes to the Consolidated Financial Statements
31 December 2022

3. Summary of Significant Accounting Policies (continued)

REVENUE RECOGNITION (continued)

District cooling services

Revenue from services
Revenue from providing district cooling services in the course of ordinary activities is measured at the fair value of the consideration received or receivable. Revenue is recognised when pervasive evidence exists, usually in the form of an executed sales agreement, the significant risks and rewards of ownership have been transferred to the customer and the service has been rendered to the customer, recovery of the consideration is probable, the associated costs can be estimated reliably, there is no continuing management involvement with the service, and the amount of revenue can be measured reliably. If it is probable that discounts will be granted and the amount can be measured reliably, then the discount is recognised as a reduction of revenue as the sales are recognised.

Connection fees
Connection fees are recognised on a straight-line basis over the term of the respective customer contracts unless it represents a separately identifiable service and satisfies other criteria for upfront recognition to the consolidated statement of profit or loss.

Sale of cosmetics and related personal care services:

Sale of goods
The Group's contracts with customers for the sale of goods generally include one performance obligation. The Group accounts for that revenue at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods.

Rendering of services
The Group provides services related to women and men personal care and beauty. Such services are generally recognised as a performance obligation satisfied at the point in time when the service is rendered to the customer. Fees paid in advance for such services are deferred and released to revenue when the services are provided or when the validity has lapsed.

Income from franchise business arrangements
The Group has entered into franchise agreements with franchisees and royalty income and marketing charge are recognised in revenue based on the percentages agreed in franchise agreements which are recognised over time.

Training and coaching services
The Group is engaged in the management and development of motor vehicles driving training. Revenue represents fees charged to customers during the year, which is recognised over the period of the courses on a time-proportionate basis when services are provided to customers. Fees paid in advance relating to training services are deferred and released to revenue when the related services are provided.

Revenue from rentals
Rental income from operating leases is recognised on a straight-line basis over the term except where another systematic basis is more representative of the time pattern in which benefit from the use of the underlying asset is diminished.

EMPLOYEE BENEFITS

An accrual is made for estimated liability for employees' entitlement to annual leave and leave passage as a result of services rendered by eligible employees up to the end of the reporting period.

Provision is also made for the full amount of end-of-service benefits due to employees in accordance with the Group's policy, which is at least equal to the benefits payable in accordance with UAE Labour Law, for their period of service up to the end of the reporting period. The accrual relating to annual leave and leave passage is classified as a current liability, while the provision relating to end-of-service benefits is classified as a non-current liability.

Pension contributions are made in respect of UAE national employees to the UAE General Pension and Social Security Authority in accordance with the UAE Federal Law No. (2), 2000 for Pension and Social Security.

PROPERTY, PLANT AND EQUIPMENT

Recognition and measurement
Items of property, plant and equipment are stated at historical cost less accumulated depreciation. Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the following:
- the cost of materials and direct labour;
- any other costs directly attributable to bringing the assets to a working condition for their intended use;
- when the Group has an obligation to remove the asset or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located; and capitalised borrowing costs.

When parts of an item of property, plant and equipment are significant and have different useful lives, they are accounted for as separate items of property, plant and equipment. Any gain or loss on disposal of an item of property, plant and equipment (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in the consolidated statement of profit or loss.

Subsequent costs
Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance expenses are charged to the consolidated statement of profit or loss in the period in which they are incurred.

Notes to the Consolidated Financial Statements
31 December 2022

3. Summary of Significant Accounting Policies (continued)

PROPERTY, PLANT AND EQUIPMENT (continued)

Depreciation is calculated on a straight-line basis over their useful lives as follows:

Buildings and leasehold improvements	5 – 30 years
Plant and machinery	30 – 35 years
Office equipment, furniture and fixtures	3 – 10 years
Motor vehicles and boats	4 – 15 years

The estimated useful lives, residual values and depreciation method are reviewed at each year-end, with the effect of any changes in estimate accounted for on a prospective basis.

Capital work in progress
Assets under construction ('capital work in progress') are stated at cost, net of accumulated impairment losses, and are not depreciated. All costs directly attribute to bringing the asset to the location and condition necessary for it to be used in the manner intended by management are included in the construction cost, including related staff costs, and for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy. When the assets are ready for intended use, the capital work in progress is transferred to the appropriate property, plant and equipment or investment properties category and is depreciated in accordance with the Group's policies.

Derecognition
The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in consolidated statement profit or loss.

INTANGIBLE ASSETS

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in consolidated statement of profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. The amortisation expense on intangible assets with finite lives is recognised in the consolidated statement of profit or loss.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss.

Concession rights
These include cost incurred to obtain certain concession rights and are amortised on a straight-line basis in the consolidated statement of profit or loss over their estimated useful lives of 37 years from the date of construction of the district cooling plant.

Customer relationship
Customer relationship represents future economic benefits in the form of future business with a customer beyond the amount secured by any current contractual arrangements. Customer relationship acquired in a business combination that does not arise from a contract may nevertheless be identifiable because the relationship is separable. These mainly represent non-contractual relationships and meet the criteria for recognition as intangible assets under IAS 38. Customer relationships have a finite useful life and are carried at cost less accumulated amortisation and impairment. Amortisation is calculated using the straight-line method to allocate the cost over their estimated useful lives of 5 years.

Brand name
Brand is a unique design, sign, symbol, words, or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Brand name represents future economic benefits in the form of future business linked to the brand name of subsidiaries. Brand name has a finite useful life and are carried at cost less accumulated amortisation and impairment. Amortisation is calculated using the straight-line method to allocate the cost over their estimated useful life of 7 to 20 years.

Other intangible assets are amortised over a period of 2 to 8 years using the straight-line method.

Notes to the Consolidated Financial Statements
31 December 2022

3. Summary of Significant Accounting Policies (continued)

BORROWING COSTS

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in consolidated statements of profit or loss in the period during which they are incurred.

LEASES

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee
The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i. Right-of-use assets
The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any premeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and estimated useful life of the assets, as follows:

Office space	3 - 4 years
Salon shops	2 - 7 years
Land	32 years
Motor vehicles	3 - 4 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for an identified impairment loss as described in the 'property, plant and equipment' policy.

ii. Lease liabilities
At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line general and administrative in the consolidated statement of profit or loss.

As a practical expedient, IFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments or a change in the assessment to purchase the underlying asset.

The Group re-measures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:
- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is re-measured by discounting the revised lease payments using a revised discount rate.

iii. Short-term leases and leases of low-value assets
The Group applies the short-term lease recognition exemption to its short-term leases of property, plant and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Notes to the Consolidated Financial Statements
31 December 2022

3. Summary of Significant Accounting Policies (continued)

LEASES (continued)

Group as a lessor
The Group enters into lease agreements as a lessor with respect to some of its investment properties.

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term. Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

When a contract includes lease and non-lease components, the Group applies IFRS 15 to allocate consideration under the contract to each component.

INVESTMENT PROPERTIES

Investment properties are properties held to earn rentals and/or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment properties are stated at cost less accumulated depreciation and impairment.

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed assets includes the following:

- the cost of materials and direct labour;
- any other costs directly attributable to bringing the assets to a working condition for their intended use;
- when the Group has an obligation to remove the asset or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located; and
- capitalised borrowing costs.

Upon completion of construction or development, a property is transferred from properties under development to completed properties.

Investment properties are derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in the consolidated statement of profit or loss in the period of derecognition. In determining the amount of consideration from the derecognition of investment property the Group considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any).

When the use of investment property changes such that it is reclassified from, or to, property, plant and equipment, inventory or development work-in-progress, it's carrying value at the date of reclassification becomes its cost for subsequent accounting purposes.

Depreciation on investment properties is calculated using the straight-line method over their estimated useful life being 30 years.

INVENTORIES

Inventories are valued at the lower of cost and net realisable value. Cost is determined on the weighted average cost basis and comprises invoiced cost, duties, freight charges and other related expenses that have been incurred in bringing the inventory to their present location and condition. NRV is the estimated selling price in the ordinary course of business less the estimated costs of completion and sale. The costs of sale include directly attributable marketing and distribution costs.

FOREIGN CURRENCIES

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the reporting date. All differences are taken to the consolidated statement of profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

Notes to the Consolidated Financial Statements
31 December 2022

3. Summary of Significant Accounting Policies (continued)

FINANCIAL ASSETS

Initial recognition and measurement
Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. The Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

For a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. The Group's business model for managing financial assets refers to how it manages its financial assets to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement
For purposes of subsequent measurement, financial assets are classified in four categories:

a. Financial assets at amortised cost (debt instruments, cash and cash equivalents and trade receivables)
b. Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
c. Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
d. Financial assets at fair value through profit or loss

The Group has the following financial assets:

Financial assets at amortised cost
The Group measures financial assets at amortised cost if both of the following conditions are met:

a. The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
b. The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in the consolidated statement of profit or loss when the asset is derecognised, modified or impaired. The Group's financial assets at amortised cost include a certain portion of trade and other receivables, due from related parties and cash and bank balances.

Cash and short-term deposits
Cash and short-term deposits in the statement of financial position comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

Financial assets designated at fair value through OCI (equity instruments)
Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised under investment and other income in the consolidated statement of profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

Financial assets at fair value through profit or loss
Financial assets at fair value through profit or loss are carried in the consolidated statement of financial position at fair value with net changes in fair value recognised in the consolidated statement of profit or loss.

This category includes quoted and unquoted equity investments which the Group had not irrevocably elected to classify at fair value through OCI. Dividends on quoted and unquoted equity investments are recognised under investment and other income in the consolidated statement of profit or loss when the right of payment has been established.

Impairment of financial assets
The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Notes to the Consolidated Financial Statements
31 December 2022

3. Summary of Significant Accounting Policies (continued)

FINANCIAL ASSETS (continued)

Impairment of financial assets (continued)
The Group considers a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Derecognition of financial assets
The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire; or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset.

FINANCIAL LIABILITIES AND EQUITY INSTRUMENTS

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments
An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recorded at the proceeds received, net of direct issue costs.

Financial liabilities

Initial recognition and measurement
Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, due to related parties, loans from related parties, lease liabilities and borrowings.

Subsequent measurement
For purposes of subsequent measurement, financial liabilities are classified in two categories:

- Financial liabilities at fair value through profit or loss
- Financial liabilities at amortised cost (loans and borrowings)

Financial liabilities at amortised cost (loans and borrowings)
This is the category most relevant to the Group. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in consolidated statement of profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the consolidated statement of profit or loss.

This category generally applies to a certain portion of trade and other payables, due to related parties, lease liabilities and borrowings.

Derecognition of financial liabilities
The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire.

OFFSETTING OF FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

VALUE ADDED TAX ("VAT")

Expenses and assets are recognised net of the amount of VAT, except:

- When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable
- When receivables and payables are stated with the amount of VAT included

The net amount of VAT recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the consolidated statement of financial position.

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3. Summary of Significant Accounting Policies (continued)

FAIR VALUE MEASUREMENT

The Group measures financial instruments such as financial assets at fair value through other comprehensive income, trade and other receivables, due from related parties and cash and bank balances at fair value at each consolidated statement of financial position date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

IMPAIRMENT OF NON-FINANCIAL ASSETS

The Group assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group bases its impairment calculation on most recent budgets and forecast calculations, which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. A long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses of continuing operations are recognised in the consolidated statement of profit or loss in expense categories consistent with the function of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the consolidated statement of profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill and intangible assets with indefinite useful lives are tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Notes to the Consolidated Financial Statements

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3. Summary of Significant Accounting Policies (continued)

PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows. When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

CONTINGENCIES

Contingent liabilities are not recognised in the consolidated financial statements. They are disclosed unless the possibility of an outflow of resources embodying economic benefits is remote.

Contingent assets are not recognised in the consolidated financial statements but disclosed when an inflow of economic benefits is probable.

CURRENT VERSUS NON-CURRENT CLASSIFICATION

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification.

An asset is classified as current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

The Group classifies all other liabilities as non-current.

NON-MONETARY CONTRIBUTIONS FROM SHAREHOLDERS

Non-monetary contributions received from shareholders are initially recorded at a nominal value. Subsequent to initial recognition, the assets are accounted for in accordance with the accounting policy applicable to that asset.

DIVIDENDS

The Company recognises a liability to pay a dividend when the distribution is authorised, and the distribution is no longer at the discretion of the Group. A distribution is authorised when it is approved by the shareholder. A corresponding amount is recognised directly in equity.

4. STANDARDS ISSUED BUT NOT EFFECTIVE

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Group's consolidated financial statements are disclosed below. The Group intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

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4. Standards Issued but Not Effective (continued)

- IFRS 17 Insurance Contracts
- Classification of Liabilities as Current or Non-current – Amendments to IAS 1
- Definition of Accounting Estimates – Amendments to IAS 8
- Disclosure of Accounting Policies – Amendments to IAS 1 and IFRS Practice Statement 2
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction – Amendments to IAS 12

The Group does not expect that the adoption of these new and amended standards and interpretations will have a material impact on its consolidated financial statements.

UAE CORPORATE TAX LAW

On 9 December 2022, the UAE Ministry of Finance released Federal Decree-Law No. 47 of 2022 on the Taxation of Corporations and Businesses (Corporate Tax Law or the Law) to enact a Federal corporate tax (CT) regime in the UAE. The CT regime will become effective for accounting periods beginning on or after 1 June 2023.

Generally, UAE businesses will be subject to a 9% CT rate. A rate of 0% will apply to taxable income not exceeding a particular threshold to be prescribed by way of a Cabinet Decision. In addition, there are several other decisions that are yet to be finalised by way of a Cabinet Decision that are significant for entities to determine their tax status and the taxable income. Therefore, pending such important decisions by the Cabinet as at 31 December 2022, the Group has considered that the Law is not substantively enacted from IAS 12 – Income Taxes perspective as at 31 December 2022. The [Company] shall continue to monitor the timing of the issuance of these critical cabinet decisions to determine their tax status and the application of IAS 12 – Income Taxes.

5. Critical Accounting Judgments and Key Sources of Estimation of Uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

While applying the accounting policies as stated in note 3, management of the Group has made certain judgments, estimates and assumptions that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revision to accounting estimates are recognised in the period of the revision in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

KEY SOURCES OF ESTIMATION OF UNCERTAINTY

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Useful lives of property, plant and equipment, intangible assets and investment properties
The management determines the estimated useful lives of its property, plant and equipment, intangible assets and investment properties for calculating depreciation and amortisation. This estimate is determined after considering the expected usage of the asset or physical wear and tear. Management reviews the residual value and useful lives annually and the future depreciation/amortisation charge would be adjusted where management believes that the useful lives differ from previous estimates.

Impairment assessment of non-financial assets
Impairment exists when the carrying value of an asset or cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a DCF model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes. These estimates are most relevant to goodwill recognised by the Group.

Property, plant and equipment, intangible assets with an indefinite useful life, right-of-use assets and investment properties are assessed for impairment based on the assessment of cash flows on individual cash-generating units when there is an indication that those assets have suffered an impairment loss. Goodwill is tested for impairment on an annual basis.

Based on the assessment performed, no impairment loss was recorded or the year ended 31 December 2022 (2021: nil).

Notes to the Consolidated Financial Statements
31 December 2022

5. Critical Accounting Judgments and Key Sources of Estimation of Uncertainty (continued)

KEY SOURCES OF ESTIMATION OF UNCERTAINTY (continued)

Business combinations
Accounting for the acquisition of a business requires the allocation of the purchase price to the various assets and liabilities of the acquired business. For most assets and liabilities, the purchase price allocation is accomplished by recording the asset or liability at its estimated fair value. Determining the fair value of assets acquired and liabilities assumed requires judgment by management and often involves the use of significant estimates and assumptions, including assumptions with respect to future cash inflows and outflows, discount rates, the useful lives of assets and market multiples. The Group's management uses all available information to make these fair value determinations.

Allowance for slow moving inventories
Inventories are stated at the lower of cost or net realisable value. Adjustments to reduce the cost of inventory to its net realisable value, if required, are made at the product level for estimated excess, obsolescence or impaired balances. Factors influencing these adjustments include changes in demand, technological changes, physical deterioration and quality issues. Revisions to the allowance for slow-moving inventories would be required if the outcome of these indicative factors differ from the estimates.

Provision for expected credit losses of trade receivables
The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geography, product type, customer type and rating etc.).

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

At the reporting date, gross trade receivables were AED 165,509 thousand (2021: AED 159,819 thousand) with provision for expected credit losses of AED 35,922 thousand (2021: AED 21,555 thousand). Any difference between the amounts actually collected in future periods and the amounts expected to be received will be recognised in the consolidated statement of profit or loss.

Fair value measurement of financial instruments
When the fair values of financial assets and financial liabilities recorded in the statement of financial position cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the discounted cash flow (DCF) model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions relating to these factors could affect the reported fair value of financial instruments. See Note 33 for further disclosures.

Leases - estimating the incremental borrowing rate
The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

CRITICAL ACCOUNTING JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

In the process of applying the Group's accounting policies, which are descried in note 3, management has made the following judgements that have the most significant effect on the amounts recognised in the consolidated financial statements.

Determining the lease term of contracts with renewal options
The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Notes to the Consolidated Financial Statements

31 December 2022

5. Critical Accounting Judgments and Key Sources of Estimation of Uncertainty (continued)

CRITICAL ACCOUNTING JUDGEMENTS IN APPLYING ACCOUNTING POLICIES (continued)

Consolidation of entities in which the Group holds less than a majority of voting right (de facto control)
The Group considers that it has de-facto control over Emirates Driving Company PJSC ("DRIVE"), even though it owns less than 50% of the voting rights. This is because of the following:

- The Group is the single largest shareholder at 48.01% with the remaining 51.99% being dispersed amongst 499 shareholders, of which two holds 6.51% and 5.54% and the remaining individually hold no more than 5% of the voting rights; and
- There is no history of the other shareholders collaborating to exercise their votes collectively or to outvote the Group.

6. BUSINESS COMBINATIONS

6.1 | BUSINESS COMBINATION UNDER COMMON CONTROL

During the years ended 31 December 2021 and 2022, the Group acquired the following entities under common control. These acquisitions are excluded from the scope of International Financial Reporting Standard 3 (IFRS 3) "Business Combinations" as they are business combinations of entities under common control, given that the Company and the acquired entities are ultimately controlled by the same party before and after the acquisition. The acquisitions have been accounted for in the consolidated financial statements using the pooling of interest method, which reflects the economic substance of the transaction. The Group has elected to consolidate the income, expenses, assets and liabilities of acquired entities from the date of acquisition.

6.1.A | ACQUISITIONS DURING THE YEAR

International Energy Holding LLC
Effective 1 August 2022, PAL 4 Solar Energy LLC, a subsidiary, acquired a 100% equity interest in International Energy Holding LLC ("Energy") for nil consideration. Energy is based in Abu Dhabi, United Arab Emirates, and is involved in commercial, power, and industrial enterprise investment, institution and management. From the date of acquisition, Energy contributed a loss of AED 10,593 thousand.

The amount recognised in respect of the identifiable asset acquired and liabilities assumed are set out in the table below.

	AED'000
ASSETS	
Due from related parties	300
Total assets	**300**
NET ASSETS	**300**
Less: non-controlling interest	(60)
Proportionate share of identifiable net assets acquired	240
Merger reserve	**240**

6.1.B | ACQUISITIONS IN THE PRIOR YEAR

Emirates Driving Company PJSC ("DRIVE")
Effective 30 June 2021, the Group acquired a 48.01% share in Emirates Driving Company PJSC ("DRIVE") and its subsidiary for nil consideration, by acquiring 100% of the shares in Spranza Commercial Investment – Sole Properties LLC, an entity which held the shares in DRIVE. DRIVE is a Public Joint Stock Company incorporated in the United Arab Emirates and is involved in the management and development of motor vehicles driving training and to manage investment properties. From the date of acquisition, DRIVE contributed revenue and profit to the Group amounting to AED 136,859 thousand and AED 77,474 thousand respectively, for the year ended 31 December 2021. If the acquisition had taken place at the beginning 2021, DRIVE would have contributed revenue and profit to the Group amounting to AED 260,090 thousand and AED 168,003 thousand, respectively, for the year ended 31 December 2021.

Notes to the Consolidated Financial Statements
31 December 2022

6. BUSINESS COMBINATIONS (continued)

6.1 | BUSINESS COMBINATION UNDER COMMON CONTROL (continued)

6.1.B | ACQUISITIONS IN THE PRIOR YEAR (continued)

PAL Cooling Holding LLC ("PAL")
Effective 1 July 2021, the Group acquired 100% of the shares in PAL Cooling Holding LLC ("PAL") and its subsidiaries for nil consideration. PAL is a Limited Liability Company incorporated in the United Arab Emirates and is involved in the installation of district cooling and air conditioning, repair of district cooling and investment in infrastructure projects. From the date of acquisition, PAL contributed revenue and profit to the Group amounting to AED 144,377 thousand and AED 64,825 thousand respectively, for the year ended 31 December 2021. If the acquisition had taken place at the beginning of 2021, PAL would have contributed revenue and profit to the Group amounting to AED 384,978 thousand and AED 132,266 thousand respectively, for the year ended 31 December 2021.

Bedashing Holding Company LLC ("BEDASHING")
Effective 28 September 2021, the Group acquired 100% of the shares in Bedashing Holding Company LLC ("BEDASHING") for nil consideration. BEDASHING is a Limited Liability Company incorporated in the United Arab Emirates and is involved in wholesale cosmetics and make-up trading, women personal care and other grooming related services. From the date of acquisition, BEDASHING contributed revenue and profit to the Group amounting to AED 25,969 thousand and AED 1,697 thousand respectively, for the year ended 31 December 2021. If the acquisition had taken place at the beginning of 2021, BEDASHING would have contributed revenue and profit to the Group amounting to AED 74,703 thousand and AED 8,835 thousand respectively, for the year ended 31 December 2021.

The amount recognised in respect of the identified asset acquired and liabilities assumed are as set out in the table below.

	DRIVE AED'000	PAL AED'000	BEDASHING AED'000	Total AED'000
ASSETS				
Property, plant and equipment	200,385	934,841	18,916	1,154,142
Goodwill	-	-	35,900	35,900
Intangible assets	3,634	74,955	33,897	112,486
Right-of-use assets	40,193	-	13,695	53,888
Investment property	134,250	-	-	134,250
Investments carried at fair value through other comprehensive income	38,119	-	-	38,119
Investments carried at fair value through profit or loss	38,356	-	-	38,356
Inventories	3,170	-	4,290	7,460
Trade and other receivables	57,332	156,266	5,574	219,172
Due from related parties	300	23,267	-	23,567
Cash and bank balances	289,510	70,080	16,626	376,216
	805,249	**1,259,409**	**128,898**	**2,193,556**
LIABILITIES				
Employees' end of service benefit	5,222	4,310	1,058	10,590
Loan from a related party	-	50,000	-	50,000
Borrowings	-	390,352	-	390,352
Lease liabilities	41,134	-	13,352	54,486
Due to related parties	-	17,450	75	17,525
Trade and other payables	35,544	175,581	7,844	218,969
	81,900	**637,693**	**22,329**	**741,922**
NET ASSETS	723,349	621,716	106,569	1,451,634
Less: non-controlling interest	(375,913)	-	-	(375,913)
Proportionate share of identifiable net assets acquired	347,436	621,716	106,569	1,075,721
Consideration paid	-	-	-	-
MERGER RESERVE	**347,436**	**621,716**	**106,569**	**1,075,721**

Notes to the Consolidated Financial Statements
31 December 2022

6. BUSINESS COMBINATIONS (continued)

6.2 | ACQUISITIONS UNDER IFRS 3 BUSINESS COMBINATION

6.2.A | ACQUISITIONS DURING THE YEAR

During the year, the Group acquired the following entity which was accounted for the acquisition method under IFRS 3 Business Combinations:

Rose Water Ladies Salon – Sole Proprietorship LLC ("ROSE")
Effective 1 January 2022, BEDASHING acquired a 100% equity interest in Rose Water Ladies Salon - Sole Proprietorship LLC for consideration of AED 7,200 thousand. ROSE is a sole proprietorship LLC, registered in the Emirate of Abu Dhabi, engaged in women's personal care and beauty, women's hairdressing, trimming, styling and henna pigmenting. From the date of acquisition, ROSE contributed revenue and profit to the Group amounting to AED 5,407 thousand and AED 1,352 thousand respectively.

Assets acquired and liabilities assumed
The fair values of the identifiable assets and liabilities of the acquired entity as at the date of acquisition was as follows:

	AED'000
ASSETS	
Property, plant and equipment	**837**
Intangible assets	**577**
Inventories	**160**
Trade and other receivables	**230**
TOTAL ASSETS	**1,804**
LIABILITIES	
Employees' end of service benefit	**30**
Trade and other payables	**117**
TOTAL LIABILITIES	**147**
TOTAL IDENTIFIABLE NET ASSETS AT FAIR VALUE	**1,657**
Goodwill arising on acquisition	5,543
TOTAL PURCHASE CONSIDERATION	**7,200**

The Group has finalised the purchase price allocation exercise. Intangible assets comprise mainly of reacquired rights relating to the acquisition which were previously under a franchise agreement with BEDASHING.

Goodwill of AED 5,543 thousand arising from the acquisition comprises largely the value of expected synergies arising from the acquisition, which is not separately recognised. None of the goodwill recognised is expected to be deductible for income tax purposes.

The fair value measurement is based on significant inputs that are not observable in the market, which IFRS 13 "Fair Value Measurement" refers to as level 3 inputs. The fair value estimates are based on:

- An assumed discount rate of 13.1%
- A terminal value, calculated based on long-term sustainable growth rates of the industry is 2% , which has been used to determine income for the future years.

Notes to the Consolidated Financial Statements

31 December 2022

6. BUSINESS COMBINATIONS (continued)

6.2 | ACQUISITIONS UNDER IFRS 3 BUSINESS COMBINATION (continued)

6.2.A | ACQUISITIONS DURING THE YEAR (continued)

Analysis of cashflows on acquisition is as follows:

	AED'000
Cash paid for the acquisition	7,200
Net cash acquired on business combination	-
Acquisition of operating business – net of cash used (included in cash flows from investing activities)	**7,200**
Transaction costs of the acquisition (included in cash flows from operating activities)	**30**
NET CASH USED ON ACQUISITION	**7,230**

Acquisition related costs amounting to AED 30 thousand were expensed during the year and are included in general and administrative expenses.

Notes to the Consolidated Financial Statements
31 December 2022

6. BUSINESS COMBINATIONS (continued)

6.2 | ACQUISITIONS UNDER IFRS 3 BUSINESS COMBINATION (continued)

6.2.B | ACQUISITIONS IN PRIOR YEAR

During 2021, the Group acquired the following entities, which were accounted for using the acquisition method under IFRS 3 Business Combination:

Viola Communications LLC ("Viola")
Effective 1 July 2021, the Group, acquired the remaining 50% equity interest in Viola Communications LLC ("Viola"), for consideration of AED 73,000 thousand. As a result, the Group increased its ownership in Viola to 100% and obtained control. The investment in Viola was previously accounted for as an associate. Viola is a limited liability company, registered and incorporated in the Emirate of Abu Dhabi and is engaged in the business of advertisement, designing and production and other commercial publication printing. From the date of acquisition, Viola contributed revenue and profit to the Group amounting to AED 51,607 thousand and AED 6,037 thousand respectively, for the year ended 31 December 2021. If the acquisition had taken place at the beginning of 2021, Viola would have contributed revenue and profit to the Group amounting to AED 80,100 thousand and AED 4,199 thousand respectively, for the year ended 31 December 2021.

Tips & Toes Beauty and Spa Centre LLC ("Tips & Toes"), Jazz Lounge Spa LLC ("Jazz") and Ben Suhail Distribution LLC ("Ben Suhail")
Effective 31 December 2021, the Group entered into an agreement with a third party to establish Omorfia Group LLC ("Omorfia"). Based on the contractual terms, The Group will contribute Bedashing Holding Company LLC ("BEDASHING ") and pay the third party a cash consideration of AED 156,348 thousand , whereas the third party will contribute Tips & Toes, Jazz, and Ben Suhail. As per the agreement, Omorfia will be 51% owned by the Group and 49% owned by the third party. In substance, the Group acquired 51% controlling interest in Tips & Toes, Jazz, and Ben Suhail for consideration represented by cash consideration of AED 156,348 thousand and the fair value of the 49% interest in BEDASHING transferred to the third party.

Name of entities	Place of incorporation and operation	Principal activities
Tips & Toes Beauty and Spa Centre LLC ("Tips & Toes")	United Arab Emirates	Ladies cosmetic & personal care centre, women's salon, ladies oriental bath, and ladies spa club.
Jazz Lounge Spa LLC ("Jazz")	United Arab Emirates	Men's oriental bath, gents cosmetic & personal care centre, hair fixing centre, perfumes & cosmetic trading, gents haircutting & hair dressing salon, gents spa club, soap & hair care products trading, and gents massage & relaxation centre.
Ben Suhail Distribution LLC ("Ben Suhail")	United Arab Emirates	Perfumes & cosmetics trading, beauty & personal care equipment trading, imitation jewellery trading, soap & hair care products trading, beauty and personal care requisites trading.

If the acquisition had taken place at the beginning of 2021, Tips & Toes, Jazz and Ben Suhail would have contributed revenue and profit to the Group amounting to AED 196,109 thousand and AED 26,668 thousand respectively, for the year ended 31 December 2021.

Dazzling Beauty Salon – Sole Proprietorship ("Dazzling")
Effective 31 October 2021 BEDASHING acquired a 100% equity interest in Dazzling Beauty Salon – Sole Proprietorship ("Dazzling") was acquired for a consideration of AED 3,500 thousand. Dazzling is a sole proprietorship existing and duly registered in the Emirate of Ras Al Khaimah and is engaged in women's personal care and beauty and women's hairdressing, trimming and styling. From the date of acquisition, Dazzling contributed revenue and profit to the Group amounting to AED 750 thousand and AED 313 thousand respectively, for the year ended 31 December 2021. If the acquisition had taken place at the beginning 2021, Dazzling would have contributed revenue and profit to the Group amounting to AED 3,656 thousand and AED 754 thousand respectively, for the year ended 31 December 2021.

Groovy Ladies Beauty Center ("Groovy")
Effective 31 October 2021 BEDASHING acquired a 100% equity interest in Groovy Ladies Beauty Center ("Groovy") was acquired for a consideration of AED 16,000 thousand. Groovy is a sole proprietorship existing and duly registered in the Emirate of Abu Dhabi and is engaged in women's personal care and beauty and women's oriental bath, women's haircutting and hair dressing and women's massage and relaxation centre. From the date of acquisition, Groovy contributed revenue and profit to the Group amounting to AED 1,984 thousand and AED 355 thousand respectively, for the year ended 31 December 2021. If the acquisition had taken place at the beginning of 2021, Groovy would have contributed revenue and profit to the Group amounting to AED 10,940 thousand and AED 2,101 thousand respectively, for the year ended 31 December 2021.

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31 December 2022

6. BUSINESS COMBINATIONS (continued)

6.2 | ACQUISITIONS UNDER IFRS 3 BUSINESS COMBINATION (continued)

6.2.B | ACQUISITIONS IN PRIOR YEAR (continued)

Glam & Glow Beauty Lounge – Sole Proprietorship ("Glam & Glow")
Effective 31 October 2021 BEDASHING acquired a 100% equity interest in Glam & Glow Beauty Lounge – Sole Proprietorship ("Glam & Glow") was acquired for a consideration of AED 7,500 thousand. Glam & Glow is a sole proprietorship existing and duly registered in the Emirate of Abu Dhabi, and is engaged in women's personal care and beauty, women's haircutting and hair dressing and wholesale of cosmetics and trading. From the date of acquisition, Glam & Glow contributed revenue and profit to the Group amounting to AED 686 thousand and AED 166 thousand respectively, for the year ended 31 December 2021. If the acquisition had taken place at the beginning of 2021, Glam & Glow would have contributed revenue and profit to the Group amounting to AED 4,251 thousand and AED 1,030 thousand respectively, for the year ended 31 December 2021.

Stella Beauty Lounge Center ("Stella")
Effective 31 October 2021 BEDASHING acquired a 100% equity interest in Stella Beauty Lounge Center – Sole Proprietorship ("Stella") was acquired for a consideration of AED 9,000 thousand. Stella is a sole proprietorship existing and duly registered in the Emirate of Abu Dhabi, and is engaged in women's personal care and beauty, women's haircutting and hair dressing and retail sales of cosmetics. From the date of acquisition, Stella contributed revenue and profit to the Group amounting to AED 955 thousand and AED 247 thousand respectively, for the year ended 31 December 2021. If the acquisition had taken place at the beginning of 2021, Stella would have contributed revenue and profit to the Group amounting to AED 5,119 thousand and AED 941 thousand respectively, for the year ended 31 December 2021.

Notes to the Consolidated Financial Statements

31 December 2022

6. BUSINESS COMBINATIONS (continued)

6.2 | ACQUISITIONS UNDER IFRS 3 BUSINESS COMBINATION (continued)

6.2.B | ACQUISITIONS IN PRIOR YEAR (continued)

Assets acquired and liabilities assumed

The fair values of the identifiable assets and liabilities of the acquired entities as at the date of acquisition was as follows:

	OMORFIA GROUP LLC									
	Jazz AED'000	Tips & Toes AED'000	Ben Suhail AED'000	Total AED'000	Groovy AED'000	Stella AED'000	Glam &Glow AED'000	Dazzling AED'000	Viola AED'000	Total AED'000
Assets										
Property, plant and equipment	4,046	27,802	454	32,302	1,319	32	122	588	985	35,348
Intangible assets	7,507	83,044	1,002	91,553	1,449	588	996	344	52,870	147,800
Right-of-use assets	3,515	28,477	-	31,992	-	-	-	-	6,522	38,514
Inventories	346	7,730	2,865	10,941	464	88	-	58	1,062	12,613
Due from related parties	21	19,919	1,452	21,392	-	-	-	-	371	21,763
Trade and other receivables	531	8,391	2,981	11,903	600	651	422	309	48,981	62,866
Cash and bank balances	405	54,780	710	55,895	-	-	-	-	48,392	104,287
Total assets	**16,371**	**230,143**	**9,464**	**255,978**	**3,832**	**1,359**	**1,540**	**1,299**	**159,183**	**423,191**
Liabilities										
Employees' end of service benefit	786	12,091	373	13,250	96	89	69	46	8,320	21,870
Lease liabilities	3,590	27,453	-	31,043	-	-	-	-	6,423	37,466
Due to related parties	6,841	5,796	1,936	14,573	-	-	-	-	2,355	16,928
Trade and other payables	1,867	33,511	2,904	38,282	352	451	170	307	25,330	64,892
Total liabilities	**13,084**	**78,851**	**5,213**	**97,148**	**448**	**540**	**239**	**353**	**42,428**	**141,156**
Total identifiable net assets at fair value	**3,287**	**151,292**	**4,251**	**158,830**	**3,384**	**819**	**1,301**	**946**	**116,755**	**282,035**
Proportionate share of identifiable net assets acquired	**1,676**	**77,159**	**2,168**	**81,003**	**3,384**	**819**	**1,301**	**946**	**116,755**	**204,208**
Goodwill arising on acquisition	2,696	124,071	3,486	130,253	12,616	8,181	6,199	2,554	29,245	189,048
Total purchase consideration	**4,372**	**201,230**	**5,654**	**211,256**	**16,000**	**9,000**	**7,500**	**3,500**	**146,000**	**393,256**
Non-controlling interest	1,611	74,133	2,083	77,827	-	-	-	-	-	77,827

Notes to the Consolidated Financial Statements

31 December 2022

6. BUSINESS COMBINATIONS (continued)

6.2 | ACQUISITIONS UNDER IFRS 3 BUSINESS COMBINATION (continued)

6.2.B | ACQUISITIONS IN PRIOR YEAR (continued)

Assets acquired and liabilities assumed (continued)

During the year, the purchase price allocations was completed for all acquisitions of subsidiaries which resulted in the following adjustments:

- Decrease in the fair value of identifiable assets and liabilities by AED 7,680 thousand;
- Decrease in goodwill by AED 21,881 thousand; and
- Decrease in non-controlling interest by AED 3,763 thousand.

The above adjustments are not material to the prior year's consolidated financial statements and accordingly they were posted in the current year's statement of financial position and statement of changes in equity under other equity movement.

Intangible assets of AED 147,800 thousand have been recognised as a result of the aforementioned acquisitions, which comprises largely of brand names, customer relationships and reacquired rights relating to the acquisition of four beauty salons which were previously under franchise agreements with BEDASHING.

Goodwill of AED 189,048 thousand arising from the acquisition comprises largely the value of expected synergies arising from the acquisition, which are not separately recognised. None of the goodwill recognised is expected to be deductible for income tax purposes.

The fair value measurement is based on significant inputs that are not observable in the market, which IFRS 13 "Fair Value Measurement" refers to as level 3 inputs. The fair value estimate is based on:

- An assumed discount rate of 14.1% to 16.2%
- A terminal value, calculated based on long-term sustainable growth rates for the industry ranging from 1% to 2%, which has been used to determine income for the future years

Details of purchase consideration are as follows:

	Omorfia AED'000	Groovy AED'000	Stella AED'000	Glam & Glow AED'000	Dazzling AED'000	Viola AED'000	Total AED'000
Cash paid for the acquisition	130,550	16,000	9,000	7,500	3,500	-	166,550
Fair value of share in Bedashing *	80,706	-	-	-	-	-	80,706
Consideration settled by the Parent**	-	-	-	-	-	73,000	73,000
Fair value of previously held equity interest (i)	-	-	-	-	-	73,000	73,000
	211,256	**16,000**	**9,000**	**7,500**	**3,500**	**146,000**	**393,256**
(i) Carrying value of previously held equity interest (note 11)							32,012
Fair value gain (note 27)							40,988
Fair value of previously held equity interest							**73,000**

* Represents the fair value of the 49% ownership interest in Bedashing Holding Company LLC which was granted to the third party as part of the agreement to establish Omorfia. The difference between the fair value of Bedashing and its carrying value of AED 51,947 thousand, amounting to AED 28,759 thousand, has been credited to equity.

** The consideration to acquire the remaining 50% interest in Viola Communications LLC was settled by the Parent Company on behalf of the Group. The Parent Company transferred to the seller shares it owned in the Company equivalent to AED 73,000 thousand on the date of the Company's listing (i.e. 5 December 2021). The Group has recorded the consideration settled by the Parent of AED 73,000 thousand under merger, acquisition and other reserve in equity.

Notes to the Consolidated Financial Statements
31 December 2022

6. BUSINESS COMBINATIONS (continued)

6.2 | ACQUISITIONS UNDER IFRS 3 BUSINESS COMBINATION (continued)

6.2.B | ACQUISITIONS IN PRIOR YEAR (continued)

Analysis of cashflows on acquisition is as follows:

	Omorfia AED'000	Groovy AED'000	Stella AED'000	Glam & Glow AED'000	Dazzling AED'000	Viola AED'000	Total AED'000
Cash paid for the acquisition	130,550	16,000	9,000	7,500	3,500	-	166,550
Net cash acquired on business combination	(55,895)	-	-	-	-	(48,392)	(104,287)
Acquisition of operating business – net of cash used (acquired) (included in cash flows from investing activities)	**74,655**	**16,000**	**9,000**	**7,500**	**3,500**	**(48,392)**	**62,263**
Transaction costs of the acquisition(included in cash flows from operating activities)	97	30	30	30	30	60	277
Net cash used (acquired) on acquisition	**74,752**	**16,030**	**9,030**	**7,530**	**3,530**	**(48,332)**	**62,540**

Acquisition related costs amounting to AED 277 thousand were expensed are included in general and administrative expenses.

Changes to cash flows as a result of the finalisation of the purchase price allocations were not reflected in the prior year statement of cash flows as explained above.

6.3 | REDUCTION IN SHAREHOLDING WITHOUT A LOSS OF CONTROL

Decrease of shareholding in a subsidiary without consideration

During the year, the Group transferred 20% shareholding in PAL 4 Solar Energy LLC to a related party (Alpha Dhabi Holding PJSC) for nil consideration. Following is the schedule for the reduction in shareholding of PAL 4 Solar Energy LLC:

	PAL 4 Solar Energy LLC
Reduction in shareholding (%)	20%
Number of shares disposed-off	2,000
Carrying value of the shareholding disposed-off (net liabilities) (AED '000)	(125)
Cash consideration received	-
Difference recognised directly in mergers acquisition and other reserves (AED '000)	**(125)**

Notes to the Consolidated Financial Statements
31 December 2022

7. PROPERTY, PLANT AND EQUIPMENT

	Building and leasehold improveemts AED'000	Plant and Machinery AED'000	Office euipment furniture and fixtures AED'000	Motor Vehicles AED'000	Capital work in progress AED'000	Total AED'000
2022						
COST						
At 1 January 2022	298,449	862,855	164,202	44,543	343,010	1,713,059
Acquired in business combination (note 6.2)	1,146	-	296	-	-	1,442
Additions	2,736	1,047	9,081	1,057	198,708	212,629
Transfer from intangible assets, net			3,657	-	(698)	2,959
Transfer	1,796	225,776	6,712	-	(234,284)	-
Disposals	(416)	-	(666)	(5,011)	-	(6,093)
At 31 December 2022	**303,711**	**1,089,678**	**183,282**	**40,589**	**306,736**	**1,923,996**
ACCUMULATED DEPRECIATION:						
At 1 January 2022	115,775	192,632	119,675	24,030	-	452,112
Acquired in business combination (note 6.2)	437	-	168	-	-	605
Charge for the year	15,880	32,940	14,953	4,140	-	67,913
Transfer from intangible assets, net	-	-	2,711	-	-	2,711
Relating to disposals	(247)	-	(146)	(4,817)	-	(5,210)
At 31 December 2022	**131,845**	**225,572**	**137,361**	**23,353**	**-**	**518,131**
NET CARRYING AMOUNT:						
At 31 December 2022	171,866	864,106	45,921	17,236	306,736	1,405,865
2021						
COST:						
At 1 January 2021	5,260	-	1,943	204	-	7,407
Acquired in business combination (note 6)	288,458	862,798	156,881	42,931	263,377	1,614,445
Additions	1,132	57	4,413	4,214	84,340	94,156
Transfer	3,599	-	1,108	-	(4,707)	-
Disposals	-	-	(143)	(2,806)	-	(2,949)
At 31 December 2021	**298,449**	**862,855**	**164,202**	**44,543**	**343,010**	**1,713,059**
ACCUMULATED DEPRECIATION:						
At 1 January 2021	2,599	-	1,613	130	-	4,342
Acquired in business combination (note 6)	105,518	178,780	115,798	24,859	-	424,955
Charge for the year	7,658	13,852	2,407	1,846	-	25,763
Relating to disposals	-	-	(143)	(2,805)	-	(2,948)
At 31 December 2021	**115,775**	**192,632**	**119,675**	**24,030**	**-**	**452,112**
NET CARRYING AMOUNT:						
At 31 December 2021	**182,674**	**670,223**	**44,527**	**20,513**	**343,010**	**1,260,947**

Notes to the Consolidated Financial Statements
31 December 2022

7. Property, Plant and Equipment (continued)

At 31 December 2022, capital work in progress mainly comprises costs incurred towards construction of district cooling plants and expansion of capacity of plants located in Abu Dhabi which are expected to be completed during the year ending 2023.

During the year ended 31 December 2022, the Group capitalised finance cost of AED 4,718 thousand related to its borrowings (31 December 2021: AED 2,163 thousand).

Property, plant and equipment with a carrying amount of AED 992,195 thousand (31 December 2021: AED 550,726 thousand) are mortgaged as security against borrowings (note 22).

Deprecation charge for the year has been allocated and disclosed in the consolidated statement of profit or loss as follows:

	2022 AED'000	2021 AED'000
Cost of revenue (note 25)	**52,061**	19,216
General and administrative expenses (note 26)	**15,852**	6,547
	67,913	25,763

8. Investment Property

	2022 AED'000	2021 AED'000
COST:		
At 1 January	**176,000**	-
Acquired through business combination (note 6.1)	**-**	176,000
Additions during the year	**-**	-
At 31 December	**176,000**	176,000
ACCUMULATED DEPRECIATION:		
At 1 January	**44,318**	-
Acquired through business combination (note 6.1)	**-**	41,750
Charge for the year	**5,136**	2,568
At 31 December	**49,454**	44,318
NET CARRYING AMOUNT		
At 31 December	**126,546**	131,682

Investment property represents a building located in Saadiyat Island, acquired on 28 August 2017 by Emirates Driving Company PJSC, a subsidiary.

The fair value of the Group's investment property as at 31 December 2022 amounted to AED 148,500 thousand (31 December 2021: AED 136,700 thousand) and has been arrived by reference to a valuation carried out by an independent valuer not related to the Group. The independent valuer has appropriate qualifications and recent experience in the valuation of properties in the relevant location.

Notes to the Consolidated Financial Statements
31 December 2022

8. Investment Property (continued)

The fair value of investment property is determined using the market comparable method. Under this method, comparable investment and rental transactions, together with evidence of demand within the vicinity of the subject property, were applied to value the property. The fair value measurement falls under level 2 in the fair value measurement hierarchy.

The property rental income earned by the Group from its investment property, which is leased out under operating leases and the direct operating expenses arising on the investment property is as follow:

	2022 AED'000	2021 AED'000
Rental income	**8,094**	4,334
Direct operating expenses (excluding depreciation)	**(3,330)**	(1,397)
	4,764	2,937

9. Intangible Assets and Goodwill

	Goodwill AED'000	**Brand name AED'000**	**Concession rights AED'000**	**Customer relationship AED'000**	**Others AED'000**	**Total AED'000**
At 1 January 2022	**246,829**	**158,475**	**73,874**	**7,986**	**14,264**	**501,428**
Relating to business combinations (note 6)	**5,543**	**546**	**-**	**-**	**31**	**6,120**
Transferred to property, plant and equipment, net	**-**	**-**	**-**	**-**	**(248)**	**(248)**
Relating to finalization of prior year's PPA (note 6)	**(21,881)**	**-**	**-**	**-**	**-**	**(21,881)**
Additions during the year	**-**	**-**	**-**	**-**	**838**	**838**
Reclassification		**765**			**(765)**	**-**
Amortisation during the year	**-**	**(12,903)**	**(2,162)**	**(1,886)**	**(3,944)**	**(20,895)**
At 31 December 2022	**230,491**	**146,883**	**71,712**	**6,100**	**10,176**	**465,362**
At 1 January 2021	-	-	-	-	16	16
Relating to business combinations (note 6)	246,829	160,759	74,955	8,829	15,743	507,115
Additions during the year	-	-	-	-	640	640
Amortisation during the year	-	(2,284)	(1,081)	(843)	(2,135)	(6,343)
At 31 December 2021	246,829	158,475	73,874	7,986	14,264	501,428

Goodwill
Goodwill primarily comprises sales growth, new customers and expected synergies arising from the acquisitions.

During the year ended 31 December 2022, management performed its annual impairment assessments of goodwill, using the discounted cashflow model approach to calculate the value in use for the respective cash generating units.

For the impairment testing, goodwill was allocated to the respective cash generating units based on the respective enterprise values.

Management has assessed that no impairment loss is required to be recognised against goodwill at the reporting date.

Following key assumptions were used in the discounted cashflow review:
- Terminal growth rate: 2 % - 2.5 % (31 December 20221: 2%)
- Inflation rate: 5.2% (31 December 2021: 2.7%)
- Discount rate: 14 % - 15.1 % (31 December 2021: 15%)

Customer relationship
These represent long term non-cancellable contracts with customers and non-contractual relationships which were acquired during the prior year (note 6) and meet the criteria for recognition as intangible assets under IAS 38.

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Concession rights
In December 2018, PAL Cooling Holding LLC, subsidiary of the Company, acquired rights and obligations attached to a district cooling concessional contract relating to part of Sector 4, Reem Island Development Area, Abu Dhabi from its shareholder PAL Group of Companies LLC for AED 80 million (who concurrently acquired the same rights and obligations from Pal Technology Services LLC, a related party of the Group) to provide district cooling services to customers in a concession area developed by Tamouh. The duration of the contract is 37 years from the date of construction of the district cooling plant.

Brand name
Brand name represents future economic benefits in the form of future business linked with brand name of subsidiaries acquired (note 6) and meet the criteria for recognition as intangible assets under IAS 38.

Amortisation charge for the year has been allocated to the consolidated statement of profit or loss as follows:

	2022 AED'000	2021 AED'000
Cost of revenue (note 25)	**2,162**	1,081
General and administrative expenses (note 26)	**18,733**	5,262
	20,895	6,343

10. Right-of-Use Assets and Lease Liabilities

	2022 AED'000	2021 AED'000
RIGHT-OF-USE ASSETS:		
As at 1 January	**94,384**	-
Acquired through business combination (note 6)	**-**	92,402
Additions during the year	**42,007**	5,926
Termination of a lease	**(692)**	-
Lease modification	**31**	-
Depreciation expense	**(31,307)**	(3,944)
As at 31 December	**104,423**	94,384
LEASE LIABILITIES:		
As at 1 January	**95,730**	-
Acquired through business combination (note 6)	**-**	91,952
Additions during the year	**42,007**	5,926
Interest expense (note 22)	**6,729**	1,817
Termination of a lease	**(945)**	-
Lease modification	**31**	-
Payments	**(36,690)**	(3,965)
As at 31 December	**106,862**	95,730
Leases and the direct operating expenses arising on the investment property are as follows:		
Current	**36,562**	20,321
Non-current	**70,300**	75,409
	106,862	95,730

Maturity analysis of lease liabilities is disclosed in note 32.

Notes to the Consolidated Financial Statements
31 December 2022

10. Right-of-Use Assets and Lease Liabilities (continued)

Amortisation charge for the year has been allocated to the consolidated statement of profit or loss as follows:

	2022 AED'000	2021 AED'000
Cost of revenue (note 25)	**26,576**	1,711
General and administrative expenses (note 26)	**4,731**	2,233
	31,307	3,944

11. Investment in Associate and Joint Venture

Details of the Group's associate and joint venture are as follows:

Name of entity	Principal activities	Place of incorporation and operation	Ownership interest	
			2022	2021
JOINT VENTURE:				
Kalyon Enerji Yatirmiliari A.S ("Kalyon") (i)	Clean and renewable energy company	Turkey	**50%**	-
ASSOCIATE:				
Viola Communication LLC (ii)	Communication, marketing, media and events	UAE	**-**	-

(i) During the year, the Group acquired 50% shareholding in Kalyon for total consideration of AED 1,852,958 thousand, out of which an amount of AED 932,371 thousand was paid, with the remaining consideration payable in 2023.

The investment in Kalyon is accounted for under the equity method of accounting. Management expects to finalize the purchase price allocation exercise with respect to the acquisition within 12 months from the date of acquisition.

(ii) During 2021, the Group acquired an additional 50% equity interest in Viola Communication LLC ("Viola"), increasing its ownership interest to 100%. As a result, Viola became a subsidiary of the Group.

Movement in investment in associate and joint venture is as follows:

	2022 AED'000	2021 AED'000
AT 1 JANUARY		32,915
Additions during the year	**1,852,958**	
Share of loss for the year	**(14,533)**	(903)
Transferred to investment in subsidiaries (note 6.2)	**-**	(32,012)
At 31 December	**1,838,425**	-

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11. Investment in Associate and Joint Venture (continued)

Summarised financial information in respect of the Group's joint venture is set out below:

	2022 AED'000	2021 AED'000
Non-current assets	**3,483,981**	-
Current assets	**267,162**	-
Non-current liabilities	**(2,859,415)**	-
Current liabilities	**(270,392)**	-
Equity (100%)	**621,336**	-
Less: non-controlling interest	**(40,425)**	-
Equity attributable to the owner of the entity	**580,911**	-
Group's share of net assets (50% ownership interest)	**290,456**	-
Group carrying amount of the investment	**1,838,425**	-
Revenue	**108,685**	-
Loss for the year	**(29,066)**	-
Group's share of loss (50% ownership interest)	**(14,533)**	-

12. Investments Carried at Fair Value Through Other Comprehensive Income

	2022 AED'000	2021 AED'000
Quoted	**36,227**	38,119
Unquoted	**8,818**	30,784
	45,045	68,903

The geographical distribution of investments is as follows:

	2022 AED'000	2021 AED'000
Inside the UAE	**36,227**	38,119
Outside the UAE	**8,818**	30,784
	45,045	68,903

The investments are recorded at fair value using the valuation techniques disclosed in note 33. Movement in investment in financial assets carried at fair value through other comprehensive income is as follows:

	2022 AED'000	2021 AED'000
At 1 January	**68,903**	29,400
Acquired through business combination (note 6.1)	**-**	38,119
Additions during year	**-**	-
Change in fair value	**(23,858)**	1,384
At 31 December	**45,045**	68,903

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13. Investments Carried at Fair Value Through Profit or Loss

	2022 AED'000	2021 AED'000
Quoted	**33,837,534**	5,350,294
Unquoted	**95,037**	83,110
	33,932,571	5,433,404

Investments carried at fair value through profit or loss are analyzed as follows:

	2022 AED'000	2021 AED'000
Non-current	**22,491,803**	-
Current	**11,440,768**	5,433,404
	33,932,571	5,433,404

The geographical distribution of investments is as follows:

	2022 AED'000	2021 AED'000
Inside the UAE	**33,676,220**	5,350,294
Outside the UAE	**256,351**	83,110
	33,932,571	5,433,404

The investments are recorded at fair value using valuation techniques disclosed in note 33. Movement in investments in financial assets carried at fair value through profit or loss is as follows:

	2022 AED'000	2021 AED'000
At 1 January	**5,433,404**	-
Acquired through business combination (note 6.1)	**-**	38,356
Additions*	**11,185,397**	5,342,342
Change in fair value (note 27)	**18,095,400**	56,740
Disposals	**(781,630)**	(4,034)
At 31 December	**33,932,571**	5,433,404

During the year, shares with a fair value of AED 32,465,133 thousand, are pledged as security against borrowings (2021: nil)

* Included in additions in 2021 is an investment of AED 3,685,600 thousand contributed to the Group by a new shareholder (note 17).

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14. Trade and Other Receivables

	2022 AED'000	2021 AED'000
Trade receivables	**165,509**	159,819
Less: allowance for expected credit losses	**(35,922)**	(21,555)
	129,587	138,264
Advances to suppliers	**15,589**	24,514
Contract assets	**-**	17,647
Prepayments	**19,471**	15,077
Dividends receivable	**6,458**	-
Receivable under share purchase agreement*	**1,983,110**	-
Other receivables	**19,471**	11,531
	2,173,686	207,033
Less: non-current portion	**(1,647,558)**	-
	526,128	207,033

* During the year, the Group entered into an agreement to acquire shares of a listed Company. Under the provisions of the agreement, the Group is entitled to receive a guaranteed return over a period of 5 years, which shall be reduced by any dividends that may be declared and paid by the investee over the 5-year period. Accordingly, the Group recognised a non-current receivable of AED 1.94 billion on the transaction date, using a discount rate of 8%, with a corresponding deferred income. During the year, unwinding of non-current receivable amounting to AED 48 million (note 27) and amortisation of deferred income amounting to AED 117 million (note 27) were recorded in the consolidated statement of profit or loss.

Receivable under share purchase agreement is analysed in the consolidated statement of financial position as follows:

	2022 AED'000
Current	**335,552**
Non-current	**1,647,558**
	1,983,110

Movement in allowance for expected credit losses against trade receivables during the year was as follows:

	2022 AED'000	2021 AED'000
Balance at 1 January	**21,555**	1,757
Acquired in business combinations	**-**	22,930
Charge (reversal) for the year	**14,367**	(3,132)
Balance at 31 December	**35,922**	21,555

The Group measures the loss allowance for trade receivables at an amount equal to lifetime ECL. The expected credit losses on financial assets and contract assets are estimated using a provision matrix based on the Group's historical credit loss experience and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtor operates and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

Notes to the Consolidated Financial Statements
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14. Trade and Other Receivables (Continued)

Below is the information about the credit risk exposure on the Group's trade receivables:

	Total AED'000	Non past due AED'000	<30 days AED'000	31-60 days AED'000	61-120 days AED'000	121-360 days AED'000	>360 days AED'000
31 December 2022							
Expected credit loss rate		**6.85%**	**6.55%**	**4.56%**	**12.18%**	**17.43%**	**85.90%**
Estimated total gross carrying amount at default	**165,509**	**9,951**	**11,469**	**27,222**	**30,995**	**64,688**	**21,184**
Life time ECL	**35,922**	**682**	**751**	**1,240**	**3,774**	**11,278**	**18,197**
31 December 2021							
Expected credit loss rate		0.06%	8.22%	7.46%	13.03%	13.45%	30.73%
Estimated total gross carrying amount at default	159,819	3,459	17,985	43,991	12,618	57,759	24,007
Life time ECL	21,555	2	1,479	3,283	1,644	7,770	7,377

15. Inventories

Below is the information about the credit risk exposure on the Group's trade receivables:

	2022 AED'000	2021 AED'000
Finished goods	**22,147**	19,422
Spares and consumables	**797**	2,816
Raw materials	**3,254**	737
	26,198	22,975
Less: allowance for slow moving inventories	**(1,894)**	(2,584)
	24,304	20,391

Movement in allowance for slow moving inventories is as follows:

	2022 AED'000	2021 AED'000
At 1 January	**2,584**	-
Acquired in business combinations	**-**	2,584
Reversal for the year	**(690)**	-
At 31 December	**1,894**	2,584

Notes to the Consolidated Financial Statements
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16. Cash and Bank Balances

	2022 AED'000	2021 AED'000
Cash on hand	**2,206**	2,526
Cash at banks	**344,237**	3,439,859
Term deposits	**686,703**	100,620
Less: allowance for expected credit loss	**(5)**	(679)
Cash and bank balances	**1,033,141**	3,542,326
Less: term deposits with an original maturity more than three months	**(200,000)**	(100,000)
Cash and cash equivalents	**833,141**	3,442,326

Term deposits are placed with commercial banks in UAE, which carry interest rate ranging from 0.84% to 5.5% per annum (2021: 0.5% to 2.25%)

17. Share Capital

	2022 AED'000	2021 AED'000
Authorised issued and fully paid 11,200,000,000 shares of AED 0.25 each (31 December 2021: 11,200,000,000 shares of AED 0.25 each)	**2,800,000**	2,800,000

On 1 April 2021, the shareholders approved to increase the share capital of the Company from AED 300 thousand to AED 100,000 thousand, with a reduction of the par value per share from AED 1,000 to AED 1 and the issuance of 99,999,700 new shares.

On 30 September 2021, the Company's share capital was increased from AED 100,000 thousand to AED 2,100,000 thousand through the issuance of 2,000,000 thousand new shares, out of which 1,224,090 thousand shares were issued to a new shareholder for AED 5,519,700 thousand resulting in a share premium of AED 4,295,610 thousand. The new shareholder contributed cash of AED 1,834,100 thousand and investments with a fair value of AED 3,685,600 thousand (note 13).

On 27 October 2021, the shareholders approved to increase the share capital of the Company from AED 2,100,000 thousand to AED 2,800,000 thousand, with a reduction of the par value per share from AED 1 to AED 0.25 and the issuance of 2,800,000 thousand new shares. The new shares were issued to new shareholders, through the public offering conducted on 5 December 2021, for AED 3,108,000 thousand contributed in cash, resulting in a share premium of AED 2,408,000 thousand.

18. Statutory Reserve

In accordance with United Arab Emirates Federal Law No. (32) of 2021 and the Company's articles of association, the Company has established a statutory reserve by appropriation of 10% of profit for each year until the reserve equals 50% of the share capital. This reserve is not available for distribution except as stipulated by the Law.

19. Related Party Balances and Transactions

The Group enters into transactions with companies and entities that fall within the definition of a related party as contained in the International Accounting Standard (IAS) 24 Related Party Disclosures.

Related parties include the Group's major Shareholders, Directors and businesses controlled by them and their families over which they exercise significant influence in financial and operating decisions making as well as key management personnel.

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31 December 2022

19. Related Party Balances and Transactions (continued)

19.1 | BALANCES

Balances with related parties included in the consolidated statement of financial position are as follows:

Name	Nature of relationship	2022	2021
DUE FROM RELATED PARTIES:			
Pal Technology Services LLC	Entity under common control	**22,736**	6,426
Al Ataa Investment LLC	Entity under common control	**6,769**	6,071
International Securities LLC	Entity under common control	**4,449**	313,455
PAL Group of Companies LLC	Entity under common control	**3,308**	3,308
International Holding Company PJSC	Parent Company	**2,907**	781
Q Holding PJSC	Entity under common control	**2,803**	-
Reem Developers Sole Proprietorship LLC	Entity under common control	**1,714**	-
Alpha Dhabi Holding PJSC	Entity under common control	**1,179**	186
Faris Suhail Ali Al Yebhoni	Other related party	**-**	6,753
TSL Properties LLC	Entity under common control	**-**	3,581
Trojan General contracting LLC	Entity under common control	**-**	232
Others	Entities under common control/ other related parties	**11,082**	2,943
		56,947	343,736
Less: allowance for expected credit loss		**(433)**	(472)
		56,514	343,264
DUE TO RELATED PARTIES:			
Kalyon Insaat Sanyi VE Ticaret A.S	Other related party	**920,587**	-
Chimera Investments LLC	Entity under common control	**14,700**	14,700
Tamouh Investments Company LLC	Entity under common control	**3,104**	3,986
RG Procurement RSC LTD	Entity under common control	**3,560**	2,900
PAL Technology services LLC	Entity under common control	**4,184**	-
Oriontek Innovation LLC	Other related party	**1,016**	-
Reem from energyInvestment Services LLC	Other related party	**7,550**	-
Provis Real Estate SP LLC	Entity under common control	**2,887**	-
International Holding Company PJSC	Parent Company	**-**	2,094
Boudoir Interiors LLC	Entity under common control	**-**	1,761
Others	Entities under common control/ other related parties	**3,175**	3,053
		960,763	28,494

Movement in allowance for expected credit losses against due from related parties is as follows:

	2022 AED'000	2021 AED'000
Balance at 1 January	**472**	435
Acquired in business combinations	**-**	50
Reversal during the year	**(39)**	(13)
Balance at 31 December	**433**	472

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31 December 2022

19. Related Party Balances and Transactions (continued)

19.1 | BALANCES (CONTINUED)

Name	Nature of relationship	2022 AED'000	2021 AED'000
Investments in financial assets	Entity under common control	**4,716,524**	4,203,760

Loan from related parties

	Security	Interest rates	Maturity	2022 AED'000	2021 AED'000
Related party loan 1*	Secured	5%	December 2026	**40,995**	41,001
Related party loan 2*	Unsecured	Interest free	April 2023	**7,623**	-
Related party loan 3	Unsecured	Interest free	June 2023	**25,000**	25,000
				73,618	66,001

* Reclassified during the year from borrowings (note 22)

Disclosed in the consolidated statement of financial position as follows:

	2022 AED'000	2021 AED'000
Non-current portion	**29,707**	38,516
Current portion	**43,911**	27,485
	73,618	66,001

19.2 | TRANSACTIONS

During the year, the Group entered into the following transactions with related parties:

	2022 AED'000	2021 AED'000
Revenue (entities under common control)	**75,125**	128,811
Cost of revenue (entities under common control)	**25,180**	52,563
General and administrative expenses (entities under common control)	**5,427**	4,029

During 2021, the Parent Company contributed an amount of AED 69,095 thousand to fund the Group's acquisitions of certain investments in financial assets.

Transactions and balances with a financial institution (other related party)

	2022 AED'000	2021 AED'000
Balances with a financial institution	**385,972**	3,054,807
Borrowings	**8,324,231**	205,088
Interest expense for the year	**133,918**	2,604
Drawdown	**8,076,944**	22,547
Repayment of borrowings	**89,620**	61,952

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19. Related Party Balances and Transactions (continued)

19.3 | KEY MANAGEMENT REMUNERATION

	2022 AED'000	2021 AED'000
Salaries and employee benefits	**22,723**	3,896
Employees end of service benefits	**893**	326
	23,616	4,222
Remuneration for the Directors of the Company	**5,230**	-

20. Material Partly-Owned Subsidiaries

Financial information of subsidiaries that have material non-controlling interests is provided below:

Proportion of equity interest held by non-controlling interests:

Name	Country of incorporation and operation	2022 AED'000	2021 AED'000
Emirates Driving Company PJSC	United Arab Emirates	**51.99%**	51.99%
Omorfia Group LLC	United Arab Emirates	**49%**	49%
PAL 4 Solar Energy LLC	United Arab Emirates	**20%**	-

	2022 AED'000	2021 AED'000
ACCUMULATED BALANCES OF MATERIAL NON-CONTROLLING INTEREST:		
Emirates Driving Company PJSC	**493,811**	416,194
PAL 4 Solar Energy LLC	**184,795**	-
Omorfia Group LLC	**174,613**	159,335
	853,219	575,529

	2022 AED'000	2021 AED'000
PROFIT AND OTHER COMPREHENSIVE INCOME TO MATERIAL NON-CONTROLLING INTEREST:		
Emirates Driving Company PJSC	**121,964**	40,281
PAL 4 Solar Energy LLC	**(4,335)**	-
Omorfia Group LLC	**19,041**	-
	136,670	40,281

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31 December 2022

20. Material Partly-Owned Subsidiaries (continued)

The summarised financial information of these subsidiaries is provided below.

Summarised statement of profit or loss of material partly-owned subsidiaries:

	DRIVE AED'000	PAL 4 AED'000	Omorfia AED'000
31 December 2022			
Revenue	347,512	-	360,500
Cost of revenue	(71,505)	-	(254,168)
Other income	35,735		2,670
Share of loss from a joint venture	-	(14,533)	-
General and administrative expenses	(72,320)	(7,143)	(66,165)
Finance cost	(2,949)	-	(3,978)
Profit for the year	**236,473**	**(21,676)**	**38,859**
Other comprehensive loss for the year	(1,892)	-	-
Comprehensive income for the year	**234,581**	**(21,676)**	**38,859**
Attributable to non-controlling interests	**121,964**	**(4,335)**	**19,041**
31 December 2021			
Revenue	136,859	-	-
Cost of revenue	(24,485)	-	-
Other income	13,534	-	-
General and administrative expenses	(46,938)	-	-
Finance cost	(1,496)	-	-
Profit for the year	**77,474**	**-**	**-**
Attributable to non-controlling interests	**40,281**	**-**	**-**

Summarised statement of financial position of material partly-owned subsidiaries:

	DRIVE AED'000	PAL 4 AED'000	Omorfia AED'000
31 December 2022			
Non-current assets	416,590	1,838,425	291,071
Current assets	652,820	12,044	201,216
Non-current liabilities	46,154	-	45,766
Current liabilities	73,450	941,494	90,167
Equity (100%)	**949,806**	**908,975**	**356,354**
Attributable to:			
Equity holders of parent	**455,995**	**727,180**	**181,741**
Non-controlling interest	**493,811**	**181,795**	**174,613**
31 December 2021			
Non-current assets	412,233	-	295,154
Current assets	495,188	-	133,672
Non-current liabilities	45,669	-	43,499
Current liabilities	61,229	-	60,153
Equity (100%)	**800,523**	**-**	**325,174**
Attributable to:			
Equity holders of parent	**384,329**	**-**	**165,839**
Non-controlling interest	**416,194**	**-**	**159,335**

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20. Material Partly-Owned Subsidiaries (continued)

Summarised cash flow information of material partly owned subsidiaries:

	DRIVE AED'000	PAL 4 AED'000	Omorfia AED'000
31 December 2022			
Operating	259,524	769,031	112,690
Investing	31,275	(947,380)	(17,279)
Financing	(88,996)	189,196	(29,575)
Net increase in cash and cash equivalents	**201,803**	**10,847**	**65,836**
31 December 2021			
Operating	187,812	-	-
Investing	(104,559)	-	40,418
Financing	(93,430)	-	52,650
Net (decrease) increase in cash and cash equivalents	**(10,177)**	-	**93,068**

21. Employees' End of Service Benefits

	2022 AED'000	2021 AED'000
At 1 January	**37,383**	2,626
Acquired in business combinations (note 6)	**30**	32,460
Charge for the year	**10,887**	3,641
Paid during the year	**(3,653)**	(1,344)
At 31 December	**44,647**	37,383

22. Borrowings

Borrowings:	Security	Interest rates	Maturity	**2022 AED'000**	2021 AED'000
Term loan 1	Secured	EIBOR + 1.85%	December 2023	**10,640**	25,431
Term loan 2	Secured	EIBOR + 1.85%	December 2024	**111,885**	137,481
Term loan 3	Secured	EIBOR + 1.85%	September 2030	**95,648**	41,607
Term loan 4	Secured	EIBOR + 1.85%	December 2027	**139,106**	154,788
Term loan 6*	Secured	Interest free	April 2023	**-**	7,623
Term loan 7	Secured	3.88%	July 2027	**6,096,956**	-
Term loan 8	Secured	3.88%	August 2025	**1,003,295**	-
Term loan 9	Secured	4.2%	August 2027	**498,448**	-
Term loan 10	Secured	EIBOR + 0.85%	September 2025	**507,360**	-
				8,463,338	366,930

Notes to the Consolidated Financial Statements
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22. Borrowings (continued)

(i) Term loan 1 was obtained to finance 50% of the total cost of a district cooling plant project in Abu Dhabi. The loan is repayable in 15 semi-annual instalments, starting from 31 December 2015 till 31 December 2023. The loan is secured by the notarised mortgage over the Musataha rights granted to the subsidiary in respect of district cooling plot, pledge over the equipment that has been installed at capital centre - Phase 4 District Cooling Project and subordination of a loan from a related party.

(ii) Term loan 2 was obtained to finance the construction of district cooling plants. In 2016, the loan was restructured, whereby the restructured term loan is repayable in 8 annual installments with a bullet payment of the residual amount to be paid on 31 December 2024. The restructured loan is secured through personal guarantee of a related party and mortgage of the property constructed.

(iii) Term loan 3 was obtained to finance a district cooling plant. The loan was repayable in 7 semi-annual installments of AED 4.75 million each starting from 30 June 2017 till 30 June 2020 and a bullet payment of the residual amount in December 2020. During 2020, the subsidiary renewed the facility with a total limit of AED 120 million to finance the 2nd phase of the district cooling plant, which is repayable in 32 quarterly installments with the final maturity on 30 June 2030. The loan is secured against the mortgage of plant and machineries of district cooling plant and an irrevocable corporate guarantee of a related party covering the overall facility.

(iv) Term loan 4 loan was obtained to finance a district cooling plant. The loan is repayable in 22 quarterly installments starting from 22 June 2022 till 22 September 2027 and a bullet payment of the residual amount on 22 December 2027. The loan is secured against mortgage of plant and machineries of the district cooling plant and an irrevocable corporate guarantee.

(v) Term loans 7,8 and 9, and 10 were obtained during the year to finance the purchase of investments. The term loans are repayable in installments. The loans are secured against the mortgage of investments in financial assets amounting to AED 32,465,133 and the shares of a subsidiary to the Group.

* Reclassified during the year to related parties (note 19)

Movement in borrowings during the year is as follows:

	2022 AED'000	2021 AED'000
At 1 January	**366,930**	-
Acquired in business combinations (note 6.1)	**-**	390,352
Drawdowns	**8,076,944**	69,077
Reclassified to loan from related parties (note 19)	**(7,623)**	(41,001)
Transaction cost, net	**(3,671)**	95
Finance cost*	**141,301**	5,562
Repayments	**(110,543)**	(57,155)
At 31 December	**8,463,338**	366,930

* Finance cost of AED 4,718 thousand (2021: AED 2,163 thousand) was capitalised under property, plant and equipment with the remaining AED 136,583 thousand (2021: AED 3,399 thousand) being charged to finance cost in the consolidated statement of profit or loss.

Disclosed in the consolidated statement of financial position as follows:

	2022 AED'000	2021 AED'000
Non-current portion	**8,102,301**	276,345
Current portion	**361,037**	90,585
At 31 December	**8,463,338**	366,930

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22. Borrowings (continued)

Finance cost in the consolidated statement of profit or loss consists of the following:

	2022 AED'000	2021 AED'000
Interest on borrowings	**136,583**	3,399
Interest on lease liabilities (note 10)	**6,729**	1,817
Amortization of transaction cost	**606**	-
Bank charges	**6,163**	486
	150,081	5,702

23. Trade and Other Payables

	2022 AED'000	2021 AED'000
Trade payables	**56,049**	44,351
Advances from customers	**71,086**	56,455
Unearned revenue (i)	**66,338**	58,232
Deferred income (note 14)	**1,818,655**	-
Accruals and other payables	**117,513**	90,379
Security deposits	**26,924**	24,639
VAT payable, net	**1,557**	794
Retention payable	**17,825**	8,344
	2,175,947	283,194
Less: non-current portion	**(1,540,153)**	(108,303)
	635,794	174,891
Non-current portion consists of the following:		
Unearned revenue (i)	**48,758**	49,231
Deferred income	**1,431,594**	
Advances from customers	**32,877**	34,433
Security deposits	**26,924**	24,639
	1,540,153	108,303

(i) Unearned revenue is expected to be recognised in the future related to the performance obligations that are unsatisfied or partially unsatisfied as follows:

	2022 AED'000	2021 AED'000
Within one year	**17,580**	9,002
After one year but not more than 5 years	**8,701**	7,944
More than 5 years	**40,057**	41,286
	66,338	58,232

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24. Revenue

	2022 AED'000	2021 AED'000
TYPE OF GOODS OR SERVICES		
Revenue from sale of cosmetics and rendering of related personal care services	**360,500**	25,969
Revenue from consultancy, training and coaching services	**339,418**	136,859
Revenue from district cooling services	**296,324**	144,377
Revenue from media and marketing services	**121,173**	60,373
Revenue from rentals	**8,094**	4,334
	1,125,509	371,912
TIMING OF REVENUE RECOGNITION		
Revenue at a point in time	**857,935**	263,314
Revenue over time	**267,574**	108,598
	1,125,509	371,912
GEOGRAPHICAL MARKETS		
United Arab Emirates	**1,119,107**	371,912
Kingdom of Saudi Arabia	**6,402**	-
	1,125,509	371,912

25. Cost of Revenue

	2022 AED'000	2021 AED'000
Staff cost	**217,919**	52,825
Electricity and water charges	**93,800**	39,398
Material and consumables	**123,555**	27,757
Depreciation of property, plant and equipment (note 7)	**52,061**	19,216
Royalty fees from district cooling	**14,929**	7,321
Depreciation of investment property (note 8)	**5,136**	2,568
Repair and maintenance	**4,760**	1,810
Depreciation of right-of-use assets (note 10)	**26,576**	1,711
Cost incurred on leased properties	**3,205**	1,397
Amortisation of intangible assets (note 9)	**2,162**	1,081
Others	**12,248**	6,210
	556,351	161,294

26. General and Administrative Expenses

	2022 AED'000	2021 AED'000
Staff cost	**99,994**	34,480
Legal and professional fees	**20,549**	10,116
Director remuneration	**10,996**	8,817
Rent, utilities and communication	**9,862**	8,126
Depreciation of property, plant and equipment (note 7)	**15,852**	6,547
Amortisation of intangible assets (note 9)	**18,733**	5,262
Depreciation of right-of-use assets (note 10)	**4,731**	2,233
Advertising and sponsorship	**5,626**	1,031
Allowance for expected credit losses (note 14)	**14,367**	-
Others	**36,854**	5,762
	237,564	82,374

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27. Investment and Other Income

	2022 AED'000	2021 AED'000
Change in fair value of investments carried at fair value through profit or loss (note 13)	**18,095,400**	56,740
Gain on revaluation of previously held equity interest (note 6.2)	**-**	40,988
Gain on disposal of property, plant and equipment	**1,133**	702
Interest and dividend income	**113,454**	209
Unwinding of discount on non-current receivable (note 14)	**47,808**	-
Amortisation of deferred income (note 14)	**116,647**	-
Others	**21,526**	4,918
	18,395,968	103,557

28. Basic Earnings Per Share

Basic earnings per share are calculated by dividing the profit for the year attributed to the owners of the Company by the weighted average number of shares in issue throughout the period as follows:

	2022	2021
Profit attributable to the owners of the Company (AED '000)	**18,425,295**	184,915
Weighted average number of shares (shares in '000)	**11,200,000**	3,267,418
Basic earnings per share for the period (AED)	**1.65**	0.06

29. Contingent Liabilities and Commitments

	2022 AED'000	2021 AED'000
Letters of guarantee	**3,718**	10,038
Letters of credit	**5,918**	1,260
Commitment of capital expenditure	**124,216**	145,318

The above bank guarantees were issued in the normal course of business

30. Dividends

Dividends attributable to non-controlling interest amounting to AED 44,348 thousand were declared and paid during the year (31 December 2021: nil).

31. Segment Reporting

For operating purposes, the Group is organised into business segments as follows:

Communications includes advertisement designing, production and commercial publication printing services.

Utilities includes the installation of district cooling and air conditioning, repair of district cooling and investment in infrastructure projects.

Driving training includes management and development of motor vehicles driving training.

Wellness includes health, wholesale cosmetics and make-up trading, women's personal care and other grooming related services.

Asset management includes investments in financial assets and financing activities related to the investments.

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31. Segment Analysis (continued)

	COMMUNICATION		UTILITIES		DRIVING TRAINING		WELLNESS		ASSET MANAGEMENT		TOTAL	
	2022 AED'000	2021 AED'000	**2022 AED'000**	2021 AED'000	**2022 AED'000**	2021 AED'000	**2022 AED'000**	2021 AED'000	**2022 AED'000**	2021 AED'000	**2022 AED'000**	2021 AED'000
Revenue	**119,510**	60,373	**296,324**	144,377	**347,511**	141,193	**360,501**	25,969	**1,663**	-	**1,125,509**	371,912
Cost of revenue	**(79,253)**	(42,974)	**(151,056)**	(70,037)	**(70,182)**	(28,450)	**(254,169)**	(19,833)	**(1,691)**	-	**(556,351)**	(161,294)
GROSS PROFIT	**40,257**	17,399	**145,268**	74,340	**277,329**	112,743	**106,332**	6,136	**(28)**	-	**569,158**	210,618
Investment and other income	**49**	53,144	**4,817**	1,293	**35,859**	49,120	**2,670**	-	**18,352,573**	-	**18,395,968**	103,557
Share of loss from investment in associate and joint venture	**-**	(903)	**(14,533)**	-	**-**	-		-	**-**	-	**(14,533)**	(903)
Finance costs	**(612)**	(116)	**(10,928)**	(3,789)	**(4,347)**	(1,496)	**(3,978)**	(301)	**(130,216)**	-	**(150,081)**	(5,702)
General and administrative expenses	**(32,537)**	(25,887)	**(33,808)**	(5,726)	**(72,368)**	(44,370)	**(66,165)**	(6,391)	**(32,686)**	-	**(237,564)**	(82,374)
PROFIT (LOSS) FOR THE YEAR	**7,157**	43,637	**90,816**	66,118	**236,473**	115,997	**38,859**	(556)	**18,189,643**	-	**18,562,948**	225,196
	31 December 2022 AED'000	31 December 2021 AED'000	**31 December 2022 AED'000**	31 December 2021 AED'000	**31 December 2022 AED'000**	31 December 2021 AED'000	**31 December 2022 AED'000**	31 December 2021 AED'000	**31 December 2022 AED'000**	31 December 2021 AED'000	**31 December 2022 AED'000**	31 December 2021 AED'000
Segment assets	**72,854**	3,139,252	**3,259,221**	1,417,495	**432,810**	6,465,755	**623,382**	581,260	**36,817,615**	-	**41,205,882**	11,603,762
Segment liabilities	**65,631**	51,812	**1,541,463**	616,761	**119,418**	106,107	**136,527**	103,052	**9,962,136**	-	**11,825,175**	877,732

Notes to the Consolidated Financial Statements
31 December 2022

32. Financial Risk Management

CAPITAL RISK MANAGEMENT

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debts.

There were no changes in the Group's approach to capital management during the year.

Consistent with others in the industry, the Group monitors capital basd on the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and bank balances. Total capital is calculated as 'equity' as shown in the consolidated statement of financial position plus net debt.

	2022 AED'000	2021 AED'000
Borrowings (note 22)	**8,463,338**	366,930
Lease liabilities (note 10)	**106,862**	95,730
Loan from a related party (note 19.1)	**73,618**	66,001
Cash and bank balances (note 16)	**(1,033,141)**	(3,542,326)
Net debt	**7,610,677**	(3,013,665)
Total equity	**28,527,488**	10,150,501
Total equity and net debt	**36,138,165**	10,150,501
Gearing ratio	**21.05%**	-

FINANCIAL RISK MANAGEMENT OBJECTIVES

The Group is exposed to the following risks related to financial instruments – market risk (including foreign exchange risk, price risk and cash flow risk and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of the financial markets and seeks to optimise potential adverse effects on the Group's financial performance.

MARKET RISK MANAGEMENT

Foreign exchange risk
The Group does not have any significant exposure to currency risk as most of its monetary assets and liabilities are denominated in UAE Dirhams or in US Dollars, the latter being pegged to the UAE Dirham.

Price risk
The Group is exposed to equity securities price risk because of quoted investments held by the Group. The Group's quoted investment portfolio amounted to AED 33,873,761 thousand (2021: AED 5,388,413 thousand). At the reporting date if the prices of investments were 5% higher/lower with all other variables held constant, the Group's equity and profit or loss would have increased/decreased as follows

	2022 AED'000	2021 AED'000
Impact on the Group's profit for the year (increase/decrease)	**1,691,877**	267,515
Impact on the Group's other comprehensive income for the year (increase/decrease)	**1,811**	1,906

Notes to the Consolidated Financial Statements

31 December 2022

32. Financial Risk Management (continued)

MARKET RISK MANAGEMENT (continued)

Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's borrowings with floating interest rates. At 31 December 2022, if interest rates on the borrowings had been 100 basis points lower/higher with all other variables held constant, profit for the year would have increased or decreased by AED 8,557 thousand (2021: AED 3,593 thousand).

CREDIT RISK MANAGEMENT

Credit risk is managed on Group basis, except for credit risk relating to accounts receivables balances. Each local entity is responsible for managing and analysing the credit risk for each of their new clients before standard payment and delivery terms and conditions are offered. Credit risk arises from cash and cash equivalents and deposits with banks and financial institutions, as well as credit exposures to customers, including outstanding receivables and committed transactions. Individual risk limits are based on management's assessment on a case-by-case basis. The utilisation of credit limits is regularly monitored. The Group's policy is to place cash and cash equivalents and short terms deposits with reputable banks and financial institutions.

There are no significant concentrations of credit risk within the Group. There are policies in place to ensure that services are rendered to customers with an appropriate credit history. The Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

LIQUIDITY RISK MANAGEMENT

Liquidity risk is the risk that the Group is unable to meet its payment obligations associated with its financial liabilities when they fall due.

Ultimate responsibility for liquidity risk management rests with the management which has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves and funding from related parties, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

The table below summarises the maturities of the Group's undiscounted financial liabilities at 31 December, based on contractual payment dates and current market interest rates.

	On demand AED'000	Less than 3 months AED'000	3 to 12 months AED'000	1 to 5 years AED'000	More than 5 years AED'000	Total AED'000
31 December 2022						
Borrowings	**-**	**172,226**	**407,778**	**8,848,547**	**65,846**	**9,494,397**
Loan from a related party	**-**	**-**	**43,911**	**35,042**	**-**	**78,953**
Lease liabilities	**-**	**11,123**	**22,843**	**54,032**	**74,612**	**162,610**
Due to related parties	**-**	**960,763**	**-**	**-**	**-**	**960,763**
Trade and other payables	**-**	**73,874**	**-**	**-**	**-**	**73,874**
Total	**-**	**1,217,986**	**474,532**	**8,937,621**	**140,458**	**10,770,597**
31 December 2021						
Borrowings	-	4,087	93,143	279,037	73,700	449,967
Loan from a related party	-	-	27,485	38,516	-	66,001
Lease liabilities	-	9,417	15,454	54,932	78,512	158,315
Due to related parties	28,494	-	-	-	-	28,494
Trade and other payables	-	52,695	-	-	-	52,695
Total	28,494	66,199	136,082	372,485	152,212	755,472

Notes to the Consolidated Financial Statements
31 December 2022

33. Fair Values

Financial instruments comprise of financial assets and financial liabilities.

Financial assets consist of bank balances, trade receivables, due from related parties, investments carried at fair value through other comprehensive income, investments carried at fair value through profit or loss and some other current assets. Financial liabilities consist of trade payables, due to related parties and some other current liabilities.

The fair values of financial instruments are not materially different from their carrying values.

FAIR VALUE HIERARCHY

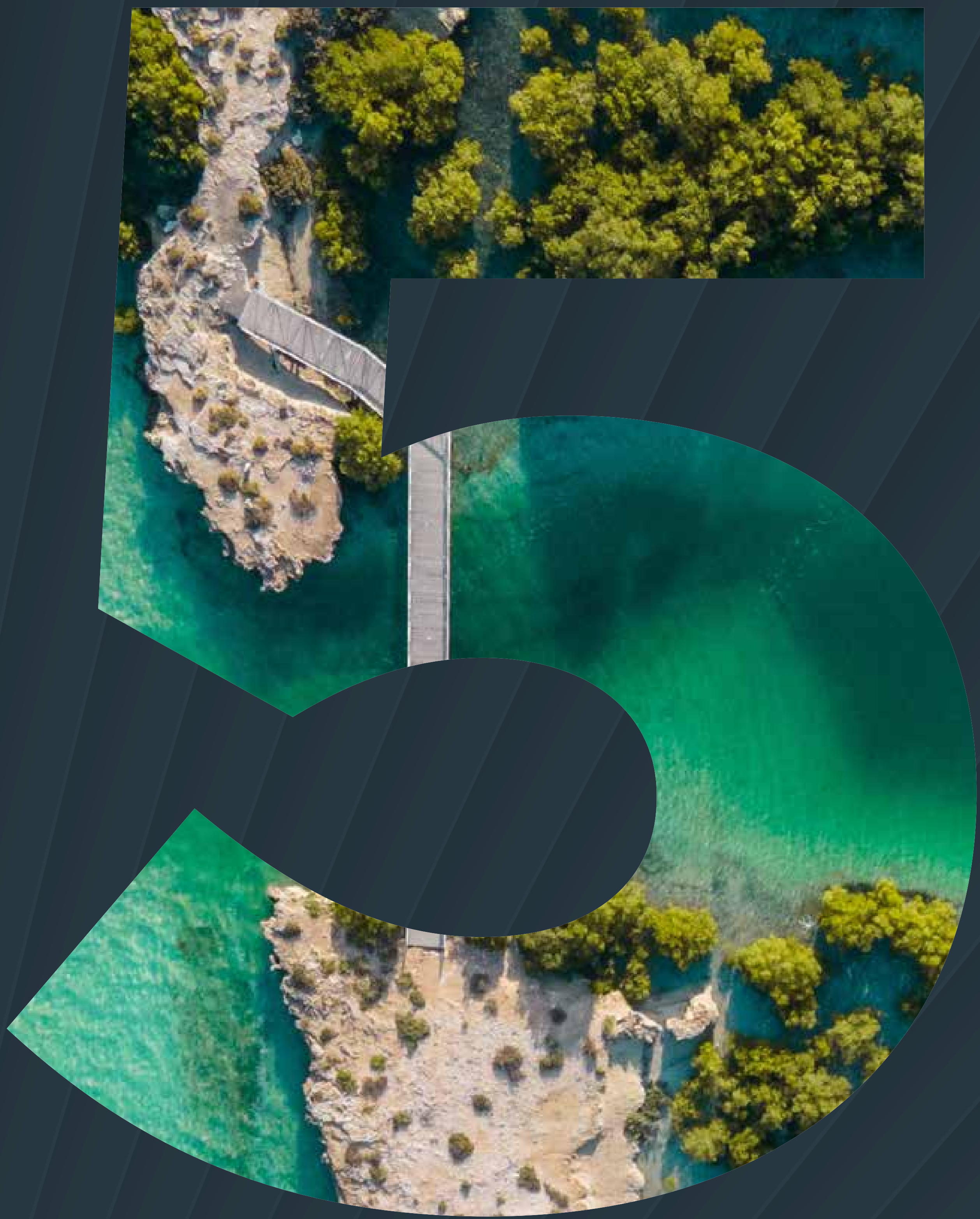
The Group uses the following hierarchy for determining and disclosing the fair value of assets and liabilities by valuation technique:

Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities.
Level 2: Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.
Level 3: Techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

The following table gives information about how the fair value of the Group's assets are determined.

	Fair value as at			
Financial assets measured at fair value	**31 December 2022 AED'000**	31 December 2021 AED'000	**Fair value hierarchy**	**Valuation techniques**
Quoted equity investments – investment in financial assets	33,873,761	5,388,413	Level 1	Quoted bid prices in an active market
Unquoted equity investments – investment in financial assets	103,855	113,894	Level 3	Market approach
Assets for which fair value is disclosed				
Investment properties	148,500	136,700	Level 2	Market comparable method

There were no transfers between each of the levels during the year. There are no financial liabilities which should be measured at fair value and accordingly no disclosure is made in the above table.



Environmental Social & Corporate Governance

Introduction

With a mission to empower our shareholders, subsidiaries and the wider community to optimize their growth potential, Multiply Group presents its inaugural ESG report, highlighting its commitments in aligning its operations and performance with international sustainability best practices.

In summary, this report describes how Multiply has officially begun its sustainability journey by identifying its material ESG issues, disclosing its initial performance in managing those issues through a sustainability framework, and committing to the development of its first sustainability strategy that will set its sustainability vision, objectives, and priorities for the next three years.

Covering the 2022 calendar year (ending 31 December), we provide a transparent and balanced representation of our sustainability approach and performance for all operations in the United Arab Emirates (UAE), as well as significant portfolio-operating countries.

The following portfolio companies are included: Pal Cooling Holding; Emirates Driving Company; International Energy Holding; Viola Communications; and Omorfia. The report has been prepared in accordance with Global Reporting Initiative (GRI) Standards: Core option - the GRI content index is provided in Appendix B. We also incorporate other best practice reporting and sustainability principles, including those of the Sustainability Accounting Standards Board (SASB), the United Nations' Sustainable Development Goals (UN SDGs), the Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidance and the Abu Dhabi Economic Vision 2030.

While this is our first reporting year, our ambitions and expectations of ourselves are high. From our investments in energy-efficient businesses and wellness to ensuring our 3,000+ employees and their families are healthy; we strive to keep ourselves mindful, aware and proactive of our wider impact on society at large.

Report Highlights

Foundational Excellence

4/5
Board members non-executive

100%
certified compliance to the Code of Conduct and Business Ethics

100%
of portfolio companies maintain a Code of Conduct and Business Ethics

8
Hours of Human Rights Training

Zero
Data Breaches

Growing Our Human Capital

1,856
Total Hours of Employee Training

63%
of Middle Managers and 30% of Senior Managers Women

Zero
Incidents of Discrimination

99.3%
Employee Presenteeism

Zero
Employee Grievances

Great Place To Work®
Certified
JAN 2023 - JAN 2024
UAE

Managing Our Influence

5,437
Tons, Carbon Footprint

5
Portfolio Companies Disclosed Detailed Environmental Data

97.5%
of Procurement Spending was on Local Suppliers

88%
Reduction in Single-Use Water Bottles

Community
Book Drive
for Local Organisations in Need

Investing in a Sustainable Future

8th
Largest Company on the ADX with AED 52 Billion Market Capitalisation as at 31 December 2022

MSCI
Emerging Markets listing

100%
of the Portfolio Engaged on ESG Issues

80%
Investment Stake in International Energy Holding LLC, which Supports Renewable Energy

1
Portfolio Company is a Member of the UN Global Compact for Responsible Reporting

Our commitment to the United Nation’s Sustainable Development Goals

The United Nations’ Sustainable Development Goals (SDGs) set out a shared vision to end poverty, fight inequality and injustice, and tackle climate change by 2030.

We have identified the SDGs where we feel we can have the greatest impact. Responsibly investing, promoting inclusive and sustainable economic growth, supporting full and productive employment, deploying capital towards renewable energy, striving to cascade accessibility to mental and physical wellbeing tools, and upholding the highest standards in corporate governance, to name a few. As this is our inaugural reporting year, our commitments are a work in progress. We’ll unite our companies, employees and the wider community around these to ensure we play our part in delivering a thriving, sustainable future for our businesses and for the world, and we’ll report our shared progress each year in Multiply Group’s annual integrated report.

SUSTAINABLE DEVELOPMENT GOALS

Leadership Message

Reflecting back on what has been accomplished on our sustainability journey to date gives me great optimism as we strive to be a responsible and sustainable presence in the region. By setting the bar high for responsible citizenship within Multiply, we build a portfolio that accelerates Abu Dhabi's growth and plays its part in the global sustainable development agenda.

In just 12 months, we have delivered on two out of three strategic sustainability priorities – identifying and mapping material ESG issues; and establishing a formal Sustainability Framework. We are now well into executing our third priority: establishing a formal and detailed Sustainability Strategy. Meanwhile, progress continued to be made on ESG – from Board and workforce diversity and compliance with our Code of Conduct and Business Ethics; to extensive training and personnel development, environmental monitoring and building portfolio ESG momentum.

In total, we report on 22 material issues across the four pillars of our Sustainability Framework, with quantitative data (see pages 123-126) and qualitative updates and examples from portfolio companies. Progress has thus far been focused primarily on building Foundational Excellence through decisive governance, clear policies, protocols and baseline monitoring. We are now in a position to look more strategically at how we grow our Human Capital and Manage our Influence – all so that we can invest further in the region's Sustainable Future. This work begins with understanding and investing in our existing workforce; tracking environmental impact and setting targets to reduce greenhouse gases (GHGs) and finite resource consumption; and working more systematically with portfolio partners to align our sustainability approach.

This milestone year has undoubtedly seen ESG rise up the agenda within the business, thanks to the investment made by our 34-strong team in raising awareness and momentum around our sustainability priorities. Being recognised in a number of awards and indices has further sharpened attention, including a listing on MSCI Emerging Markets Indices and becoming Great Place to Work-Certified$_{TM}$. Shining a spotlight on the importance of responsible business has been timely in light of the UAE hosting COP28 this year and we look forward to supporting the nation as it urges others to set net-zero targets to limit global warming by 2050. We will take the opportunity to extend climate engagement to the portfolio, inviting them to set their own carbon targets and wider sustainability action plans.

While we can be very satisfied with what has been achieved so far, it is not within the nature of our dynamic business model to be complacent. This year, we will be working harder than ever to launch a Sustainability Strategy that will steer us as we rigorously measure, monitor and drive positive impact – both within the business and across our portfolio. Developing qualitative and quantitative metrics that are sufficiently ambitious, yet pragmatic, will be an immediate priority and we will report back with a detailed and consistent data baseline in 2023.

Conducting business with integrity and transparency, while adopting a forward-looking mindset of innovation and creativity, is fundamental to our investment model. After all, it is only by thinking differently that we are able to deliver lasting financial value to shareholders and non-financial value to wider stakeholders and society at large. This is why we are amplifying efforts beyond our core operations and into local economies. I hope you enjoy reading about our evolution as a growing business striding towards a sustainable purpose. We welcome your thoughts and feedback on this report and our approach to date.

Samia Bouazza
Group Chief Executive Officer & Managing Director

Multiplying Opportunities
Abouts Us

As an investment holding company, we invest in transformative cash-generating businesses we understand. We are headquartered in Abu Dhabi, UAE and with a global portfolio spanning diverse sectors of media and communications; utilities and energy; mobility and beauty and wellness.

Investment Partners
As an investment holding company, we invest in people. Our investment framework is all about collaboration. We work with people that we trust and who share a common set of values. By cultivating this kind of environment, people with incredible talent and determination thrive.

Growth Platforms
We understand the markets where we operate, specifically what drives them and where the growth areas are. We like to say we create platforms. These platforms are where we identify strong growth themes in industries that can leverage off our trusted network. We then partner with industry specific expertise and contribute our own experience and capital to generate a unique investment thesis for each platform.

Authentic Leadership
We are a team of highly experienced investment and management professionals with a track record of growing companies and investing across a multitude of industries and countries. By unlocking the potential of businesses through access to capital, strategic insight, commercial input and collaborative ecosystems, we achieve attractive returns.

We are a subsidiary of International Holding Company (IHC), which is also our biggest shareholder. We have been publicly trading on the ADX since December 2021.

Vision
To be one of the most active deal makers in the region, investing at the intersection of purpose and profit.

Mission
Empowering shareholders, subsidiaries and the wider community to optimize their growth potential.

ADX سوق أبوظبي للأوراق المالية Abu Dhabi Securities Exchange	**Listed**	**18,562.95 Million**	
8th largest company on the ADX with AED 52 billion market capitalization as at 31 December 2022	in MSCI Emerging Markets Index, FTSE Global Equity Index Series, S&P UAE Indices, & FADX 15 Index	AED Net Profit 2022	34 Full-Time Employees

Our Sustainability Journey

As a young company, listed just over a year ago, we have embarked on a long-term journey to formalise and embed sustainability across our operations and portfolio. This work is driven by committed leadership and a purposeful vision to create opportunities beyond our business.

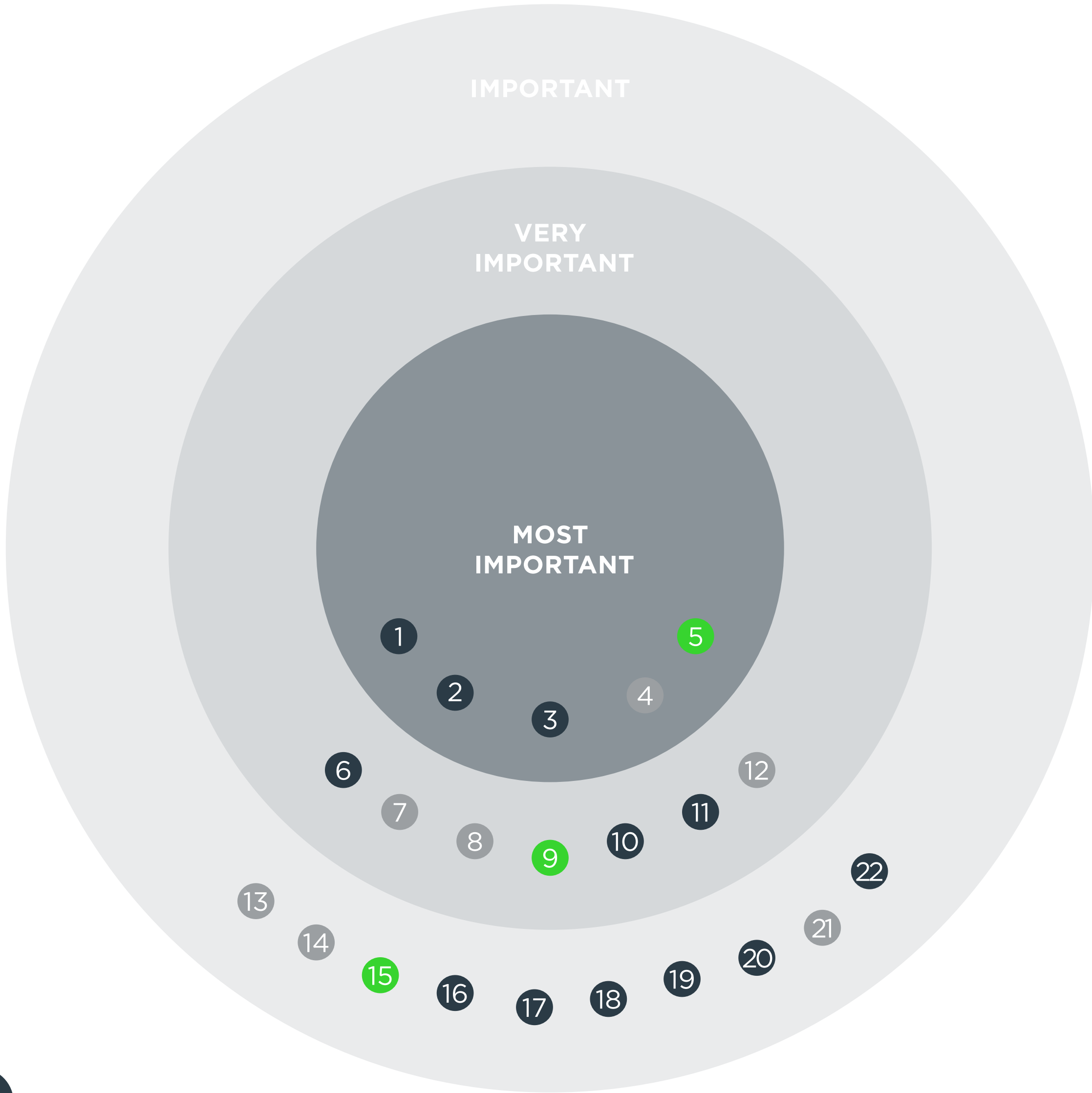
In the last year, we have focused on three core priorities:

1. Identify and understand the sustainability-related areas of most importance to Multiply;
2. Develop an appropriate approach to report on and manage these areas; and
3. Create a sustainability strategy to improve our sustainability performance.

Priority 1: Material Issues

In 2022, we conducted a materiality assessment to identify and prioritise issues of significance to our stakeholders and the business. This involved rigorous desk research of Environment, Social and Governance (ESG) rating agency criteria, sustainability standards such as GRI, SASB and the UN-supported Principles of Responsible Investment (PRI), ADX ESG reporting requirements and reporting practices of leading peers. We also consulted with the Multiply Board and executives. In total, 22 material issues were identified, which were further prioritised by our Executive Leadership Team.

These are shown in the graphic below.



E S G

1 Responsible Investing
2 Responsible Ownership & Portfolio Engagement
3 Corporate Governance
4 Talent Management
5 Climate Change
6 Transparent Reporting
7 Diversity & Inclusion
8 Employee Wellbeing
9 Managing Environmental Impacts
10 Business Ethics
11 Compliance & Anti-Corruption
12 Health & Safety
13 Emiratisation
14 Community Support & Developement
15 Energy Management
16 Supply Chain Management
17 Financial Management
18 Innovation & Technology
19 Human Rights
20 Risk Management
21 Compensation
22 Privacy & Information Security

Stakeholder Engagement

Understanding what matters to those who are impacted by – and those who impact – our business, is key to our strategic ESG journey. Our stakeholders can be broadly categorised into seven groups and we engage with each on an ongoing basis, both formally and informally. Going forward, we will engage stakeholders formally in our materiality assessment.

Stakeholder Group	Material Issue	Engagement Method
Shareholders	• Financial management • Responsible investment and ownership • Corporate governance and risk management • Compliance and anti-corruption • Business ethics • Talent management • Privacy and information security • Health, safety and employee wellbeing • Human rights • Transparent reporting • Climate change and energy management	• Company website • Investor relations • Public reports • Annual General Meetings (AGM) • Press releases
Employees	• Talent management and employee engagement • Diversity and inclusion • Human rights and business ethics • Health, safety and employee wellbeing • Nationalisation • Financial management • Compliance and anti-corruption	• Performance appraisals • Employee satisfaction surveys • Company events • Town halls • Public reports • In 2022, an ESG awareness raising session activity was conducted by third-party sustainability consultants for executives and Board members.
Community	• Human rights and business ethics • Nationalization • Community support • Reporting and transparency • Innovation and technology • Compliance and anti-corruption • Climate change and managing environmental impacts	• Company website • Community events • Public reports
Government and regulators	• Financial management • Corporate governance and risk management • Compliance and anti-corruption • Business ethics and human rights • Nationalization • Privacy and information security • Health, safety and employee wellbeing • Transparent reporting • Climate change, energy management and managing environmental impacts • Innovation and technology	• Public reports • Executive and senior management engagement meetings • Compliance with laws and regulations
Portfolio companies	• Financial management • Responsible investment, ownership and portfolio engagement • Compliance and anti-corruption • Business ethics and human rights • Corporate governance and risk management • Privacy and information security • Innovation and technology	• Participation in Board meetings • Regular reporting • Business-related support • Public reports • Guidance on data and reporting requirements. • In 2022, an ESG awareness raising session activity was conducted by third-party sustainability consultants for executives of portfolio companies.
Financial partners	• Financial management • Compliance and anti-corruption • Business ethics and human rights • Corporate governance and risk management • Responsible investment, ownership and portfolio engagement • Climate change	• Public reports • Periodic financial reporting requirements • Executive and senior management engagement meetings
Business Partners	• Financial management • Corporate governance and risk management • Compliance and anti-corruption • Business ethics and human rights • Privacy and information security • Innovation and technology	• Public reports • Tendering process • Supplier relations • Company website

Priority 2: Sustainability Framework

Having identified and prioritised our material ESG issues, we have established a sustainability framework to manage and report on those issues. The framework consists of four strategic pillars that encompass our internal responsibilities, as well as outward-facing ESG opportunities. Material issues are mapped to each pillar.

Foundational Excellence	• Corporate Governance • Business Ethics • Human Rights • Compliance and Anticorruption • Risk Management • Privacy and Information Security
Growing Our Human Capital	• Talent Management • Diversity and Inclusion • Health and Safety • Employee Wellbeing • Emiratisation • Compensation
Investing in a Sustainable Future	• Responsible Investing • Responsible Ownership and Portfolio Engagement • Financial Management • Innovation and Technology • Transparent Reporting
Managing Our Influence	• Climate Change • Managing Environmental Impacts • Energy Management • Community Support and Development • Supply Chain Management

Priority 3: Sustainability Strategy

Having focused on the first two strategic priorities during 2022, we are currently finalising a Group-wide sustainability strategy, which will take forward the sustainability framework. With an initial timeframe of three years, the strategy will include pragmatic actions spanning risk mitigation and harnessing opportunities. We look forward to reporting further detail in our 2023 ESG report.

Foundational Excellence

Good governance and integrity are at the heart of how we deliver value beyond shareholder returns. Our Board of Directors is committed to steering the company towards its vision, while overseeing compliance with all relevant laws and risk controls and upholding ethical conduct at all times.

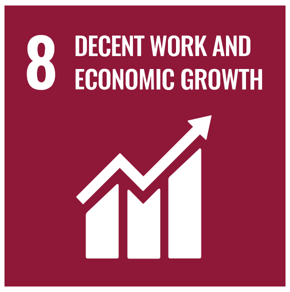
Material Issues

- Corporate Governance
- Business Ethics
- Risk Management
- Human Rights
- Privacy and Information Security
- Compliance and Anti-Corruption

Abu Dhabi Economic Vision 2030

Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

UN Sustainable Development Goals



Highlights of the Year

- **4/5** Board members non-executive
- **100%** certified compliance to the Code of Conduct and Business Ethics
- **100%** of portfolio companies maintain a Code of Conduct and Business Ethics
- **8** Hours of Human Rights Training
- **Zero** Data Breaches

Responsible Governance

At Multiply, we are committed to maintaining the high standards of corporate governance. This includes upholding ethical values and practicing transparency and accountability. Our Corporate Governance Manual helps to ensure all processes, frameworks and high-level administrative and reporting requirements are in line with the UAE's Securities and Commodities Authority, Federal laws on commercial companies, the ADX and any other applicable law or regulation requirements. Examples of topics covered in the Manual are:

- The detection and prevention of fraud, dishonesty and unethical behaviours;
- Risk management and controls;
- Meeting our fiduciary duty towards its shareholders; and
- Fostering business relationship and honest dealings with customers, vendors, government agencies and any external stakeholders

Board Structure

The Multiply Board of Directors is committed to fulfilling stakeholder and societal expectations by providing strategic direction and clear leadership. In 2022, it comprised five members, elected by the General Assembly with consideration for diversity of thought, perspective, knowledge, skill, regional and industry experience, cultural and geographical background and gender. In 2022, three members of the Board were non-executive directors and 20% were female. It convened six times, with an attendance rate of 97%. The roles of the Board Chairperson and CEO were separated; a requirement defined in our Corporate Governance Manual.

Portfolio Insight: 80% of portfolio companies separate Board Chairperson and CEO

All new directors join our orientation programme, which includes Foundational Excellence material issues and may include visits to portfolio businesses. Ongoing, directors participate in training on key issues – for example, in 2022 human rights and anti-corruption were covered within the context of UAE labour laws, as well as recruitment and employee contracts, benefits, discrimination and harassment.

Board of Directors Training	2022
Total training hours	10

The Board evaluates its performance – and that of its committees – annually in order to maintain standards of excellence. Priorities and action plans are developed based on the results of these evaluations. Board Committees include Audit, which oversees governance, risk management and internal control processes; Nomination and Remuneration, which establishes the process for Board nomination, as well as setting, recommending and monitoring remuneration; and Insider Trading, which monitors transactions of insiders, maintains their records and submits statements and periodic reports to the Authority. As shown below, auditors work 100% on our audits and do not receive fees for other work. For further details on Multiply's Board, including attendance rates, professional backgrounds, and other relevant details, please refer to the 2022 Corporate Governance Report on Multiply's website.

Audit Fees	2022
Percentage of non-audit fees out of total audit fees	0

ESG Governance

The Board of Directors has ultimate accountability for ESG strategy and performance. In 2022, while focusing on agreeing our strategic direction, Board members took part in ESG-related training delivered by expert third-party consultants, alongside executives of portfolio companies. It included anti-corruption and bribery, human rights and wider ESG integration within investment decision-making, while a Q&A invited debated around material issues.

Managers representing core functions (such as finance, strategy and legal) were actively involved in the establishment of our sustainability framework during 2022[1], while also developing all new policies for the Board of Directors to review and approve. We are currently in the process of identifying functional responsibilities for delivering sustainability-related activities, as part of our three-year strategic development work. The ESG strategy team at Multiply actively engages and consults with the portfolio companies on ESG reporting.

Portfolio Insight: Emirates Driving Company has a Board-level Strategy and Sustainability Committee

See our detailed data tables on page 225

Business ethics

Our Code of Conduct and Business Ethics ('the Code') applies to all directors, executives, employees, outsourced employees and staff on secondment[2]. The Code covers ethics, compliance, anti-trust, bribery, corruption, gifts, entertainment, fraud, donations, conflicts of interest, money laundering and other topics of relevance to our business. During the onboarding process, every employee must acknowledge that they have read, understood and agree to abide by the Code.

100% employees certified compliance to the Code of Conduct and Business Ethics

1. Multiply executives are not currently formally incentivised to perform on sustainability. However, as we begin to roll out our sustainability strategy, this will be a topic of discussion.
2. It is currently not applicable to vendors, suppliers, contractors and service providers. However, as we begin to roll out our sustainability strategy, this will be a topic of discussion.

The Code outlines our commitment to complying with all applicable anti-trust, competition and fair dealing laws. All employees, especially those who are involved in marketing, sales and purchasing, or who are in regular contact with competitors, have a responsibility to ensure that they are familiar with applicable competition laws. The Code also expressly prohibits any bribery of officials or agents, receipt of bribes or facilitation payments. Violation of anti-bribery and corruption laws is a crime that can result in severe fines and criminal penalties, as well as disciplinary action.

Portfolio Insight: 100% of portfolio companies maintain a Code of Conduct and Business Ethics

Detailed business ethics policies include:

- Conflicts of Interest: Defines key roles and responsibilities for managing conflicts of interest, as well as how to raise a concern and disciplinary actions.
- Whistle-blower: Enables reporting of concerns about suspected or actual criminal conduct, unethical conduct or other misconduct by or within the Multiply Group. Our Audit Committee has overall responsibility for ensuring that this policy complies with the relevant legal and ethical obligations. The whistle-blower, who can remain anonymous, can report a violation through Multiply Group's website (https://multiply.ae/whistle-blower).
- Anti-Fraud: Outlines any suspected or accomplished fraud or irregularities, involving employees, consultants, vendors, contractors and/or any other external parties having a business relationship with the Group. We aim to establish a Fraud Prevention, Detection and Mitigation Framework and we will report back on this in our 2023 report.
- Securities Trading: To create awareness of conduct in relation to dealings in securities that are prohibited by law and by the Multiply Group.

See our detailed data tables on page 225

Risk management

We recognise the risks that we are exposed to as a business, as well as our duty to safeguard our people and business partners from risk. We operate robust risk management processes as outlined in our various policies above. In 2022, 100% of our operations were assessed for risks related to corruption, money laundering and the financing of terrorism. Zero incidents or non-compliances were found. Risk processes extend to our portfolio as well and in 2022, we engaged with each company on ESG risks and opportunities. We are currently exploring how to align our wider risk management capabilities to specific ESG risks and we will report back further in our 2023 report.

100% of operations screened for risk

ZERO non-compliances

Portfolio Insight: Zero portfolio company recorded an incident of corruption, received any significant fines and/or non-monetary sanctions.

See our detailed data tables on page 225

Human rights

We take a zero-tolerance approach to human rights violations and all policies are compliant with the laws of the UAE, which prohibits forced labour and discrimination on the basis of gender, race, colour, sex, religion, national or social origin or disability, as well as banning the employment of children below the age of 15. As well as upholding this within the company, we also engage suppliers on the topic and we reserve the right to terminate business with suppliers that are in breach of human rights. In 2022, eight hours of human rights training was delivered and we are currently creating an awareness campaign for 2023 to elevate internal awareness.

8 hours of human rights training delivered

Portfolio Insight: KALYON's Code of Conduct Security specifically requires Security personnel to respect and protect human dignity and maintain and uphold the human rights of all persons.

See our detailed data tables on page 225

Privacy and information security

As well as being made clear within the Code, we enforce specific policies on Privacy, Confidentiality and Information Security. All employees receive training that is aligned with General Data Protection Regulations and includes gaming-type scenarios of potential threats, types of online threats and how to identify them, best practices when it comes to using the internet and computers and protocols to follow when there is a suspicion that something might have gone wrong. In 2022, our cyber risk management systems detected eight attack attempts, of which all were averted. There were zero data breaches.

ZERO data breaches

See our detailed data tables on page 225

Growing Our Human Capital

To deliver on our vision, we rely on diverse skillsets and innovative thinking. This is why we invest in attracting, retaining and developing talent, from recruitment to retirement. Safety and wellbeing, local recruitment and fair reward are among our material workforce issues.

Material Issues

- Talent Management
- Diversity and Inclusion
- Health and Safety
- Employee Wellbeing
- Emiratisation
- Compensation

Abu Dhabi Economic Vision 2030

- Drive Significant Improvement in the Efficiency of the Labour Market
- Develop a Highly Skilled, Highly Productive Workforce

UN Sustainable Development Goals

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

Highlights of the Year

1,856 Total Hours of Employee Training

63% of Middle Managers and 30% of Senior Managers Women

Zero Incidents of Discrimination

99.3% Employee Presenteeism

Zero Employee Grievances

Talent management

As an investment holding company, we strive to attract high-calibre talent, invest in people and are committed to building an empowering working environment for our team. This means offering competitive and fair compensation and benefits, which currently include an annual air ticket, bonus and incentive scheme for all employees. In 2023, we aim to integrate additional benefits depending on employee grades, which will include allowances for housing, schooling and transportation, as well as review important compensation metrics associated with gender and the highest senior executives. We also provide opportunities for employees to realise their full potential through formal training and development programmes, while celebrating success and enabling collaboration and innovation.

34 Employees

Each year, a budget is allocated for employees to take on relevant courses sponsored by the company. In addition to internal trainings provided by the group, knowledge sharing is also believed to be very powerful. At Multiply; each week there is a presentation by a staff member on a current topic of their choice.

Going forward, we will be enhancing onboarding processes, developing a dedicated training policy (with associated budget), identifying career pathways and investing in technologies to standardise internal training.

1,856 Total Hours of Employee Training

100% of Employees Received a Performance Review

See our detailed data tables on pages 226-227

Diversity and Inclusion

We are a team of highly experienced investment and management professionals with a history of investing and growing companies across a multitude of industries and countries. As set out in our Code of Conduct, we strive for a working environment where the opportunity exists for all individuals to play their full part in adding value to the business and to make the most of their potential. We are committed to diversity of staff and fair employment practices. This includes providing a work place which is free of discrimination and harassment. We will not tolerate harassment of employees or any other form of discrimination prohibited by law, including sexual harassment. Employees and people covered by this policy must comply with Human Resource Policies on anti-harassment as may be implemented or amended from time to time

A diverse and inclusive working culture is what we strive to achieve each day. At the end of 2022, the Multiply Family comprised 14 nationalities, with an equal split of male to female talent. Furthermore, 63% of middle managers and 30% of senior managers were women.

63% of Middle Managers and 30% of Senior Managers Women

ZERO Incidents of Discrimination

Portfolio Insight: Emirates Driving Company is a signatory to the UN Women's Empowerment Principles

As a young and growing business in the Middle East, we are committed to supporting local investment in people, products and services. As well as directing procurement to UAE businesses (see page 126), we also prioritise local recruitment in line with the Abu Dhabi Economic Vision 2030 drive for a highly skilled, highly productive work force and the UAE Emiratisation agenda. We are currently consolidating our data in this area and will report back in detail in our 2023 report.

See our detailed data tables on pages 226-227

Health, safety and wellbeing

Keeping our people – and the wider portfolio team – safe and healthy is a business fundamental. We have not yet established formal occupational health and safety policies and intend to do so in 2023. During 2022, we are proud to report 77,418 employee manhours were recorded with zero employee or contractor injuries or fatalities. We also delivered a number of health and safety awareness campaigns, webinars and activities, including a Health Screening Day where more than 3,000 employees received a health status check, with those at highest risk of chronic lifestyle diseases given further testing and support; as well as awareness drives around mental health and gut health.

ZERO Employee or Contractor Injuries or Fatalities

3000+ Employees health-screened

See our detailed data tables on pages 226-227

As per our materiality assessment (see page 105), our stakeholders deem the wider wellbeing of employees – and those working across the portfolio - to be an ESG priority for the business. We provide high-levels of health insurance, without discretion or taking job position into account. Other employee wellbeing benefits include a 'work from home' policy on Fridays[3] and staggered start times for off-peak commuting.

99.3% Employee Presenteeism

ZERO Employee Grievances

Portfolio Insight: Zero employee or contractor fatalities were recorded during 2022.

3. Similar flexibility is available on other days upon approval of line managers.

Managing our Influence

Investing in a sustainable future means 'walking the talk' in our own practices and influencing others. This is why we deploy the latest eco-efficiencies throughout our offices, while giving generously to community causes and supporting local businesses on their own sustainability journeys.

Material Issues

- Managing Environmental Impacts
- Energy Management
- Climate Change
- Community Support and Development
- Supply Chain Management

Abu Dhabi Economic Vision 2030

Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

UN Sustainable Development Goals

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Highlights of the Year

5,437 Tons, Carbon Footprint

5 Portfolio Companies Disclosed Detailed Environmental Data

97.5% of Procurement Spending was on Local Suppliers

88% Reduction in Single-Use Water Bottles

Community **Book Drive** for Local Organisations in Need

Recognition

Multiply Group was recognized and certified as a Great Place to Work.

Great Place To Work® Certified JAN 2023 - JAN 2024 UAE ™

Managing environmental impacts

As part of our Sustainability Strategy, we are developing appropriate environmental management policies and systems that will cover waste and water management. Meanwhile, in 2022 we continued to identify eco-efficiencies across our sites. In 2022, our teams got behind environmental activities, such as the re-usable water bottle campaign, which reduced single-use plastic bottles by 88%. We are now developing a Paper Conscious policy to further encourage resource-saving.

88% Reduction in Single-Use Water Bottles

We extend our commitment to environmental management to portfolio companies and we are beginning to formally request data. For example, in 2022 four companies shared detailed data on waste, recycling and water, while three disclosed GHG data. We will continue to work together with portfolio companies to share best practices and learnings around environmental impact.

Portfolio Insight: KALYON works closely with biodiversity researchers and visitor communities to safeguard ecosystems.

See our detailed data tables on pages 227-228

Energy and climate change

In 2022, our GHG footprint was 5,437 tons of carbon dioxide equivalent, all of which originates from our electricity consumption to power our headquarters. Going forward, we aim to identify ways to optimise and reduce our energy consumption at our headquarters, which can be facilitated through adopting recognised energy management systems and other initiatives. For our portfolio companies, we will be closely working with them to ensure their GHG emissions data is accurate and in order to capture GHG emissions from all companies. We will also strive to better understand and capture other sources of air emissions.

5,437 Tons, Carbon Footprint

Portfolio Insight: Emirates Driving Company (EDC) aims to have 50% of its light-fleet to consist of eco-friendly vehicles by 2023 and 100% by 2026. EDC's light-fleet vehicles accounted for 78% of its total fleet in 2021.

See our detailed data tables on pages 227-228

Community support and development

Our Company Vision involves empowering wider communities with new opportunities to optimise their growth potential. Through our responsible investments, we indirectly contribute to sustainable community development, providing quality jobs and supply chain opportunities while supporting local infrastructure. We are currently looking at how to most effectively invest directly through philanthropic giving – for instance, expanding on initiatives such as our 2022 book drive for local organisations in need. We are also aiming to ensure we accurately capture and quantify the amounts we invest towards communities.

Portfolio Insight: Viola Communications invested over AED 150,000 during 2021 and 2022 to help address the effects of COVID-19, which accounted for approximately 4% of its net profits before tax each year.

Supply chain management

As outlined in our Code of Conduct and Business Ethics, our procurement teams strive to support long-term supply relationships based on ethical values and behaviours. Suppliers are selected and retained through a robust, non-discriminatory bidding and tendering process. We will never substitute cheaper goods for what was originally promised. While formalising a Supplier Code of Conduct, we engage with businesses that are local, follow human rights laws, closest in proximity, environmentally friendly in their operations, and provide the best balance of quality and price. In 2022, we engaged with 45 suppliers and 97.5% of total procurement spend was directed to local businesses.

97.5% of Procurement Spending was on Local Suppliers

Portfolio Insight: 94% of total procurement expenditure from Pal Cooling Holding, Emirates Driving Company, Omorfia and Viola Communications was directed towards local business.

See our detailed data tables on pages 227-228

Investing in a Sustainable Future

By considering material ESG factors in all investment decisions, as well as engaging with our portfolio on ESG, we seek to accelerate the growth and development of a sustainable future. In turn, this will support our company vision and drive innovation, sustainable development and long-term financial returns. Across this work, we are committed to upholding transparency and integrity as a responsible corporate citizen.

Material Issues

- Responsible Investment
- Responsible Ownership and Portfolio Engagement
- Financial Management
- Innovation and Technology
- Transparent Reporting

Abu Dhabi Economic Vision 2030

Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

UN Sustainable Development Goals

- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Highlights of the Year

8th
Largest Company on the ADX with AED 52 Billion Market Capitalisation as at 31 December 2022

MSCI
Emerging Markets listing

100%
of the Portfolio Engaged on ESG Issues

80%
Investment Stake in International Energy Holding LLC, which Supports Renewable Energy

1
Portfolio Company is a Member of the UN Global Compact for Responsible Reporting

Responsible Investment, Stewardship and Financial Management

As a company, our mission is to invest in and grow progressive, scalable companies which disrupt and enhance the way businesses operate. Our investment platforms are based around strong growth themes in industries that can leverage off our trusted network. We then partner with industry specific expertise and contribute our own experience and capital to generate a unique investment thesis for each platform.

Our portfolio sectors span energy and utilities; mobility; wellness and beauty; media and communications.

8th largest company on the ADX with AED 52 billion market capitalization as at 31 December 2022.

In 2022, investments included an 80% stake in International Energy Holding LLC, through which communities will be able to benefit from renewable energy while simultaneously supporting reductions in carbon emissions. We also invested in Abu Dhabi National Energy Company, accelerating the UAE's clean energy transition while generating sustainable financial returns.

Portfolio Insight: PAL Cooling Holding provides district cooling systems that save up to 40% in energy consumption compared to conventional cooling systems.

By unlocking the potential of private businesses through access to capital, strategic insight, commercial input and collaborative ecosystems, we achieve attractive returns. Our investment framework is all about collaboration – we work with people that we trust and who share a common set of values. Together, we work to create long-term value, with co-investors enjoying the protection of a regulated structure as well as the liquidity that our balance sheet provides.

Listed in MSCI Emerging Markets Index, FTSE Global Equity Index Series, SandP UAE Indices, and FADX 15 Index

At Multiply, we regularly meet with senior management of portfolio companies to discuss ESG issues. In 2022, we asked each portfolio company to create an ESG roadmap, emphasising the benefits of business resilience in understanding risks and opportunities for sustainable growth. We also hosted a workshop for executives of portfolio companies, conducted by third-party sustainability consultants, on ESG, including a Q&A.

100% of the portfolio engaged on ESG issues

Portfolio Insight: Key ESG issues identified for investment sectors

Energy & Utilities
- Water & waste management
- Health & safety
- Corporate governance
- Carbon emissions
- Biodiversity management

Wellness & Beauty
- Product design & life-cycle management
- Product safety
- Corporate governance
- Environmental impacts from product transportation
- Responsible relationships with customers

Mobility
- Carbon & other emissions
- Health & safety
- Corporate governance
- Business ethics & anti-corruption
- Environmental & biodiversity management

Media & Communications
- Human capital development
- Data privacy & security
- Corporate governance
- Environmental management
- Human rights & competitive behavior

Innovation and Technology

With such a diverse portfolio, promoting innovation and smart technologies is key to how we grow disruptive businesses of the future. By co-creating different and new approaches within the market, we invariably create positive ESG outcomes. For example, we are invested in a U.S. company specialising in advertising technologies for the rideshare transport sector, in turn supporting carbon reduction.

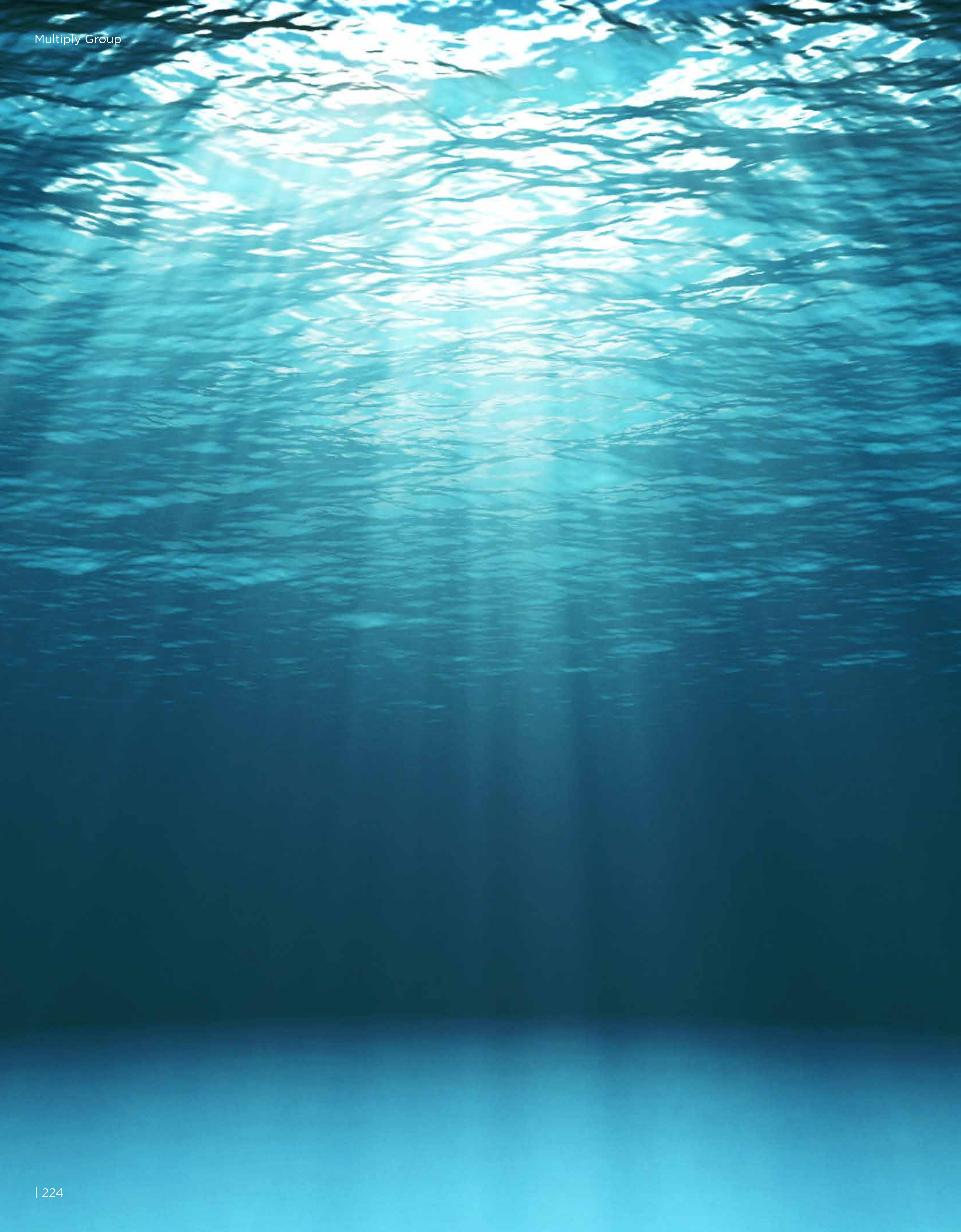
Portfolio Insight: Healthier U offers wellness programs via next-generation telemedicine technology to provided customers with access to highly trained and licensed experts from wellness centers and clinics across the UAE and globe.

Transparent Reporting

This report and our company website are testament to our commitment to openness and honesty in our communications. It is based on external specialist advice and contains detailed data, showing both achievements and areas of improvement. As a relatively young company, we are currently developing our formalised approach to public reporting, including meeting financial and non-financial disclosure requirements. In the future, we will explore obtaining third-party assurance to further build confidence in our disclosure practices.

Meanwhile, we continue robust internal reporting through our tendering process, supplier relations and portfolio management.

Portfolio Insight: Emirates Driving Company is a member of the UN Global Compact for responsible reporting



Detailed Disclosures

A: Data Tables

FOUNDATIONAL EXCELLENCE

Board of Directors	2022
Independent members of the Board of Directors	4
Non-independent members of the Board of Directors	1
Executive members of the Board of Directors	1
Non-executive members of the Board of Directors	4
Female members of the Board of Directors	1
Male members of the Board of Directors	4
Percentage of Board Committee chairs occupied by men	80%
Percentage of Board Committee chairs occupied by women	20%

An independent director, as defined in Multiply Group's Corporate Governance Manual is the member of Board, who has no material relationship with the Group, any of its Senior Management personnel, auditor, parent company, subsidiaries or affiliates that could lead to financial or moral benefit which may affect his / her decisions.

Anti-Corruption	2022
Percentage of operations assessed for risk related to corruption	100%
Number of confirmed incidents of corruption	0
Number of incidents of non-compliance with laws and regulations	0
Number of inquiries, complaints, or issues received by the legal and compliance office through an internal monitoring or reporting system that were substantiated	0
Total monetary value of significant fines (AED)	0
Total number of non-monetary sanctions	0
Total number of cases brought through dispute resolution mechanisms	0

Anti-Money Laundering and Counter Terrorist Financing	
Percentage of business units assessed for risks related to money laundering and the financing of terrorism	100%

Human Rights and Discrimination	
Employee training on human rights (hours)	8
Number of confirmed incidents of discrimination	0

Data Privacy & Information Security	2022
Number of attempted cyber attacks	0
Number of actual cyber attacks	0
Number of data breaches	0

GROWING OUR HUMAN CAPITAL

Workforce	2022
Total number of employees (#)	34
Full-time employees	34
Part-time employees	0
Total contractors/ consultants	0
Workforce by employment level	
Full time employees in senior management (#)	10
Female	3
Male	7
Full time employees in middle management (#)	8
Female	5
Male	3
Full time employee staff (other levels) (#)	16
Female	8
Male	8
Total workforce by gender profile	
Female full-time employees (#)	16
Male full-time employees (#)	18
Total workforce by nationality	
Number of nationalities across the workforce	14
Nationals among total full-time workforce	0

New Hires & Turnover	2022
New employee hires by gender	
Female	8
Male	11
Employee & contractor turnover	
Total number of employees who left the company	**5**
Female	5
Male	0
Total number of contractors/ consultants who left the company	**0**

Grievances	2022
Total number of grievances	0
Total number of grievances resolved	0
Total number of discrimination incidents	0

Training and Development	2022
Total employee training (hours)	1,856
Training hours for male employees	1,856
Training hours for female employees	1,856
Average training per employee	
Average training per employee (hours)	54.6
Average training per male employee (hours)	103
Average training per female employee (hours)	116
Employee training on specific areas	
Anti-money laundering and counter terrorism financing (# of training sessions)	1
Performance reviews	
Percentage of employees that received a regular performance review	100%

Training and Development	2022
Anti-money laundering and counter terrorism financing (# of training sessions)	1
Performance reviews	1,856
Percentage of employees that received a regular performance review	100%

2022 Portfolio Training and Development

Training and Development KPIs	PAL Cooling Holding	Emirates Driving Company	International Energy Holding	Omorfia
Average training per employee (hours)	14.10	67.83	0.19	19.1
Percentage of employees that received a regular performance review	60%	100%	80%	0%

Health and Safety	2022
Total employee manhours (#)	77,418
Total contractor manhours (#)	N/A
Employee and contractor fatalities (#)	0
Employee and contractor total recordable injuries (#)	0
Employee and contractor lost-time injuries (#)	0
Full-time Employee Absenteeism rate (%)	0.72%

MANAGING OUR INFLUENCE

Environmental Management Systems	2022
Percentage of Company's offices with ISO 14001 certification.	0%

2022 Portfolio Waste Generation (kilograms)

Company name	Total waste generated	Non-hazardous waste	Hazardous waste	Total waste recycled	Non-hazardous waste recycled	Hazardous waste recycled
Pal Cool Holding	135,460	130,600	4,860	3,000	3,000	-
Emirates Driving Company	526,940	522,980	3,960	32,350	28,390	3,960
Kalyon	466,202	456,113	10,089	461,909	451,820	10,089
Viola Communications	61,000	61,000	-	-	-	-

Energy Consumption	2022
Direct energy consumption	
Petrol and diesel consumption from operations and vehicles (L)	0
Indirect energy consumption	
Electricity consumption (kWh)	8,038,976
Renewable energy consumption (kWh)	0
Total energy consumption (GJ)	28,940
Energy intensity (GJ/employee)	851

GHG Emissions	2022
Direct GHG emissions (Scope 1) (tons of CO2eq)	0
Indirect GHG emissions (Scope 2) (tons of CO2eq)	5,437
Total GHG emissions (tons of CO2eq)	5,437
GHG emissions intensity (tons of CO2eq from Scope 1 and 2 GHG emissions/employee)	160

2022 Portfolio Emissions (tons of CO^2eq)

Company name	Direct GHG emissions (Scope 1)	Indirect GHG emissions (Scope 2)	Other indirect GHG emissions (Scope 3)	Total absolute Scope 1 & 2 GHG emissions	Shareholding percentage	CO2 emissions weighted at the shareholding percentage
Pal Cool Holding	8	95,290	-	95,298	100%	95,298
Emirates Driving Company	2,913	4,737	874	7,650	48.01%	3,673
Kalyon	515,518	2,977	-	518,495	40%	207,398
Omorfia	845	6,599	-	7,444	51%	3,796

Water consumption	2022
Total water consumption (m3)	49,122
Water consumption intensity (m3)	1,445
Total amount of water reclaimed (m3)	0
Total volume of waste water generated (m3)	0

2022 Portfolio Water Consumption and Waste Water (m3)

Company name	Total water consumption	Total amount of water reclaimed	Total volume of waste water generated
Pal Cool Holding	1,985,252	26,901	101,559
Emirates Driving Company	139,684	-	-
Kalyon	51,872	50,250	2,461
Viola Communications	4,484	-	-
Omorfia	9,987,125	0	9,487,998

Procurement	2022
Total procurement spending (million AED)	12
Procurement spending on local suppliers (million AED)	11.7
Total number of local suppliers engaged (#)	45

INVESTING IN A SUSTAINABLE FUTURE

Portfolio engagement	2022
Percentage of portfolio engaged regarding ESG issues	100%

B: GRI Content Index

GRI Standard	Disclosure	Page number(s) and/ or direct answers
GRI 101: Foundation 2016		
	Organizational Profile	
	102-1 Name of the organization	202
	102-2 Activities, brands, products, and services	206
	102-3 Location of headquarters	206
	102-4 Location of operations	202
	102-5 Ownership and legal form	206
	102-6 Markets served	202
	102-7 Scale of the organization	202
	102-8 Information on employees and other workers	226
	102-9 Supply chain	220
	102-10 Significant changes to the organization and its supply chain	None
	102-11 Precautionary Principle or approach	223
	102-12 External initiatives	208
	102-13 Membership of associations	multiply.ae
	Strategy	
	102-14 Statement from senior decision-maker	205
	Ethics and Integrity	
	102-14 Statement from senior decision-maker	205
	Governance	
	102-18 Governance structure	213
GRI 102: Foundation 2016	102-20 Executive-level responsibility for economic, environmental, and social topics	213
	102-22 Composition of the highest governance body and its committees	225
	Stakeholder engagement	
	102-40 List of stakeholder groups	208
	102-41 Collective bargaining agreements	Not applicable in the UAE
	102-42 Identifying and selecting stakeholders	208
	102-43 Approach to stakeholder engagement	208
	102-44 Key topics and concerns raised	208
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	202
	102-46 Defining report content and topic Boundaries	202
	102-47 List of material topics	207
	102-48 Restatements of information	None
	102-49 Changes in reporting	None
	102-50 Reporting period	202
	102-51 Date of most recent report	2022
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	multiply.ae/contact-us
	102-54 Claims of reporting in accordance with the GRI Standards	202
	102-55 GRI content index	229
	102-56 External assurance	None

GRI Standard	Disclosure	Page number(s) and/ or direct answers
Material Topics		
GRI 200: Economic		
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	223
	103-2 The management approach and its components	223
	103-3 Evaluation of the management approach	Please refer to financial statements
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Please refer to financial statements
Market Presence		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	220, 223
	103-2 The management approach and its components	220, 223
	103-3 Evaluation of the management approach	220, 223
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	224
Indirect Economic Impacts		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	220, 223
	103-2 The management approach and its components	220, 223
	103-3 Evaluation of the management approach	220, 223
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	223
Procurement Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	220
	103-2 The management approach and its components	220
	103-3 Evaluation of the management approach	228
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	228
Anti-corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	212-213
	103-2 The management approach and its components	212-213
	103-3 Evaluation of the management approach	225
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	225
	205-2 Communication and training about anti-corruption policies and procedures	213
	205-3 Confirmed incidents of corruption and actions taken	225
GRI 300: Environmental		
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	220
	103-2 The management approach and its components	220
	103-3 Evaluation of the management approach	227
GRI 302: Energy 2016	302-3 Energy intensity	227
Water and Effluents		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	220
	103-2 The management approach and its components	220
	103-3 Evaluation of the management approach	228
GRI 303: Water and Effluents 2018	303-5 Water consumption	228
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	220
	103-2 The management approach and its components	220
	103-3 Evaluation of the management approach	227-228
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	227
	305-2 Energy indirect (Scope 2) GHG emissions	227
	305-3 Other indirect (Scope 3) GHG emissions	227
	305-4 GHG emissions intensity	226
Waste 2020		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	220
	103-2 The management approach and its components	220
	103-3 Evaluation of the management approach	226
GRI 306: Waste 2020	306-3 Waste generated	226

GRI Standard	Disclosure	Page number(s) and/ or direct answers
GRI 400: Social		
Employment 2016		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	217
	103-2 The management approach and its components	217
	103-3 Evaluation of the management approach	225-226
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	226
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	217
Occupational Health and Safety 2018		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	217
	103-2 The management approach and its components	217
	103-3 Evaluation of the management approach	227
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	227
Training and Education 2016		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	217
	103-2 The management approach and its components	217
	103-3 Evaluation of the management approach	226-227
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	226
Diversity and Equal Opportunity 2016		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	217
	103-2 The management approach and its components	217
	103-3 Evaluation of the management approach	225-226
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	225-226
Non-discrimination 2016		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	217
	103-2 The management approach and its components	217
	103-3 Evaluation of the management approach	225
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	217
Human Rights Assessment		
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