

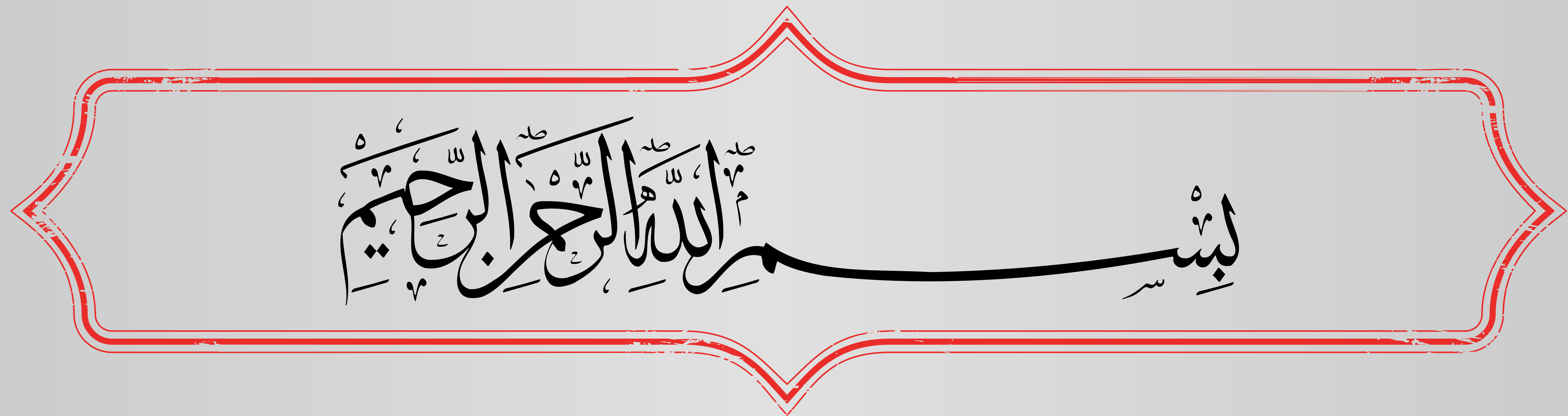


HERITAGE - LEADERSHIP - GROWTH

ALSAYER HOLDING SUSTAINABILITY REPORT

2020 - 2021

**ACCELERATE
SUSTAINABILITY
TRANSITIONS**



IN THE NAME OF ALLAH, THE COMPASSIONATE, THE MERCIFUL



HIS HIGHNESS
SHEIKH NAWAF AL-AHMED AL-JABER AL-SABAH
THE AMIR OF THE STATE OF KUWAIT



HIS HIGHNESS
SHEIKH MISHAL AL-AHMED AL-JABER AL-SABAH
THE CROWN PRINCE OF THE STATE OF KUWAIT

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CHAIRMAN'S MESSAGE (102-14, 102-33, 102-48)

MR. FAISAL BADER AL-SAYER

Ever since ALSAYER began operations 67 years ago, our founding principle—safeguarding the trust of our stakeholders, has remained at the forefront of operations. ALSAYER is committed to upholding this principle in everything we do.

2020 – 2021 was an unprecedented year worldwide that challenged humanity in unimaginable ways. This unseen scenario changed our lives and reminded us what matters most is our people, families and communities. It reemphasized the important role of business in supporting employees, customers and society. Creating an inclusive and sustainable world requires more than just a commitment—it demands taking responsibility and taking actions that support long lasting change. With determination and a collective spirit, ALSAYER team is up to the challenge.

We uphold our core strengths, backed by ALSAYER Heritage – Leadership – Growth values. We actively collaborate with customers, suppliers and partners, through highly reputed products and service, for a diversified segment; including automotive, heavy equipment and specialized trading. These efforts meet the brand quality requirements in Kuwait while constantly striving to represent desired innovative and sustainable solutions.

As a continuation of our Sustainable Strategy, we uphold our mission to support Kuwait National Development Plans (KNDP), and to meet the objectives of the Sustainable Development Agenda 2030. In line with our vision for the future, we uphold the United Nations Sustainable Development Goals that guide global action in addressing economic development, social and environmental issues. During this challenging time, we have consciously encouraged digitization, improved our business process, and invested and promoted innovations in various business domains. We also have actively engaged and associated ourselves with key organizations to bring social empowerment and harmony. We have worked alongside the Kuwait government, as well as nonprofit agencies to support COVID-19 screen test for 5000+ individuals and distribute 3,500 refreshment packets to waiting individuals. ALSAYER also utilized 100 Certified pre-owned Toyota cars for the Kuwait Fire Services Directorate, to aid them in their duty as front-line workers in delivering medicines and essentials around the State of Kuwait.

Our foundational values of integrity, transparency and accountability drive long-term success for our company and stakeholders. We reinforce our commitment to proper business ethics by our Governance structure and Business Ethics and Compliance program, which enable us to balance anticipated risks. As a diversified business company, we define success as meeting customers' needs and expectations while reducing operational impacts, advocating for sustainable policy, valuing community input, and creating shared value for stakeholders.



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we have consciously encouraged digitization, improving our business process, and invest in and promote innovations in various business domains.

CEO'S MESSAGE

(102-14, 102-48)

MR. MUBARAK NASER AL-SAYER

This is our 3rd publishing and when writing my letter to you for our last report, we could not have imagined the considerable changes we would experience in our lives, work environment and business performance of the company. Today, we have learned many important lessons on how to navigate and adapt in the face of a crisis. We are cautiously optimistic that in the coming years we will see tangible improvements in respect to the overall health situation and economic recovery. Rest assured we remain vigilant towards developments that may assist us in accomplishing safer working and business environments for our employees and customers.

This year, I extend especial thank you to all our employees, customers, and management teams, for extending their immense dedication and support in bracing the unexpected. We must also take a moment to pay respects to our beloved colleagues whom we have sadly lost due to the pandemic and extend our deepest condolences to their families, all of whom are in our thoughts. And we wish our colleagues who have suffered from the virus a swift and full recovery.

At ALSAYER our Environmental, Social, and Governance (ESG) strategy defines the scope of our sustainability commitment. It focusses on Four Sustainable Gear's (NEWS), which allow us to actively contribute to fostering high

standards of environmental stewardship and social equity, while still delivering financial returns to our investors.

Customer focus, employee experience, environmental protection and partnership longevity frame our initiatives and build on the knowledge gained through stakeholder engagement and the material topics identified in our materiality matrix.

We conduct business with uncompromising honesty and integrity, adhering to laws, regulations, our written Code of Conduct, and expect everyone at ALSAYER to uphold these same values. We express this commitment through our business values, professional standards, staff training and internal systems and practices. It is key to earning and maintaining the trust of our company's stakeholders: management and employees, clients, suppliers and contractors, governments, non-governmental organizations, and the communities in which we operate.

ALSAYER Holding is a signatory member of the United Nations Global Compact, the world's largest corporate citizenship and sustainability initiative, supporting the Global Compact's 10 principles in areas of human rights, labor, environment, anticorruption and reinforcement of the company's commitment to responsible business practices. The respective UN Global Compact Progress Report is also included in ALSAYER's sustainability Report. As part of this commitment, we lead collaborative projects like ALSAYER COP and Social Accountability, which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals, for which ALSAYER enthusiastically supports.

“

we remain vigilant regarding any developments to provide even safer working and business environments for our employees and customers.



MESSAGE FROM CHAIRMAN OF THE SUSTAINABILITY COMMITTEE MR. MOHAMED NASER AL-SAYER

(102-14, 102-33, 102-48)

Sustainability is an intrinsic element to ALSAYER's business strategy, aiming for sustainable and profitable growth. Our ESG engagement is focused on four key areas we want to have a positive impact within our stakeholder eco-system and beyond: customer experience; employee wellbeing and advancement; protecting the environment through the responsible use of our planet's resources and being a trusted partner for all our stakeholders.

We first reported our sustainability goals and achievements in accordance with the Global Reporting Initiative guidelines in 2017. The implementation of our ESG strategy builds on our sustainability initiatives to date. Its implementation is lead by the ALSAYER Holding Sustainability steering Committee, and supervised by our Board of Director level, thus fully integrating sustainability in the overall company strategy to deliver sustainable and profitable growth.

This sustainability report has been prepared following the guidelines of the Global Reporting Initiative (GRI) Standards and Core Option. It covers our Environmental, Social and Governance (ESG) activities, and performance and approach for the year 2020-21 focusing

on the topics we have determined to be of greatest importance for ALSAYER Holding and its stakeholders. The UN Sustainability Development Goals (SDGs) have been included along with information on the respective GRI and SDG indicators in the corresponding sections to share a transparent understanding of our report.

The initial materiality matrix was created through a scaled process. It is based on the assessment of several internal and external sources such as our existing policies and regulations and the publicly available materiality assessments of peers. As a next step, we gather stakeholder feedback, mainly through various internal sources, questionnaires, associations, and through ongoing dialogue.

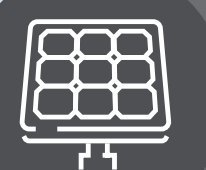

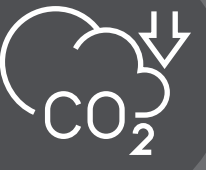








To better assess and understand the environmental impact of ALSAYER Holding resource consumption and emissions, we have identified four different areas of our business that permit the company to track and implement the necessary measures and goals to minimize the impact. These include showrooms, service centers, warehouses and office environments. With respect to the types of resources used and the information collected, water, electricity and fuel consumption are the most material aspects of our footprint.



“
we want to
have a positive
impact within
our stakeholder
eco-system
and beyond

EXCELLENCE IN SUSTAINABILITY (102-14)

KEY HIGHLIGHT MATRIX (2020-2021)

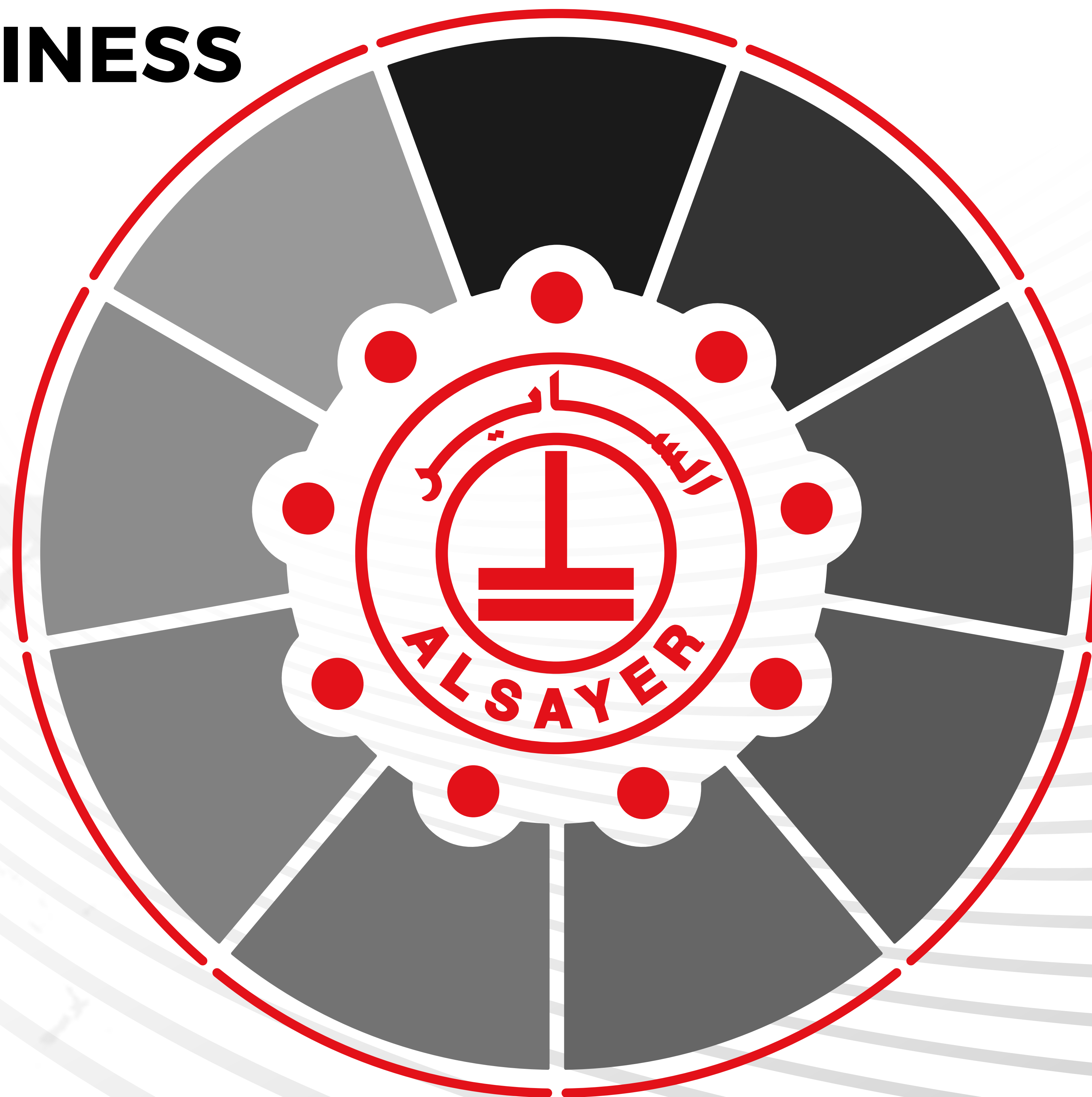
 RENEWABLE ENERGY (MWh)	2016-2017 628	2018-2019 1,760	2020-2021 3,464	 TOTAL HOURS OF TRAINING	2016-2017 1,056	2018-2019 1,023	2020-2021 989
 CO ₂ EMISSION REDUCTION (MTCO ₂)	2016-2017 389	2018-2019 1,091	2020-2021 2,350	 INNOVATIVE IDEAS	2016-2017 49	2018-2019 43	2020-2021 30
 DIRECT IMPACT GOVERNMENTAL ECONOMIC SAVINGS (KD)	2016-2017 25,120	2018-2019 108,800	2020-2021 180,960	 COMMUNITY INVESTMENT (KD)	2016-2017 81,860	2018-2019 160,000	2020-2021 59,231
 NET PROMOTER INDEX (NEW SALES) (%)	2016-2017 NA	2018-2019 90	2020-2021 95	 SOCIAL ENGAGEMENT	2016-2017 40	2018-2019 48	2020-2021 31
 EMPLOYEE ENGAGEMENT	2016-2017 3,224	2018-2019 3,245	2020-2021 3,259	 TOTAL VOLUME OF WATER SAVED (M ³)	2018-2019 21,881	2020-2021 24,089	
 EMPLOYEE SATISFACTION (%)	2016-2017 67	2018-2019 70	2020-2021 73				



ABOUT ALSAYER HOLDING BUSINESS

(102-1, 102-2, 102-4, 102-5, 102-6, 102-7, 102-16, 102-33, 103-1, 103-2, 103-3)

Today, ALSAYER has a diverse portfolio of businesses, products and services, with specialist teams dedicated to the cultivation and growth of every business we are involved in. We represent some of the best brands in the world, including market leaders in the automotive and heavy equipment supply industries. Our presence can be seen in every aspect of daily life with some of the largest market shares in nearly every industry in which we operate. Not surprisingly, we are regarded as the most customer-centric company in the country, with the ability to offer every client a full and satisfactory solution in the ownership and maintenance of products.



OUR SUSTAINABILITY STRATEGY

ALSAYER ALWAYS WITH YOU

(102-15, 102-16, 103-1, 103-2, 103-3)



OUR VISION

We envision being a leading example of excellent service, quality products and sustainable business that will drive a significant, positive impact to our stakeholders.



OUR MISSION

At ALSAYER Holding we are committed to demonstrating sustainable, organic growth in all our businesses while representing world-renowned brands in the State of Kuwait and abroad. With local expertise and support, we maintain a high level of customer satisfaction and adhere to ethical business practices to develop and retain customer trust based on honesty and integrity. We are fully committed to delivering world class technological products, quality maintenance, and after sales support.



OUR VALUES

- Health & Safety
- Digitalization
- Mobility
- Green Building
- Employees Training & Development
- Suppliers training on quality and standards
- Kuwaitization
- Carbon Management & Fuel Consumption
- Partnership
- Innovation & Technology
- Commitment
- Volunteering work



STRATEGIC GOALS

- Promote the health and safety of all our stakeholders including employees, customers, suppliers, and the communities we operate in
- Become a digital organization
- To be the best mobility supplier in Kuwait by 2025
- Optimize Energy Consumption & increase renewable energy
- Enhance employee satisfaction index and development consistently
- Build capacity and enforce environmental health & safety standards for suppliers
- Encouraging the employment of native born
- Find alternative resources to control carbon and fuel consumption
- Become reference for our strategic alliance & enhance community prosperity to build partnerships
- Source Innovative Solution to producing high quality and efficient work
- Trust, respect and honesty are the foundation of long-term relationships with all our stakeholders
- Concentrate on volunteering work

OUR APPROACH TO SUSTAINABILITY & EXCELLENCE

(102-11, 102-15, 102-16, 102-21, 102-43, 102-44)

Due to the unprecedented challenges that have been brought on by the global pandemic, ALSAYER places great emphasis on the health and safety of all employees and customers. All ALSAYER locations are closely inspected and maintained to minimize any risk of infection.

Moreover, to provide the highest safety standards to customers, we have actively developed and promoted our digitization of products and services, such as the availability of product features on web and video, and the contactless service of vehicles.

In line to the commitment expressed in our previous report, we continuously invest, engage, and promote environmentally friendly products with greater emphasis on reduction of GHG Emission, while continuously reducing our energy and water consumptions in all our locations.

ALSAYER actively invests in generating renewable power to cater our own needs, present and future. Three of our locations have been awarded the GORD GSAS Certifications.



United Nations Global Compact



STRATEGIC DIRECTION & INTEGRATION (102-15)

We have made tremendous efforts in digitizing our organization while demonstrating our commitment to ESG factors and Kuwait Mission 2035.

In line with these efforts, we have joined as a **Signatory Member of United Nations Global**

Compact with commitments to operate responsibly, in alignment with universal sustainability principles, taking actions that support the society around us, committing from our organization's highest level, pushing sustainability deep into your DNA and engaging locally where we have a presence.



STAKEHOLDER ENGAGEMENT

(102-21, 102-40, 102-42, 102-43, 102-44)

ALSAYER believes effective stakeholder engagement is founded on transparency and meaningful dialogue. Our primary goal is to foster mutual understanding, trust, and cooperation with stakeholder groups on a variety of topics relevant to our community and business.

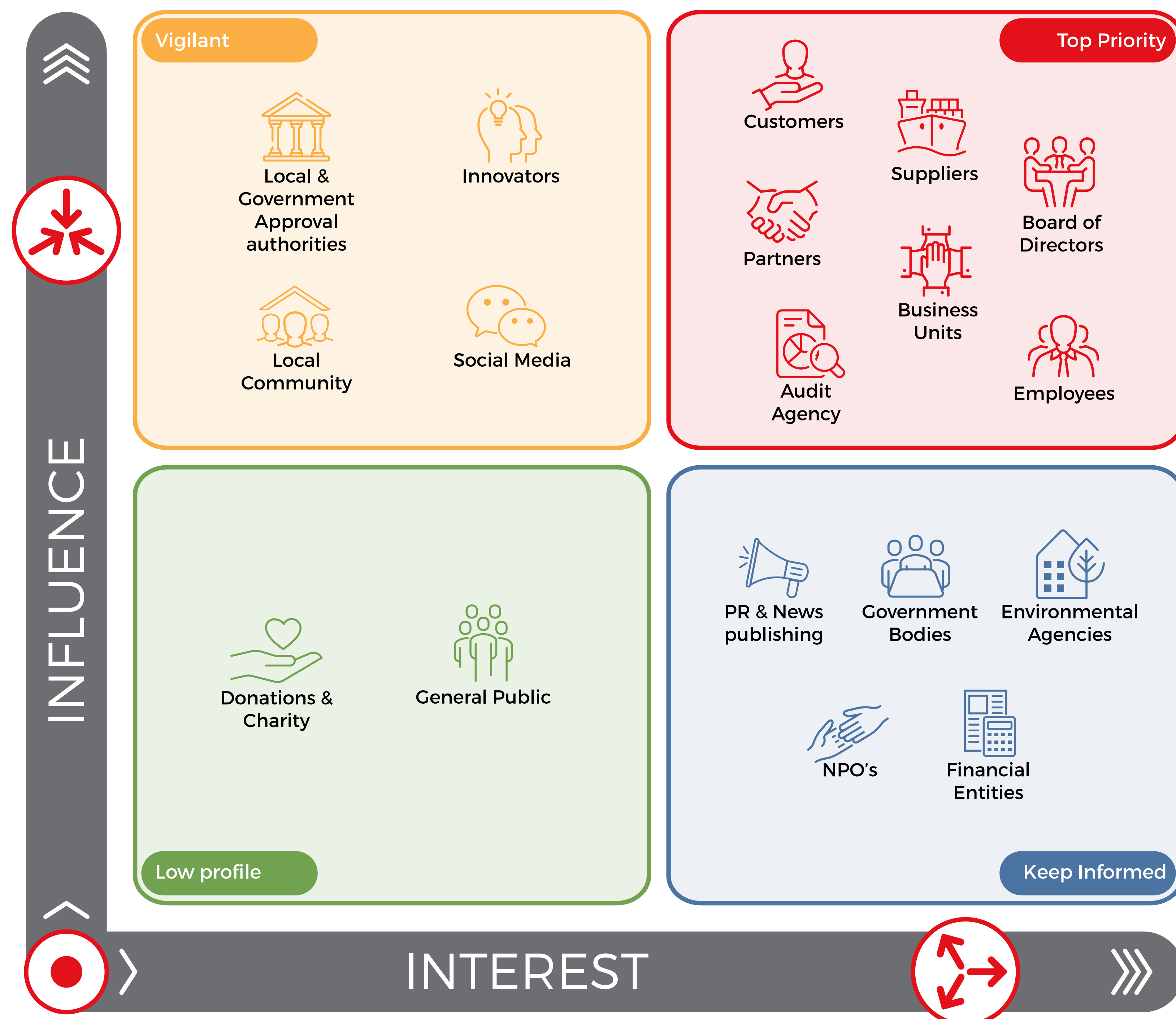
We have a large range of stakeholders, including proprietors, employees, customers, local communities, suppliers, partners, government & regulatory bodies, and nonprofit organizations. We prioritize the stakeholders' perspectives on topics that matter to them, and those who have interests and the ability to influence business operations.

Their expectations are mapped to understand community needs, address customer opportunities, empower employees, develop supplier relations, and increase shareholder values.

At ALSAYER we have opened various communication channels for an engaging conversation with our stakeholders. Which in turn helps us to have meaningful dialogue around our policies, practices, programs, and initiatives. These engagements are an opportunity to share information about our strategy, practices, and performance. We believe that effective stakeholder engagement can help reduce sustainability related risks and enable us to continue delivering positive contributions to our stakeholders.



ALSAYER STAKEHOLDER MAPPING



MATERIALITY

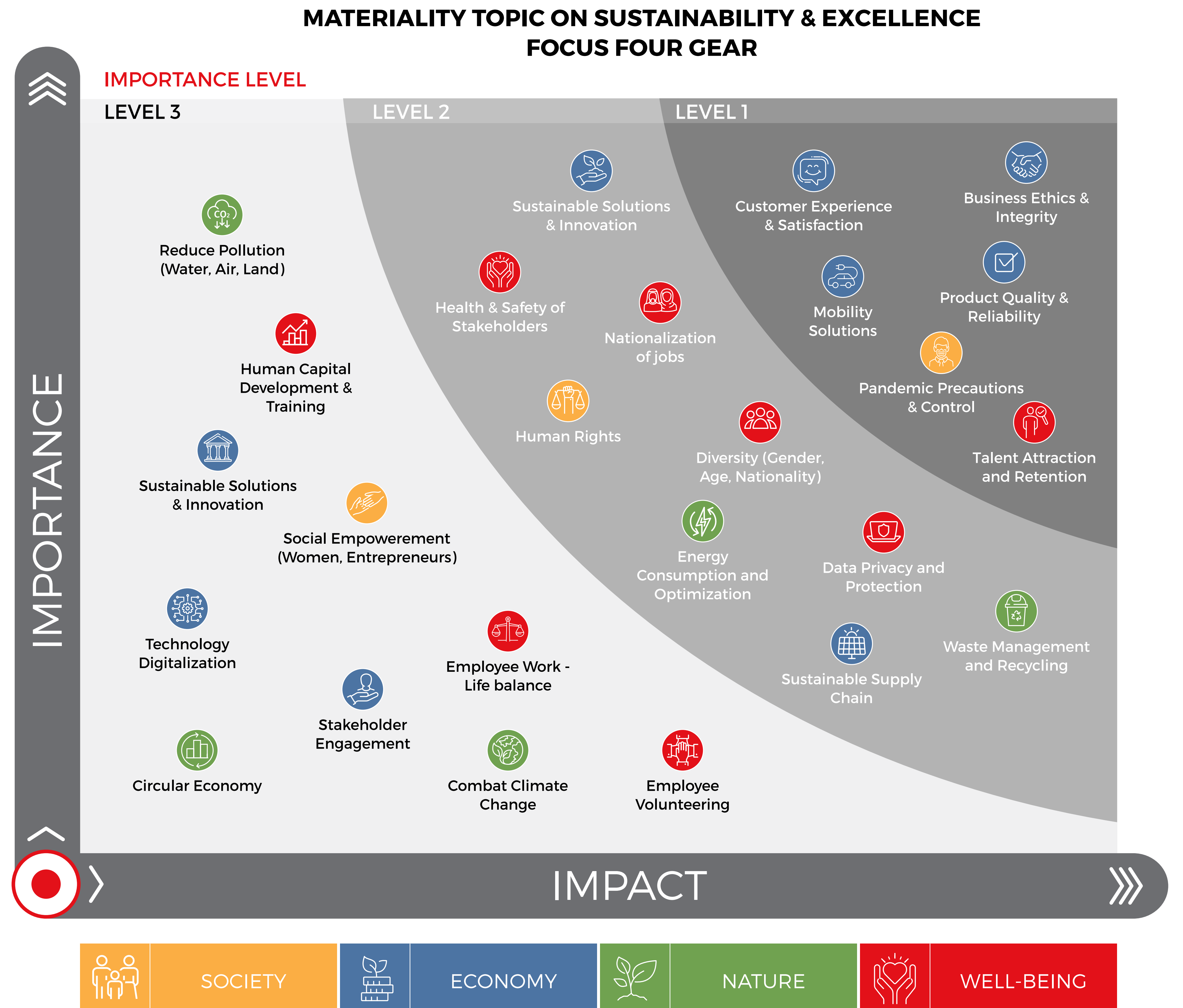
(102-21, 102-40, 102-42, 102-43, 102-44, 102-46, 102-47)

ALSAYER materiality analysis process categorize the most important sustainability topics, opportunities and risks for our business from two perspectives: their importance to our stakeholders and their impact on ALSAYER's business. Our materiality matrix identifies and prioritize the topics that matter most to our business and stakeholders and helps us to focus on those topics with at most importance. The information gained through this process can support decisions about the direction of our business and allows the integration of sustainability topics in the core business strategy.

The materiality of the topics was defined by considering:

- The main sustainability topics raised by ALSAYER stakeholders
- The relevance for ALSAYER core business
- Potential reputational impacts
- Potential to influence/impact the topic
- Relevant laws and regulations, compliance
- ALSAYER risk management

ALSAYER completed a Sustainability Materiality Assessment via online survey by engaging customers, partners, industry associations, non-profit organizations, communities, and educational institutions. Internal stakeholders were from a variety of levels within the organization including executive leadership, our Sustainability Steering Committee, Employees, Business Unit leaders, and account managers. To prioritize the importance of each topic stakeholders voted on a scale from very low to very high.



PARTNERSHIPS (102-40, 102-42, 102-43)

ALSAYER cooperate with a range of stakeholders to build prosperous and sustainable futures for our people, customers, communities, supply chain partners and investors. Our goal is long-term collaborative partnership that share our values and can help us achieve our aspirations. We expect our partners to shoulder us in the commitment to sustainability and demonstrate a passion to fulfil this commitment together. ALSAYER is a proud member of the UN Global Compact (UNGC), the world’s largest corporate sustainability initiative. By signing the Global Compact we are committed

to incorporating its principles into our strategy and Group culture – communicating them to our employees, owners, suppliers, partners, customers and greater community.

Throughout the years, ALSAYER has strengthened the existing relationship with our partners to ensure that our customers have vital access to quality products and services. We evolve with the knowledge development and digital partners who can empower our business and engage our employees to continuously progress in their domain. Our relationship with

communities and stakeholder networks enable us to evaluate and strengthen sustainability activities. Through our trusted and innovative partners, we identify and execute impactful projects for positive and long-term results for our stakeholders and communities. ALSAYER partnerships have the goal to integrate economic, environmental and social objectives. We brainstorm most pressing issues and respond effectively to the sustainability challenges impacting our stakeholders.

<div>  </div> <div>GOVERNMENT</div>	<div>  </div> <div>SUPPORTING AGENCIES</div>	<div>  </div> <div>NON PROFIT ORGANISATIONS</div>	<div>  </div> <div>SPONSORSHIP</div>	<div>  </div> <div>EDUCATIONAL INSTITUTES</div>	<div>  </div> <div>PRIVATE SECTOR</div>
<ul style="list-style-type: none"> Ministry of Health Ministry of Education Ministry of Interior Ministry of Commerce Kuwait Municipality Nutrition Department-MOH 	<ul style="list-style-type: none"> United Nations High Commissioner for Refugees (UNHCR) Kuwait Foundation for the Advancement of Sciences (KFAS) Kuwait Economic Society Kuwait Paralympic Committee Kuwait Fire Services Directorate Kuwait Institute for Scientific Research (KISR) Gulf Organization Research & Development (GORD) Kuwait Central Blood Bank 	<ul style="list-style-type: none"> Patience Helping Fund Kuwait Support and Rescue Team TrashHero Kuwait Nahtham Volunteering Team TrashTag Al Passion Green Hands Crafts Academy 	<ul style="list-style-type: none"> Inspire Sahara – Be Inspired Kuwait Motor Town Aafaq Book Store Kuwaiti Student Association at Temple, USA 	<ul style="list-style-type: none"> The Public Authority for Applied Education and Training Kuwait University Arwa Bint Abdul Muttalib School Al Shamiya School Alnajat Schools Al Jeel AL Jadeed Schools Abdulaziz Al Rushaied School Sara Rashed Al Tawheed School Al Zahraa Mid School Indian Learners Own Academy Al Ruyaa Bilingual School Dasman Bilingual school Kashcool Spedia Apps 	<ul style="list-style-type: none"> Engie Solutions True Value





CORPORATE GOVERNANCE

(102-18, 102-20, 102-21, 102-22, 102-23, 102-26, 102-27)

ALSAYER attributes the success of governance to the guidance of our Board of Directors in channeling the corporate vision. Each division plays an intrinsic role in the internal governance of the company. These bodies are meticulous in their applied efforts and are fully dedicated to achieving the desired level of excellence that ALSAYER is synonymous for. Together they harmoniously bring the company structure into one that enables decision- to produce excellence for not only the needs of customers and employees, but to make sure all stakeholders are satisfied with the company's performance and corporate strategy.



ALSAYER HOLDING BOARD MEMBERS

(102-18, 102-20, 102-23, 102-26, 102-32)

ALSAYER Holdings governance framework is supervised by the Board of Directors to maximize stakeholder's value through committing to the corporate governance best practices in all operations. Through an effective corporate governance structure ALSAYER board of directors' make sure management is acting according to the company's Code of Conduct.

The board reviews and approves the company's business plans and policies and constantly evaluate the inherent level of risk in these plans in coordination with Corporate Risk Management and Business Continuity Operations.

ALSAYER board is responsible for approving the internal policies and charters and ensuring transparency and separation of power and responsibilities between the board and Executive Management. Hence, they approve authorities delegated to the Executive Management and develop policies that regulate the relationship with stakeholders



**MR. FAISAL BADER
AL-SAYER**

Chairman



**MR. MUSAED BADER
AL-SAYER**

Vice-Chairman



**MR. SAYER BADER
AL-SAYER**

Deputy Vice-Chairman



**MR. MUBARAK NASER
AL-SAYER**

Executive Board Member



**MR. MOHAMED NASER
AL-SAYER**

Executive Board Member



**MS. KHALEDA
N. M. AL-SAYER**

Board Member



**MR. BADER
M. AL-SAYER**

Secretary to the
Board of Directors



MR. PAUL REYNOLDS

External Director/
Board Advisor



SUSTAINABILITY STEERING COMMITTEE

(102-18, 102-20, 102-21, 102-22, 102-23, 102-26, 102-27, 102-31, 102-32)

The Sustainability Steering Committee is a body that is accountable for the sustainability strategy and its performance across all our business units. Not only it is a core part of good governance within our company, but its role is to integrate both business and sustainability priorities so that the company thrives.

The Sustainability Steering Committee by its nature, cuts across business operations and support functions to orient the organization towards long term sustainability. This committee also provides enough support for key decision makers to develop and sustain the company's efforts to improve its environment and social practices.



Mr Mohammad Naser Al-Sayer
Chairman



Mr Ibrahim Al-Fouzan
Vice Chairman



Mr Hamad Musaed Al-Sayer
Member



Mr Bader Faisal Al-Sayer
Member



Mr Hamad Ibrahim Al-Fouzan
Member



Mr Khalid Musaed Al-Sayer
Member



Ms Bedour Faisal Al-Sayer
Member



Mr Abdullah Sayer Al-Sayer
Member



Mr Nehad Al-Haj Ali
Member



KEY RESPONSIBILITIES:

- Reviewing strategic sustainability and excellence issues
- Advising innovations that would improve ALSAYER Holding's overall performance
- Following up on the existing and ongoing activities and programs
- Develop & enhance sustainability knowledge and identify new trends in ESG topics.

KEY TOPICS:

- Companywide sustainability and excellence strategic projects
- ALSAYER Holding governance and business continuity
- Impacts of sustainability and excellence on brand image
- CSR activities and initiatives
- Excellence awards
- Employee's events
- Efficiency through "Do More with Less"
- Health issues of COVID-19



CORPORATE QUALITY POLICY AND OBJECTIVES

CORPORATE QUALITY OBJECTIVES (102-11, 102-16)

To support our Corporate Quality Policy the following Corporate Quality Objectives have been set and maintained:



International Organization for Standardization



CUSTOMERS

Customers are the cornerstones of our business. We seek to build long-term relationships and market share growth through our passion for competitive excellence in all aspects of customer service.



EMPLOYEES

Our employees are our most important assets. We will only employ the best-qualified people and provide them with the right tools to do the job. All staff at every level will be motivated, rewarded and encouraged to maximize they're potential in an environment that values each individual for what they can achieve.



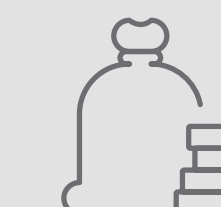
PRINCIPALS

We will always deliver value to each principal, which they cannot achieve through any other route. Our relationships are based on long-term mutual benefits and growth.



COMMUNITY

As a responsible and leading corporate citizen, the group will contribute to the economic, social environment and cultural well being of the local community.



FINANCIAL

Generating a long term, sustainable stream of annual profit to provide funding for future growth, and to deliver our commitments to Customers, Principals, Employees and Community.



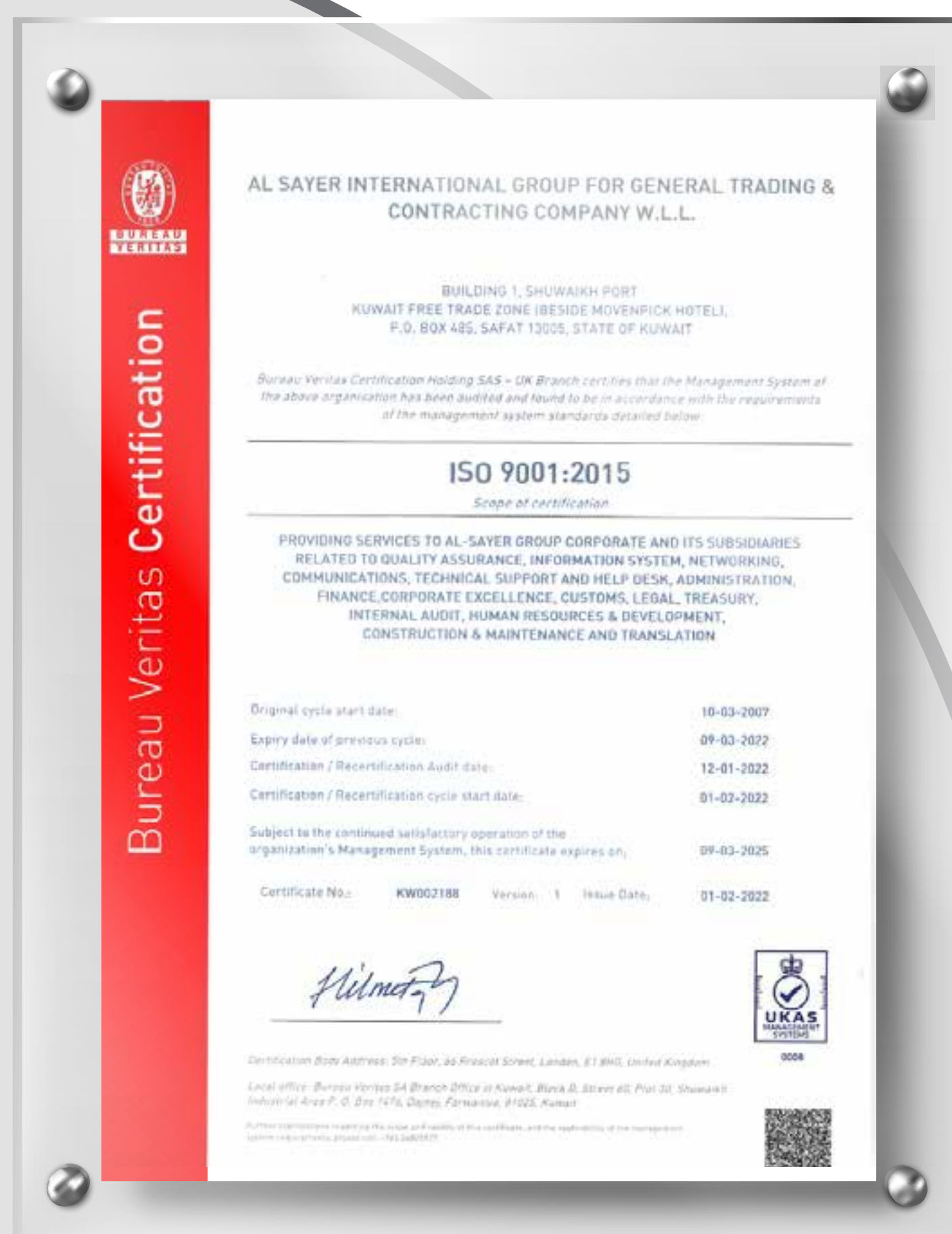
INTERNAL PROCESSES

The quality, timeliness, and efficiency of our internal processes must be directly aligned to the ultimate needs of our customers, principals, employees, community and shareholders.

ALSAYER Holding's senior management ensures that the Quality Policy and Quality Objectives are communicated and understood within the Group. The Corporate Quality Policy is periodically reviewed to ensure its continuing suitability.

ALSAYER Holding Service and Spare Parts obtained ISO 9002/1994 certification in 1998 and was the first Lexus/Toyota dealer in the Middle East to achieve such certification. In 2004 Group Service and Group Spare Parts upgraded the Quality Management Systems in keeping with the new version of the Standard (ISO Standard 9001:2000). BTC and Group IT also achieved such certification in 2005 and 2006, respectively.

In 2007, the whole Group operations achieved ISO 9001/2000 certification as a best example and evidence of ALSAYER Holding keen concern and commitment to keep its customers satisfied and even delighted with Quality Products and Services offered, and after then all companies of ALSAYER Holding upgrade their Quality Management Systems to meet the requirements of the latest issue of the Standard (ISO 9001:2015) which is valid currently.



RISK MANAGEMENT AND BUSINESS CONTINUITY MANAGEMENT

(102-11, 102-15, 102-16, 102-26)

RISK MANAGEMENT

ALSAYER Management has taken utmost care of the health and safety of the employees and customers while continuously carrying out the inspections of all the facilities against the COVID-19 guidelines set up in line with Kuwait Ministry Of Health (MOH) and WHO guidelines. Where appropriate, employees are working from home, reducing the workforce in offices, adhering to the local lockdown guidelines, and working hours as declared by the local authorities.

INTEGRITY AND BUSINESS CONTINUITY (103-1, 103-2, 103-3)

ALSAYER has also established a Pandemic Business Continuity plan to ensure that our business is able to survive a critical incident. This plan consists of internal functions and external support.

Centered around identifying business critical functions, equipment, and employees, and determining how, where and by whom these critical services are provided. During these times we have suspended some specific aspects of work/services to reduce risk of exposure like offering test drives to our customers and supporting social distancing to ensure we carefully monitor employee availability, health, and safety.

Externally a supply chain analysis and assessment of the possible risks faced by vendors, manufacturers, suppliers, and all organizations and stakeholders that we interact with and rely upon is being done continuously to maintain a steady supply chain.

The COVID-19 pandemic has highlighted the importance of having an up-to-date business continuity plan to help us better prepare for a crisis, manage the workforce amid the changing landscape, and support the resumption of regular business activities after the crisis has subsided.

This Plan which we have laid out is valid for any pandemic declared by WHO and Kuwait government in future, however the details of the actions were based on the causes of the pandemic and the precautions taken to prevent the same based on the WHO and MOH recommendations.

The outbreak of COVID-19 is rapidly evolving, and to help to mitigate the risk and impact of this outbreak, ALSAYER followed 'Response to Covid-19' plans for our stakeholders:

- Provides guidance to our employees – to help ensure their health and safety.
- Delivers timely information to customers and suppliers – to minimize the impact of interruptions.
- Reduces confusion and misinformation – through a clearly defined command and control structure.





RESPONSE TO COVID-19

The COVID-19 pandemic has been relentless in its impact on the health and economy on a global level. In 2020 – 2021 report period we faced a resurgence of infection and rise in COVID cases, which forced Kuwait to continue its implementation of social restrictions. This pandemic has tested our organizational resilience, and from ALSAYER, we ensure the safety of our employees and their families, customers, and communities while striving to maintain quality service, with minimal disruptions.

CARING OUR WORKFORCE

During initial days of complete lockdown, we started engaging our employees through online platforms. ALSAYER Top Management engaged with the employees through our **digital channel Best In Business (BIB)** to brace their moral and motivate them to combat the stress and state of isolation.

- Closing showrooms and service stations per Kuwait Government policy guidance, applying strict local and international travel restrictions.
- Activation of split operations teams between offices, alternate sites, and work from home.
- Implementation of strict Standard Operating Procedures including physical distancing, usage of personal protection equipment, health monitoring, and deferment of all events requiring physical attendance.

Running online campaigns for the wellbeing of employees, customers, and the community under 'Stay Home – Stay Safe – Stay Positive'

From the initial days of the virus outbreak itself we established a COVID-19 response team consisting of top management and business unit-level response teams. They run continuous COVID-19 awareness & prevention sessions at 25 of ALSAYER locations, including offices, showrooms, and service stations to ensure strict following of pandemic control.



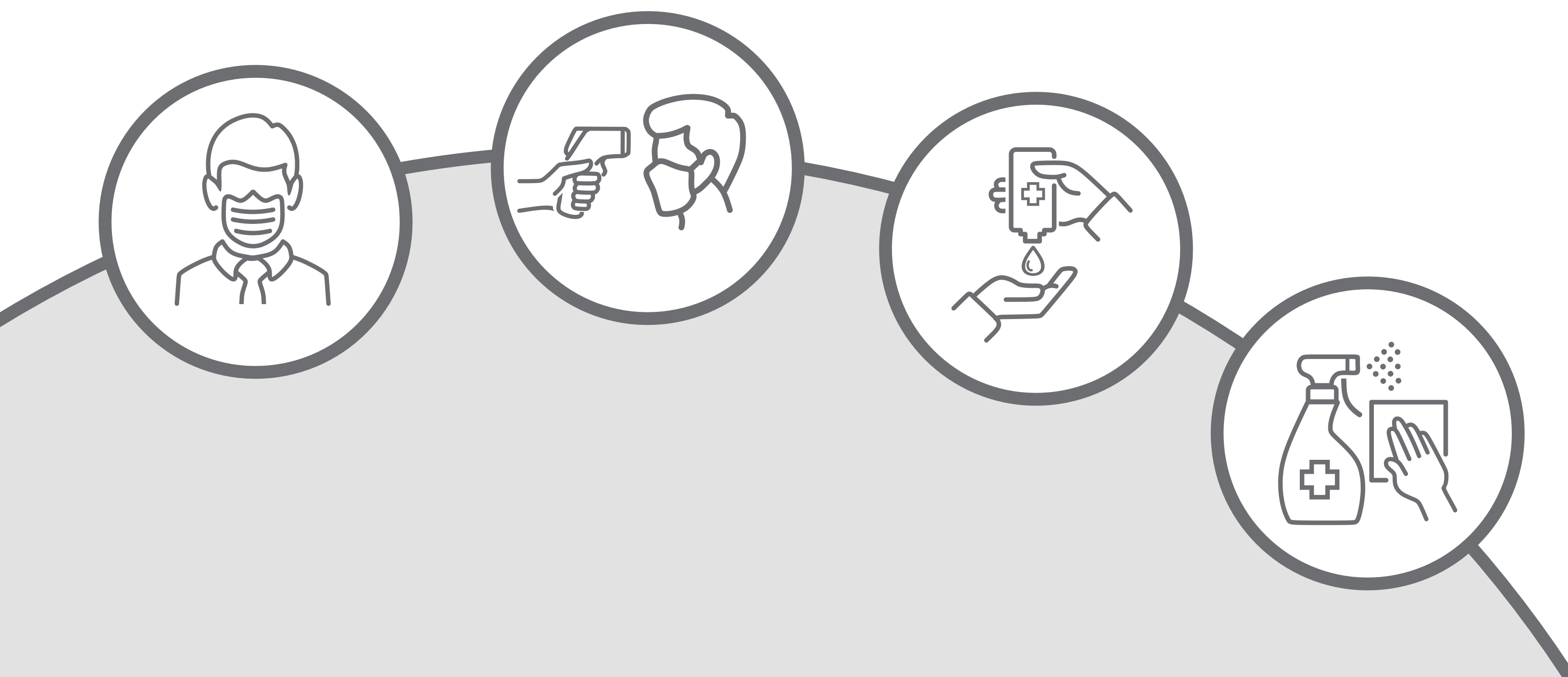
PROTECTING OUR CUSTOMERS



Our response to our customers is shaped by our values of active listening, learning and caring deeply. We enforced strict health and safety protocols to mitigate infection risks in our showrooms and service centers for our customers and employees. These measures were followed

through by arranging online service appointments at facilities for customers.

ALSAYER arranged Fun@Home campaigns to engage customers and families during complete lockdown. We shared valuable self-help tips for vehicle maintenance to avoid unexpected breakdowns.



KENKO – DAIICHI (HEALTH FIRST)

Kenko – Daiichi (Health First) Informing COVID-19 safety & precautions taken at our offices, showrooms and at service stations to reassure the hygienic and protective measures ensured for our customers, employees and stakeholders under a campaign – “#Healthfirst #Safetyfirst”.

Normally our product launches are packed with invited guests and participants, during this crisis we ensured our customers get latest

product features through a digital experience. Many Toyota Hybrid models were launched through the online platform.

We enabled innovative vehicle sanitation & steam car washing at service centers to stay healthy beyond the COVID-19 crisis. Through this we quickly stood out with practical processes, enabling continuity of operations in support of customer commitments.

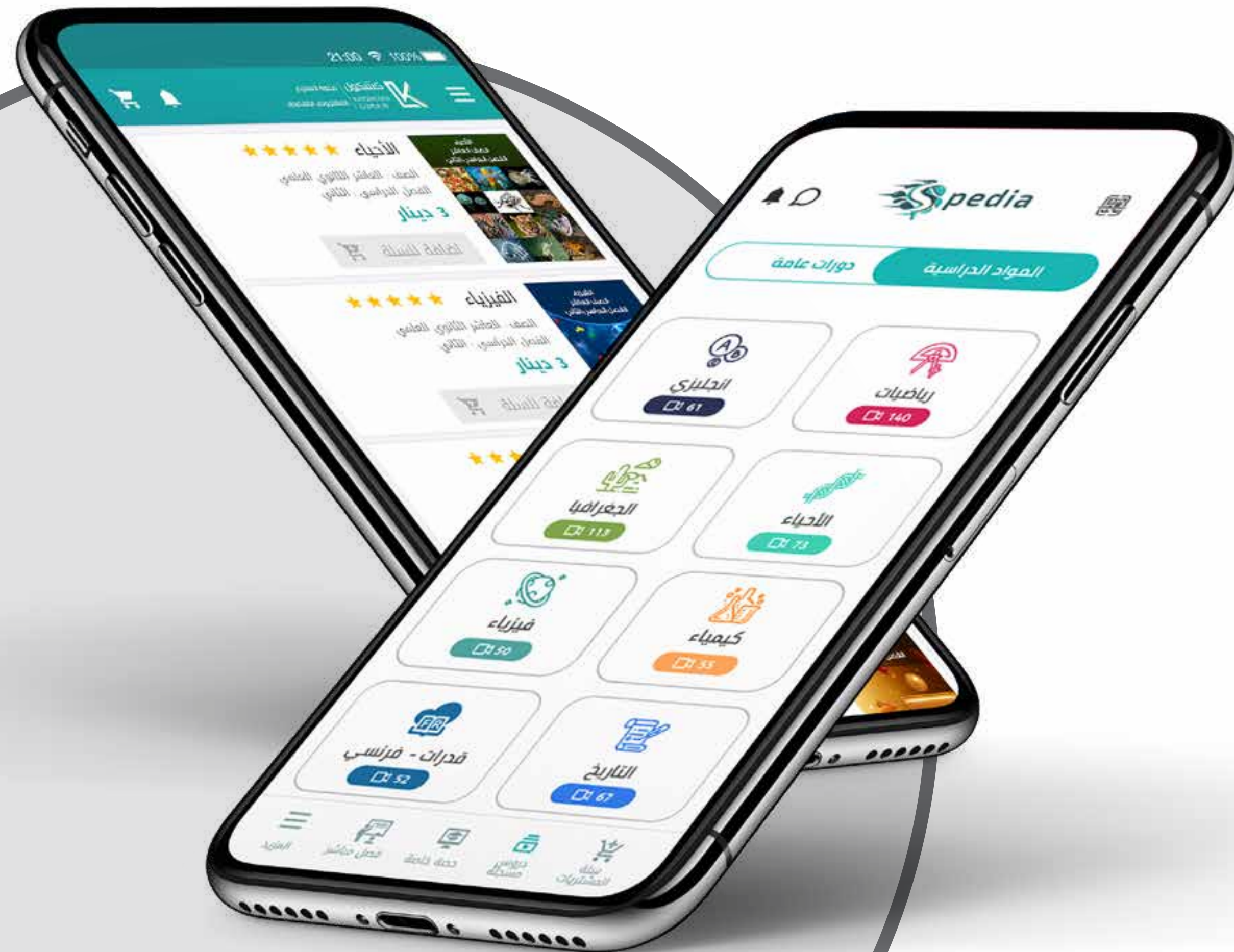


SUPPORTING SOCIETY

ALSAYER involve our activities at local level, as well as employee volunteers, to develop and implement programs and initiatives that align with our business strategy.

ONLINE LEARNING

During this pandemic children without schools and study curriculum are supported by our online educational partners SpediaApp and Kashcool for an online free study experience.



COMMUNITY EFFORTS TO DELIVER MEDICINES

Initiated a campaign to spread the message “Stay Home – Stay Safe for Kuwait” ALSAYER facilitated 100 Certified pre-owned Toyota cars to Kuwait Fire Services Directorate to help them in their COVID-19 duty to deliver medicines and essentials around State of Kuwait.



VOLUNTEERING FOR COVID-19 SCREENING TEST

Many of our volunteers supported Government efforts to screen the travelers coming from outside countries, for the COVID-19 infection test. ALSAYER volunteers supported 5000+ visitors for visit guidance and distributed 3,500 refreshment packets for the support of this community.



SUPPORTING PATIENCE HELPING FUND ORAGANISATION

PFH was provided with the replacement tires for the COVID-19 service ambulance. As well arranging warranty repair & special discounts on periodic maintenance services for 20 vehicles operating in Kuwait t by PHFS to support COVID-19 infected patients under Ministry of Health.



SALUTE FRONT LINE HERO'S

ALSAYER run a campaign to show the respect and gratitude for all frontline hero's during the fight against COVID-19. This campaign continuously highlighted the necessity in following strict COVID-19 measures and supporting the Kuwait front line staff to ease the workload of excessive COVID-19 services.



COVID-19 AWARENESS SESSIONS

We run awareness sessions in ALSAYER locations on daily basis to increase awareness about the preventive measures against COVID-19 pandemic as well as Inform them about the MOH daily updates for protecting our employees and our customers as well.

236 
Awareness Sessions
been conducted



DAILY INSPECTION OF ALSAYER LOCATIONS

We run daily visit to ALSAYER locations to check employees & customer compliance to the preventive measures against COVID-19 pandemic.

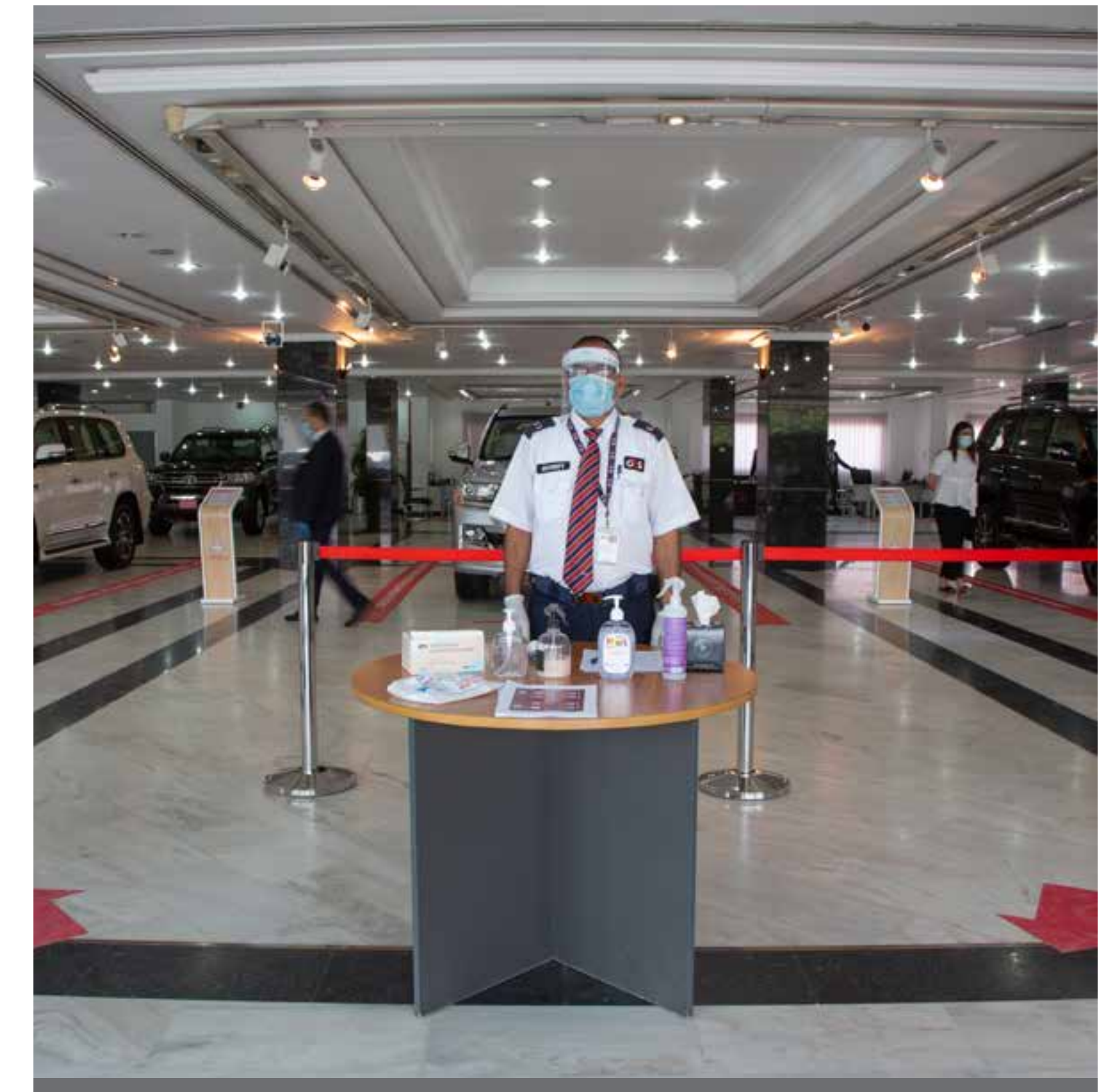
925 
inspections been done



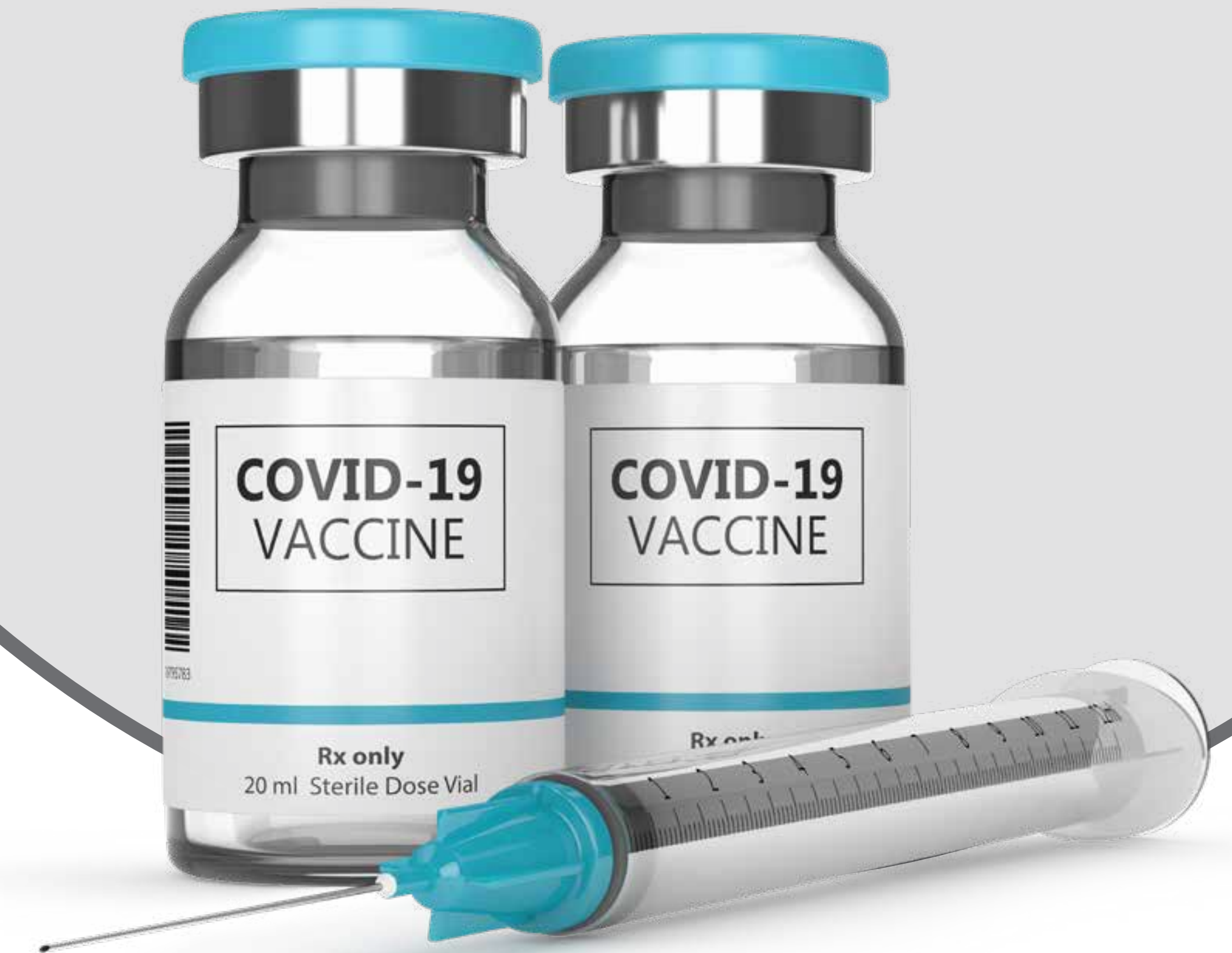
ALRAI SHOWROOM SAFE GUARD BV CERTIFICATE

ALSAYER has taken all COVID-19 counter measures to restart the business by verifying compliance with protective measures to meet the needs of all sectors of the economy before reopening the business.

Teams received training on good hygiene practices, assuring protective measures are properly set up and implemented in a transparent way. This was achieved with the support of Bureau veritas “Restart your business with BV SAFE GUARD Certificate for ALRAI Showroom”.



ALSAYER HOLDS COVID VACCINATION DRIVE FOR EMPLOYEES IN ASSOCIATION WITH MINISTRY OF HEALTH



In association with Ministry of Health, ALSAYER Group Holding held a mega vaccination drive at Multipurpose Hall in Ardiya for the employees of the Group companies, affiliates and sister companies. The efforts towards immunization reflected ALSAYER's commitment to ensure safety of the community.



The mega vaccination was carried out as full day event where around 3,000 employees were inoculated by a 45-member team consisting of doctors and nurses from Kuwait Ministry of Health.

ALSAYER EXCELLENCE IN BUSINESS AWARDS & RECOGNITION





ALSAYER Earns GSAS
Platinum Certification
for State-of-the-art
Fahaheel Service Center



Mohamed Naser
Al-Sayer & Sons
Won Gold Award
from TMC



2020



ALSAYER HOLDING
wins the 1st Runner up
of 13th Arabia CSR
Awards in the Middle
East in the large



Toyota Material
Handling International
(TMHI) has awarded
Bahrah Trading co
WLL (BTC)



Mohamed Naser
Al-Sayer
have won the “Service
Hero” First Place for
Car Servicing 2020





ALSAYER is the winner of the 14th prestigious cycle of the Arabia CSR Awards



MNSS Spare Parts Division bagged 1st position at Toyota Genuine Motor Oil Regional Conference at 2021



2021



ALSAYER - LEXUS wins the most distinguished Service Hero Award 2021



Mohamed Naser Al-Sayer & Sons Receives Gold Awards from TMC



Bahrah Trading Company bagged the Prestigious Parts Sales Award for the Year 2021 by Hino Motors Middle East Award



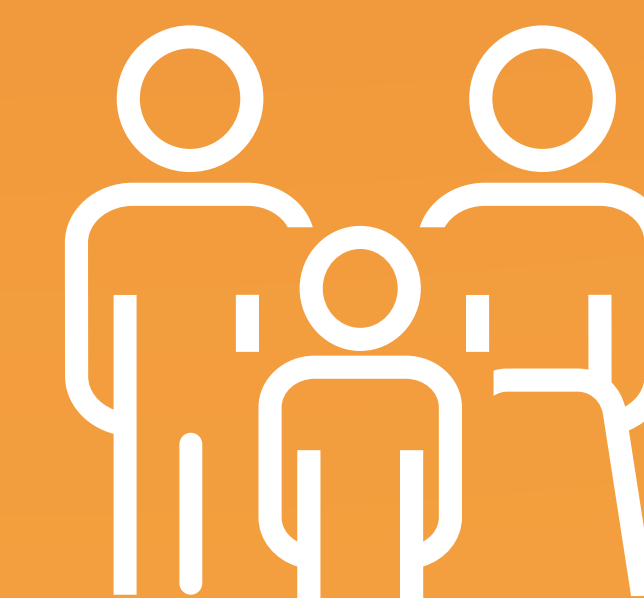
ALSAYER Contact Center been Certified by Insights Middle East “FLAGS Certified - KPIs”





CHAPTER

2 SOCIETY



ALSAYER Social Involvement

Challenges & Opportunities

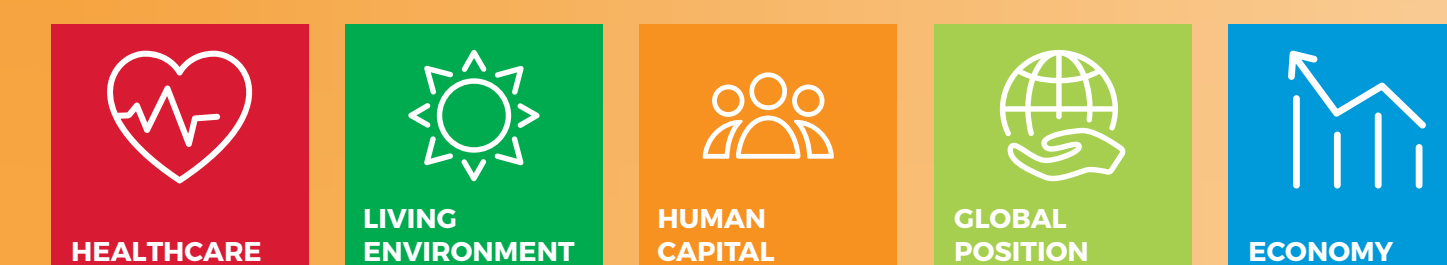
Management Approach

Empowering Youth and Volunteering

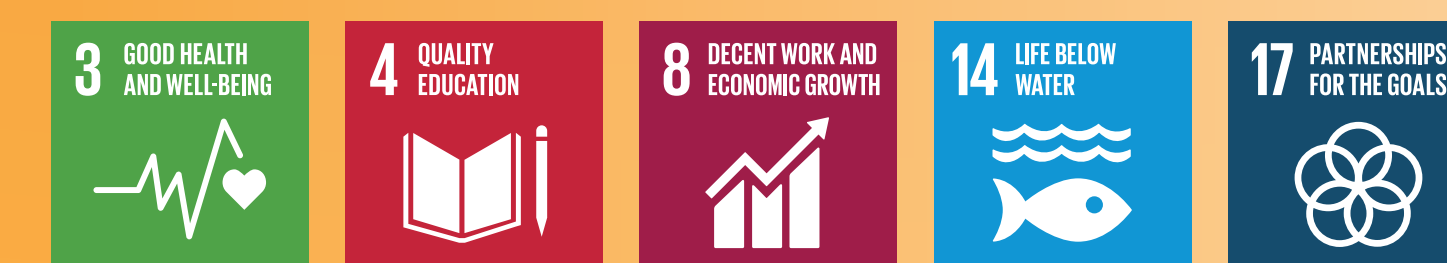
Better Health Care and Wellness

Child Development and Digital Learning

Our Precautions and Actions Against COVID-19



SUSTAINABLE DEVELOPMENT GOALS



ALSAYER SOCIAL INVOLVEMENT

(102-16, 102-43, 201-1, 203-2, 413-1)

At ALSAYER, we are proud of our community investment initiatives that reflect our core values. We are continuously encouraged to support and to make a difference in society through positive contributions to our stakeholders; including employees, customers, partners, and community.



31
No: of initiatives

4,318
No: Volunteering hours

17
No: volunteer events

59,231
Investments: KWD



CHALLENGES & OPPORTUNITIES

(102-15, 103-1)

ALSAYER Holding initiates engagements for community betterment. We consider social empowerment as part of our heritage, leadership and growth strategy. For many years ALSAYER efforts are to encourage involvement, voice and address community requirements, engage technology and innovations for the wellbeing of stakeholders. Year after year, we evaluate, measure, and re-engage to improve and advance our social investment approach to maximize the impact of our programs at all levels of projects by mapping its boundaries.

As a mobility provider for people, we are expected to strengthen our international partnerships and regional expertise to

facilitate safe, convenient, and valued product and services for our customers. The challenge we face is attracting regional talents to think high for the automotive sectors, reduce road fatalities, work towards fuel efficient product variants and promote environment friendly innovative products like hybrid, electric with low emitting mobility solutions. From ALSAYER we experience opportunities to enhance social involvement through youth empowerment, by initiating improvised health care and wellbeing actions, and by supporting diversified and digital learning to improve the lives, careers and lifestyles of the people by applying ALSAYER's values and business strategy to promote communities to grow their economies and societies.

MANAGEMENT APPROACH & ACTIONS (103-2, 103-3)

At ALSAYER we are driven with strategic and long-term sustainability and CSR standards. We are guided to ensure our stakeholders requirements are at the core of our actions, and the materiality topics are addressed through systematic and pre-defined process to evaluate impacts, and measure it, to continue or correct our approach.

ALSAYER Corporate Excellence Department and expert employee resources define process, policies and strategies to be reviewed by the ALSAYER Sustainability Steering Committee and Board of Directors to review and approve actions to support the communities in which our people live and work. Our approach is to combine strategic corporate partnerships with country-level organizations and entities to elevate following areas derived in stakeholder engagements:

- Empowering youth and volunteering
- Better health care and wellness.
- Child development and digital learning
- Our precautions and actions again COVID-19

Through our contributions, we support the achievement of SDG 3 (good health and well-being), SDG 4 (quality education) and SDG 11 (sustainable cities and communities) and are making a difference in people's lives and our corporate reputation.



EMPOWERING YOUTH AND VOLUNTEERING

ALSAYER VOLUNTEERS STEPS FOR REFUGEES TO SUPPORT UNHCR 2 BILLION KILOMETERS TO SAFETY CAMPAIGN

To address a pressing issue locally and internationally, and to spread awareness towards rebuilding the lives of refugees, ALSAYER Holding has partnered with the UNHCR and the Limitless Sports Team to conduct "We Walk to Save Their Lives".

To promote volunteering, we have invited our employees, customers, and society to join this program to shed light on the lives of refugees and the distance they travel every year globally to reach their first point of safety. Our greatest challenge was to engage multi social groups who could understand the pain of people who were forced to flee from their homeland. As well as gaining committed partners to show solidarity for the refugee communities affected by the humanitarian crisis and reflect the culture of empathy and compassion for human values.



PROMOTING ROAD RESCUE AWARENESS CAMPAIGN

During the rainy winter season Kuwait witnessed off roading accidents. To protect people and vehicles ALSAYER ran a Road Rescue Awareness & Alert campaign with Kuwait Support and Rescue Team to promote Safe Winter Off Roding when driving through desert, muddy roads and waterlogged areas closer to bodies of water. An awareness video was published to share helpful tips for drivers. Communications were made to handle critical scenarios which covered the search for missing people in deep desert or sea, the assistance of elderly, special need community and families in any event of road breakdowns.



SUPPORTING KUWAITI STUDENTS ORGANIZATIONS IN USA TO HOLD ‘SENYAR FORUM’ FOR NATIONAL & LIBERATION DAYS

To affirm the unity and national integration among Kuwaiti students studying abroad ALSAYER Holding supported students at Temple University in United States of America to celebrate the vibes of Kuwait National Day. This helped share Kuwaiti culture and tradition with other nationalities to build the bridge of cross continent friendships.

GLOBAL TEAM TOYOTA ATHLETE FROM KUWAIT WIN SILVER MEDAL IN WHEELCHAIR RACING IN 2020 TOKYO GAMES

Spirit of Start Your Impossible bear fruits in the 2020 Tokyo Paralympic Games. Global community congratulated Kuwaiti Paralympic athlete, Ahmed Al Mutairi, who won the silver medal in class T33, 100-meter wheelchair racing in 2020 Tokyo Games. He is part of Global Team Toyota Athlete and is under a strategic sponsorship contract with Mohamed Naser Al-Sayer & Sons since April 2019.

Global Team Toyota Athletes have been selected from each country because they share Toyota’s philosophies and values, such as resilience, continuous improvement, teamwork and humility. The athletes put “Start Your Impossible” into practice when they compete in their respective sports, and demonstrate courage, inspiring all of Toyota’s stakeholders. During this partnership Toyota and ALSAYER provide extensive athletic training and equipment to support Ahmed Al Mutairi in achieving his full potential in the coming competitions.

Such global partnership between Toyota and the International Paralympic Committee, provide a unique and distinctive model for the contribution of the private sector in supporting Kuwaiti disabled sports, and develop more talents from the society.





CASE STUDY

Project My Mai Safe Drinking Water to the Deserved

ALSAYER Holding have teamed up with Trashtag Kuwait for 'Project My Mai', an initiative that aims to build a sustainable, safe and clean drinking water supply system among low-income communities in Kuwait. This collaboration installs new tap water filter systems and provides periodical replacements of filter cartridges for the health and wellbeing of the community. Employees, volunteers and partners have installed over 350 water filters to provide over 2,600 people with safe and secure access to water.

Kuwait tap water adheres to the highest WHO international standards. However, contaminated household water tanks and age-old pipes require make it a necessity to have water filters for a clean and safe water supply. With a lack of resources, the community must turn towards purified bottled water which generates substantial plastic waste and long-term environmental costs. This project has diverted approximately two million plastic water bottles from landfills. Project My Mai has applied an innovative "bottom-up" approach to guarantee viable access to clean water. 15 volunteers contributed 550 hours for site visit, data collection and installations. Local purchase of equipment contributed to a circular economy while enriching local communities with knowledge and expertise in addressing water security challenges



350
Water filters

2,600
people supported

550
Hours



SROI:
439%

BETTER HEALTH CARE AND WELLNESS

PROMOTING WELLNESS THROUGH BEINSPIRED ROAD RUN 2020 MARATHON

For the second year in a row, ALSAYER Holding has strengthened its partnership with the “BeInspired Chain”, to provide exciting sporting events for all marathon enthusiasts in Kuwait. We have invited all members of the community who are interested in sports as a lifestyle, including ALSAYER employees, customers, and partners to participate in this event, to promote the importance of sport in human life. Special category members who are suffering with hearing and speech impairments, but with high athletic capabilities were also invited to the event to spread the message of inclusiveness and wellness.

More than 500 participants of all ages joined the marathon, and through a run challenge of 7.2 km to encourage them to maintain a healthy and active lifestyle. The Road Run was through the beautiful green spaces at Sahara Golf and Equestrian Club to make the running refreshing and safe for the participants and to share the fun with family and friends. After this interactive event, we had planned to support the Mud/Obstacle 5KM Run which was awaited by adventurous marathon enthusiasts, but unfortunately the Corona virus has swept the world, which prevented us from moving forward with the second event.



BLOOD DONATION CAMPAIGN – YOU HAVE THE POWER TO SAVE LIVES

ALSAYER Holding conducted blood donation campaign in association with a group of Non-Profit Organization (NPO) including TrashHero Kuwait and Kuwait Central Blood Bank for five consecutive days. 30 volunteers contributed 5 hours a day to support 60+ donors in taking part in the role of preserving the lives of people. Considering the current pandemic situation, we are inspired by the community for joining us in community service and donating their blood to save lives to meet the increased requirements at Kuwait hospitals.



ALSAYER MEDICAL PARTNERS FOR THE FIRST OCCUPATIONAL THERAPY SYMPOSIUM

To increase awareness on the benefits of Occupational Therapy in the Community, ALSAYER Medicals supported an event to demonstrate the effectiveness of Occupational Therapy. Backed by scientific evidence, the initiative highlighted beneficial treatment for individuals with physical, neurological, or cognitive problems. The event consisted of discussions and seminars that covered the role of occupational therapy for people with special needs and the improvement of elderly care in society to align the national development plan focused under New Kuwait Vision 2035.

TOYOTA KAIZEN WORKSHOP FOR BAYAN DENTAL CLINIC'S MANAGEMENT TEAM

Kaizen concept and Toyota Production System (TPS) have no limits when it comes to applicability in any industry. The workshop targeted Bayan Dental clinic to improve efficiency and eliminate waste within the processes. We are very pleased with the positive feedback we received from Bayan clinic after the Kaizen workshop Technical Training Center (TTC) was delivered.



CAN TRAINING FOR ALSAYER EMPLOYEES

ALSAYER participated in the National Cancer Awareness Campaign (CAN) Training of Trainer Personnel Program for Breast Self-Examination. Female employees attended in order to spread awareness among the group





CASE STUDY

'Lose Weight, Gain Health' Campaign for Healthy Lifestyle to Fight Against Obesity Risks

Kuwait experiences obesity as a significant public health concern among youth. Rapid urbanization and digitization have reduced the level of physical activities, as well as unhealthy eating habits. During the pandemic our community became inactive and deprived, it was very apt to initiate the 'Lose Weight, Gain Health' campaign to highlight the importance of a healthy life. This allowed everyone to commit to fighting obesity and prevent chronic diseases.

To address this critical issue ALSAYER partnered with the Patients Helping Fund and the Nutrition Department in the Ministry of Health to organize a five-month campaign. More than 360 participants engaged in eight different activities to develop individual eating habits, reduce calories, improve physical fitness workouts to reshape themselves for a positive physical and morale change. In final stage 42 individuals were honored for their constant



improvement to follow a healthy lifestyle and dietary programs as suggested by the Nutritional experts at the Ministry of Health. As part of our Social Responsibility ALSAYER engaged with the partners to raise awareness on following healthy lifestyle habits through systemic weight loss challenge and nutritional classes by the experts. We appreciate the winners and active participants who demonstrated great passion and efforts to combat their excessive BMI level.



SROI:

461%

5
Months

42
Winners

360
Participants

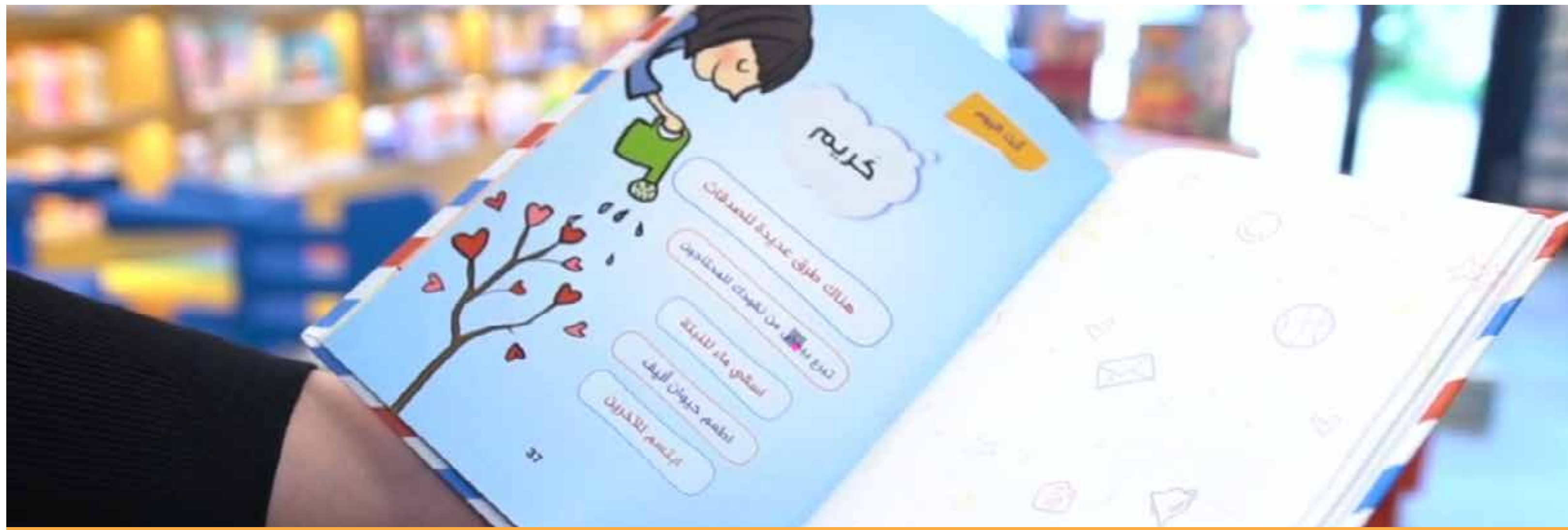


CHILD DEVELOPMENT AND DIGITAL LEARNING

READING AWARENESS DIGITALLY BRINGING KIDS CLOSER TO BOOKS AMID LOCK DOWN

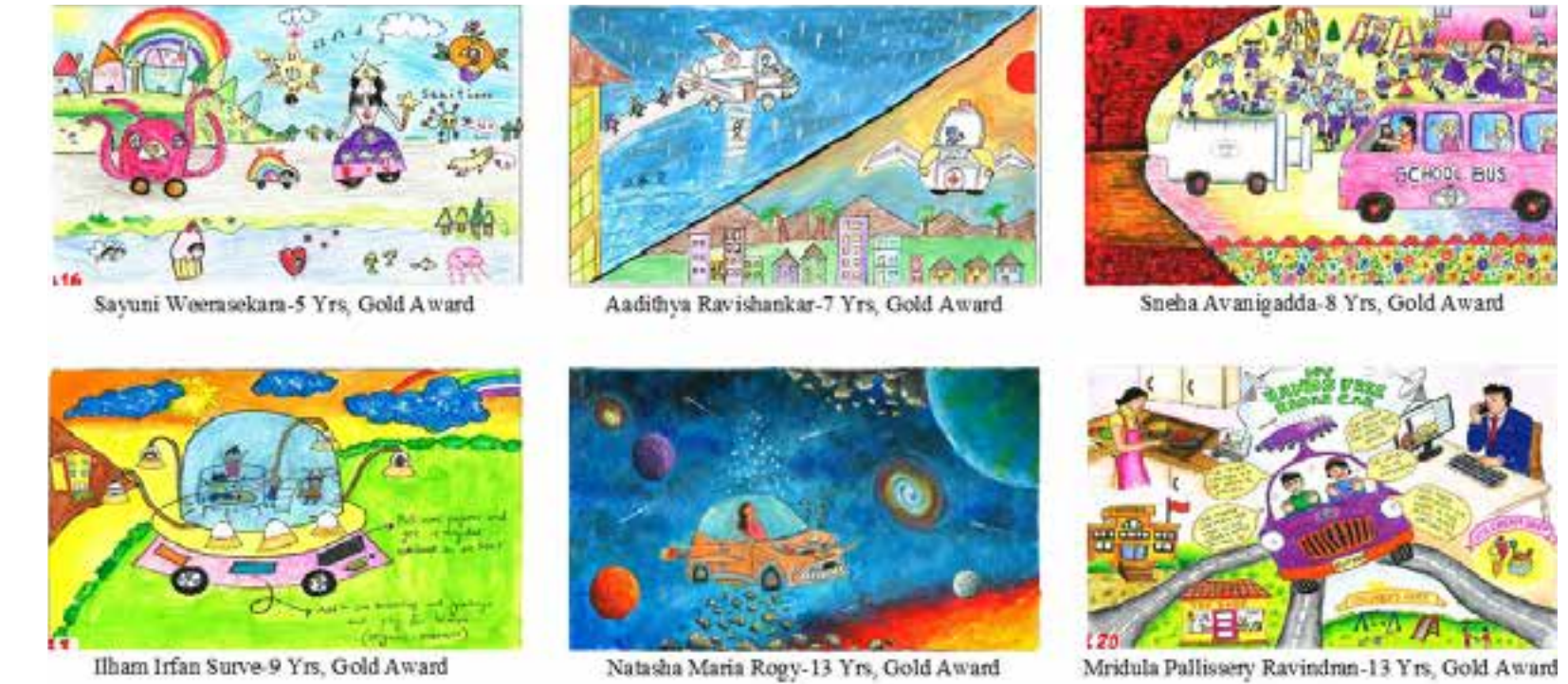
In August 2020, ALSAYER Holding and Afaq Bookstore organized a series of educational awareness videos, published on social media, to convey several important messages to the society and especially the children. The campaign consisted of four awareness videos; each video contained a different message from the other. In the first and third videos, Ms. Dana Al-Khabbaz was the speaker who beautifully explained the fifth pillar of Islam for children which is Hajj. In the other video she added a touch of humor for children in her narration of the "Toys & Games Escape at Night".

In the second video, our ALSAYER guest is author Manayer Al-Awwad, who spoke about the creation of generosity, this sublime creation that everyone should have. In the fourth video, we were eager to make it in the form of a representative educational scene that urges children and adults to wear seat belts, as it is one of the reasons for a person's survival in case of an accident. The video also explained the importance of following precautionary measures considering the presence of the COVID-19.



14TH DREAM CAR ART CONTEST – TOTAL 18 WINNERS - 3 WINNERS FROM TOYOTA MIDDLE EAST & CENTRAL ASIA REGIONAL CONTEST

For the year 2020 - 2021, ALSAYER channeled two TDCAC contest through its 15 showrooms and by involving 21 employee volunteers. Due to COVID-19 restrictions it was a challenge to facilitate the participation of 800+ students when schools were suspended. A total of 18 finalists participated from Kuwait in the World Contest, Japan and won three prestigious TDCAC regional awards.



ALSAYER SUPPORTS E-LEARNING ONLINE PLATFORMS

Well before lock downs, ALSAYER partnered with leading digital education providers in supporting the learning skills of various student categories in Kuwait. During the pandemic it was inevitable to support digital learning through the existing partners. ALSAYER extended its support to students through Kashcool and Zidnei by sharing resources to available stakeholders so they may continue learning from home. To support the vision of Ministry of Education, available tools including digital books, story boards and online learning test kits were provided to enable children with updated content.





CASE STUDY

Trash Hero Story Book

TrashHero is a global volunteer movement to bring communities together to clean and reduce waste. ALSAYER partnered with the TrashHero Kuwait chapter to encourage a change within communities, motivate and support them to clean and prevent plastic waste to eventually reach the vision of a zero-waste world. Through weekly initiatives, TrashHero volunteers pick up trash and motivate others to do the same, cleaning up together to create an understanding among communities on the need to reduce and manage waste effectively.

ALSAYER engaged with schools and children through our multilingual kids' program, focusing on connecting environmental values with hands-on experience of the impact that plastic trash has on the ocean and land. To make it more inclusive, ALSAYER took the initiative to translate the English version to Arabic. We supported the print and distribution of 1,000 TrashHero story books in English & Arabic to excite children through stories and bring their attention towards avoiding single use plastics, practicing and promoting responsible waste management KPI's mentioned in the story book. In collaboration with the community, NPO's and partners, we motivate people to break free from plastic and become Trash Heroes in their everyday lives.



1000
Books (Eng & Arb)

18
Schools



SROI:

608%

OUR PRECAUTIONS AND ACTIONS AGAINST COVID-19

“KUWAIT IS FINE” CAMPAIGN

After the new variant of COVID-19 began to sweep the world in the beginning of 2020, we started to channel initiatives to benefit the stability of society. Immediately after the Corona breakout, Kuwait started mass testing for COVID-19 for all incoming passengers. To lend our support to the greater community in times of the crisis, ALSAYER extended a group of volunteers for the visitors and workers in the field hospital in Mishrif.

The intense effort made by the volunteers extended nearly six hours of support for two consecutive days relentlessly. This is evidence of the coexistence of society in Kuwait and its dedication to work in times of crisis. About 30 individuals volunteered in this campaign, and their efforts left a clean imprint.

30
Volunteers

120
Hours

ALSAYER CSR DONATE 50 TIRES TO AMBULANCE

While the pandemic continued to impact the world, at ALSAYER we believed we would have an effective role in fighting this virus with our capabilities. Society in this period needs everyone to join hands and utilize resources to save the human life, which is the most valuable possession. With this perspective, ALSAYER donated 50 tires to the ambulances of the Kuwait Ministry of Health that transport the sick and injured.

50
Tires Distributed

COURTESY 100 CARS TO SUPPORT COVID-19 COMMUNITY EFFORTS TO DELIVER MEDICINES

Considering the Corona pandemic, and in light of the partial and full curfew that everyone had suffered, ALSAYER decided we must provide more to society. So, we focused on accessibility and provided 100 cars to deliver medicine to homes of patients who could not go out to buy a specific medicine. This campaign has had the most effective impact of contributing to people “staying safe in their homes”.

100
Cars Provided



SEA NO MASK – BEACH CLEANING CAMPAIGN



1,000
Hours

250
Volunteers

The campaign “SeaNoMask” carried a message to the society on the environmental impact of COVID-19 on the environment, especially to our sea and beaches. This initiative had the goal to educate the community in the proper disposal of face masks, gloves and other protective gears, along with plastic trash which were scattered across after an outing. Large quantities of such hazardous waste was dumped at the beachside, where marine life could mistake them for food. This led to an increase of mortality rates in marine life; a dangerous cycle for the environment and human life.

AISAYER Volunteering Team “AISAYER Always With You” conducted a beach cleaning campaign in cooperation with the Kuwait Municipality and the Kuwaiti Support and Rescue Team to dispose waste responsibly.



RE ASSURING CAMPAIGNS FOR SAFETY DURING SHOWROOMS RE OPENING

After the announcement of the gradual return to normal life during the pandemic, we prepared a detailed plan in the Sustainability Department to ensure that all our employees follow the health guidelines that prevent the spread of the virus. We have carried out systemic and intensive inspection campaigns on all AISAYER headquarters that have started in person work again. An integrated team obtained a certificate on “How to deal with Corona virus” from Johns Hopkins University. AISAYER certified team made sure to ensure the health and safety of all employees and customers because it is the most important thing to us.



STAKEHOLDER GATHERING DAY

ALSAYER organised a day out for multi stakeholders and partners to gather and streamline our association and to perform beneficial CSR and sustainability initiatives that suited common interests. We served this as a platform for Non-Profit Organisations (NPO's), volunteers, semi government & private organisations and CSR professionals to discuss how our CSR initiatives integrate economic, environmental and social objectives for desired growth and influence on the communities related to us. These interactions are crucial as they enable us to brainstorm most pressing issues and respond effectively to the sustainability challenges and opportunities affecting stakeholders.

Our association with partners from diverse environment is always up for a good social cause. We aim to build trust and flexibility among partners to identify and execute worthiest projects to ensure

positive and most impactful results for our stakeholders and communities. Such interactions help us to discuss current developments and best practices in CSR and sustainability, evaluate common CSR issues, trends, challenges, and strategies related to Kuwait, analyse each entities strength and resources that each of us can be utilize to transform our initiatives with a meaningful impact for the multi stakeholders we represent.



35
Volunteers

140
Hours



CHAPTER

3 ECONOMY



Green Economy

Lead Sustainability with Innovation and Technologies

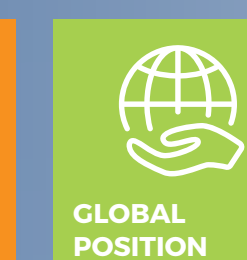
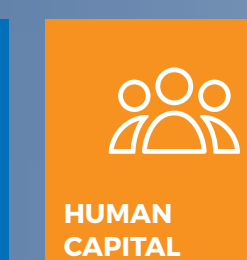
Sustainable Value Chain

Customer Experience

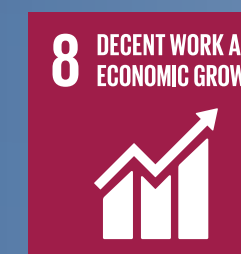
Digitalization and IT Security At ALSAYER Holding

Customer Satisfaction

Best Practice Initiative



SUSTAINABLE DEVELOPMENT GOALS



HYBRID





| GREEN ECONOMY (102-11)

In ALSAYER Holding the green economy is one that results in improved human well-being and social equity, while significantly reducing environmental risks and its impact. Green economy is an economy or economic development model based on sustainable development and knowledge of ecological economics.

For us, a Green Economy endorses a triple bottom line: sustaining and advancing economic, environmental, and social wellbeing. A Green Economy is one in which the vital links between economy, society, and environment are considered and encourages the transformation of our business processes and consumption patterns. While contributing to a reduction in waste, pollution, the use of resources, materials, energy, waste, and emissions. Which, will revitalize

and diversify economies, create decent employment opportunities, promote sustainable trade, reduce poverty, and improve equity and income distribution.

ALSAYER is the leader in business of hybrid vehicles, promoting environment friendly products like water-based paint, eco battery and introducing the steam car wash in our products and services.

ALSAYER aim is to educate market and ensure 10% increase in sustainable product lines by 2025, and systematically reduce CO2 emission from our products, services and internal operations.

LEAD SUSTAINABILITY WITH INNOVATION & TECHNOLOGIES

(102-2, 102-11, 103-1, 103-2, 103-3)

ALSAYER consistently adopts and thrives for innovation and technologies which can help us in delivering sustainable products and services to customers.

For optimization, ALSAYER is continuously adding renewable energy for our own needs, such as the use of LED lights, energy and water optimization and adopting the GORD GSAS Green building certification of the facilities.

In terms of the products, we actively market the sustainable products like hybrid vehicle, water-based paints, eco battery and synthetic lubricants.





INNOVATIVE IDEA:

Recall Vehicle Identifier App & Recall Kaizen Activity 2020

Our idea is to activate a new approach to mobility and digitization, it is about a user-friendly mobile application to scan & capture the vehicle number plates and show if the vehicle is included in any of TMC Recall Campaigns.

Purpose

The ideas resulted in the following benefits:

- Completed TMC Recall Campaigns successfully.
- Increased the number of customers entering ALSAYER facilities for the first time.
- Customers Database was updated.

Additional Revenue is generated for company -Increased Customer Satisfaction & vehicles safety.



Team:

Mr. **MIDHUN MANMADHAN**
Assistant Manager, Technical Control

Mr. **IBRAR ALI GOHAR RAHMAN**
Deputy Manager, Technical & Warranty

Mr. **STEVE RUBEN RODRIGUES**
Hi Tech Engineer, Service

Mr. **MUHAMMAD LABIB SUBHANI**
Hi Tech Engineer, Service

Mr. **NAZEMA KHANI SYED**
Senior System Analyst

Mr. **UMER ISHAQUE MUKADAM**
Supervisor, Warranty

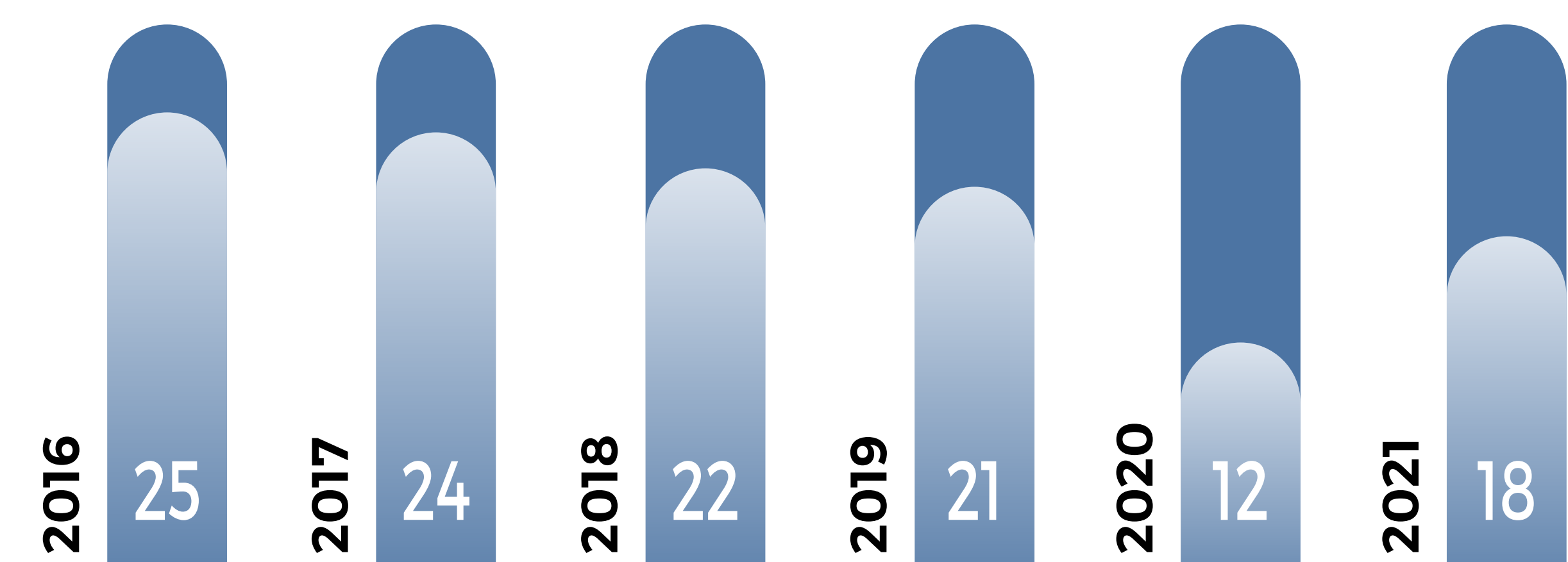
122
Total Number
of Ideas

19
Implemented
Ideas



SROI:
325%

TOTAL NUMBER OF INNOVATIVE IDEAS



SUSTAINABLE VALUE CHAIN

(102-9)

At ALSAYER we know that up to 90% of environmental impact lies in the value chain - either upstream (supply chain) or downstream which is our product use phase. Therefore, analyzing and acting on our value chain is therefore a vital step for our business that wants to become more sustainable and prepare for a low carbon economy.

At ALSAYER we regularly enact supply demand analysis when handling imports. This allows us to determine the necessity of the products and the means of which it can be imported. The upstream (supply chain) products and spare parts, are mostly imported using the sea route, thus helping us minimize the logistic emissions. Our demand analysis allow us to avoid any air cargo shipments.



PROCUREMENT MANAGEMENT

(103-1, 103-2, 103-3, 204-1)

ALSAYER has signed the UNGC signatory letter. Among the 10 UNGC principals we emphasis on the elimination of forced and compulsory labor and effective abolition of child labor at all our suppliers and sub-contractors' locations and sites.

Adequate attention is being given to the ethical commitments, anti-corruption, health and safety and environmental commitments of the suppliers.



GREEN LOGISTICS & TRANSPORTATION (102-9)

ALSAYER is in transition to change the fossil fuel driven handling equipment to battery driven equipment, this will lead to a reduction of fuel consumption and GHG Emissions. It will also help us in maintaining healthy indoor air quality in our warehouses.

The warehouses effectively utilize the floor space through effective layout and mapping to reduce the needs of transportation and logistic emissions.

To minimize transportation and improve logistics, ALSAYER has centralized the warehouse in Sabhan for majority of the bulk products we receive. This will help us in completing more sustainable deliveries by avoiding multiple delivery trips.

MOBILITY FOR ALL

Toyota JPN Taxi

Toyota Concept-i

Toyota Sora FC Bus

Toyota e-Palette

Toyota i-Road



BUSINESS EXCELLENCE TO OPERATIONAL EXCELLENCE (102-11)

At ALSAYER, Operational Excellence is the execution of our business strategy. It is exemplified by our consistency and reliability, lower operational risk, lower operating costs, and increased revenues- relative to our competitors. In these challenging times it is needed now more than ever, for our technology to rapidly adjust to different business models, requiring us to undergo end-to-end business transformation when it is required.



KAIZEN CULTURE AT ALSAYER

Kaizen is Japanese and stands for continuous improvement. It refers to activities aiming

for the implementation of positive, ongoing changes in the workstation. In other words, it is a strategy that involves all employees from every company level to work together and proactively, with the goal of achieving regular, incremental improvements to the process.

At ALSAYER, KAIZEN is embedded in our DNA, all the employees are encouraged to challenge the existing methods and systems of work. Taking in consideration the problems they are facing, if any, and then collectively brainstorming and performing KAIZEN in small group activities. This KAIZEN culture has significantly contributed to the optimization of the process cycle, leading to productivity improvement, reduction of complaints and significant reduction in near miss incidents for overall employee health and safety.



ALSAYER Accessories Center's Standard Fitment Operation successfully accomplished a milestone in processing over 10,000 vehicles with zero safety incidents since inception of the program for a period of 22 months.

ALSAYER strongly follows the Toyota core values of Kaizen (the philosophy of continuous improvement) to maximize output, deliver on time, empower our people and work with highest safety & security while meeting the customer expectations.

Key features of the Standard Fitment Operation meet customer needs and support business growth by methods of:

- Facility expansion to allow processing of up to 25 vehicles in parallel
- Parts pre-preparation and vehicle pre-build checks
- Standardized processes and policies to ensure consistent throughput and quality
- Modern processing facility with premium equipment and technologies
- Thorough post-build Quality Control checking to maintain build standards
- Deployment of Toyota PIO fitment standards and processes
- A dedicated team of professionally trained technicians and support staff

CUSTOMER EXPERIENCE

(102-2)

In ALSAYER customer experience is considered cyclic process as customers moves from Discover/Consider phase to Purchase and eventually back again. With increased online and social presences, we are increasing the number of touch points with the customer-thus increasing their influence over the customer's purchase decision in the Active Evaluation phase.

After the purchase, the customer builds expectations based on the experience that will impact their next purchase journey. This creates the circular nature of the journey. In this phase, our goal is to foster customer loyalty, which will drive repeat purchases and word-of-mouth marketing.



Toyota Track and Family Day at Kuwait Motor Town



Hosted a two-day event to gather Toyota valued customers and automotive enthusiasts interested in innovative mobility, safer roads, and customer-first solutions. The event raised awareness and linked Toyota and ALSAYER stakeholders to see various products, services, and meet affiliated networks to offer a platform to connect business with community. This event highlighted Toyota's commitment to overcoming every limit in the pursuit of creating 'ever-better' cars. Event drill down into various topics to touch participants personally, from culture and people to diversity and inclusion, to make long lasting impact on our choices.

1,742
Visitor

574
Test Drive

118
Hybrid Enquiry

BTC Partnership

Bahrah Trading Company (BTC), a subsidiary of ALSAYER Holding has announced their partnership deal with one of their key accounts Yousef Al Owaid & Sons Automotive Co, for the delivery of 100 units of Ashok Leyland 33-seater Oyster buses. Al Owaid will be operating for shuttle service for Medical staffs of Ministry of Health



Two Kuwaiti Contestants Head to Jordan to participate in first-ever Toyota Gazoo Racing MENA Digital Cup

The Gazoo Racing platform is used to communicate world and local events and demonstrate Toyota's credibility in combining technological innovation and reliability with the more passionate aspects typical of the world of sport. "Making better and better vehicles" and Toyota's commitment to "going beyond its limits" are celebrated while Toyota pushes itself to the frontier of the motorsport world.



Toyota Air Care Services for cleaner cabin air and healthier drive

The automated maintenance service utilizes the Toyota Air Care machine with a unique cleaning solution to remove bacteria, mold, and impurities from the vehicle's air conditioner.

Through our skilled technicians, ALSAYER incorporates Toyota's innovation and advanced technology for a cleaner cabin environment and healthier drive for the customers.

Such services are offered to the customers to ensure safe and healthy car cabins sustain personal wellbeing and optimize the automotive performance.



IAME Series Kuwait

Toyota Gazoo Racing is the title sponsor for the first edition of IAME Series Kuwait organizing the first Official Karting Circuit Race at Kuwait Motor Town in association with Kuwait Club of Motorsports



DIGITALIZATION AND IT SECURITY

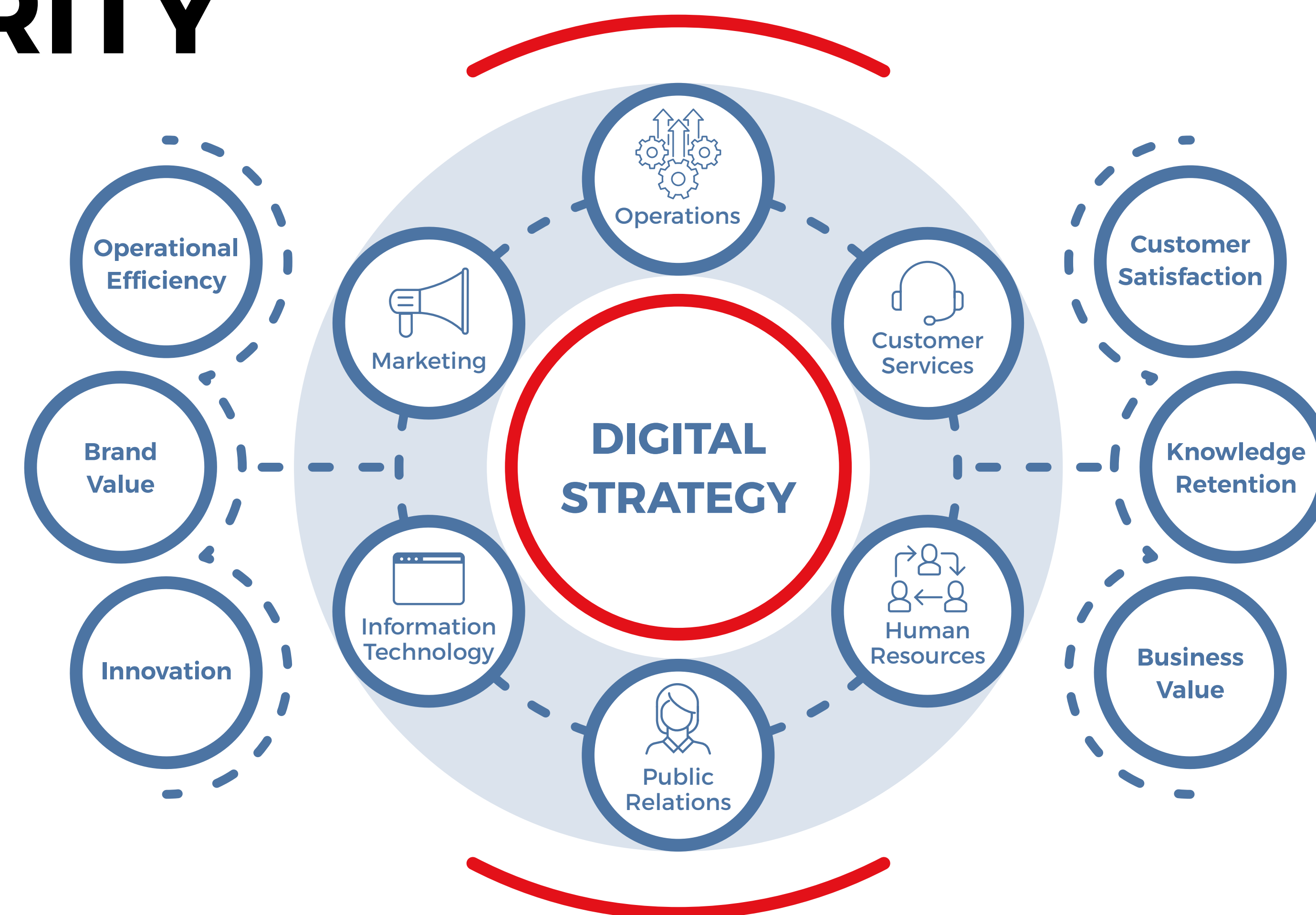
AT ALSAYER HOLDING (102-11, 102-16)

Today's customer journey is dynamic, accessible, and continuous. Through our digital touch points consumers receive frequent exposure and customers can constantly re-evaluate their purchase options. Enabled by technology, customers have easy control, and their routes vary within and across channels to suit their needs at any given moment. Nonstop customers find it easier to compare a provider's promise with its delivery and how the overall customer experience meets their own expectations.

During these times, ALSAYER has consistently prioritized providing our customers with the best-in-class digital experience, while actively

displaying product features/promotion campaigns/new launches and other details on social media and online. This empowers customers to compare products and make an informed purchase.

At ALSAYER, how well we fare over the next decade will depend largely on our ability to embrace transformative technology. Advances in areas like artificial intelligence, machine learning and cloud migration are driving the evolution of our business model, as we build on the myriad of capabilities our stakeholders off.



The rewards of winning the digitization race—improvements in speed to market, customer experience and operating efficiencies—come with a caveat.

“This uptick in the emergence of digital transformation has really elevated our risk profile in terms of cyber threats.”

“As our company becomes more technology based, there's a need to calibrate heightened vulnerability into our digital landscape.”

Our measures and solutions in IT Security consist of data which is of particular importance to security.

Of which, certain aspects fall under areas of sensitive security- data such as personal information (customers, employees, business partners) or sensitive company data (contracts, offers, strategies, patents, business variables, etc.). Additionally, IT policies and processes have been developed and executed to ensure the optimal protection of security-relevant data. Compliance with these security measures are upheld throughout the company through regular training.

TOYOTA DIGITAL SHOWROOM 2021

ALSAYER developed a digital showroom application to transform Toyota sales and customer experience into an innovative virtual platform. The new online platform offers customers the opportunity to view and browse vehicles at the dealership as if they were in person. Tags, videos, audio files, and information about each vehicle add value and help to personalize customer needs at just a fingertip.

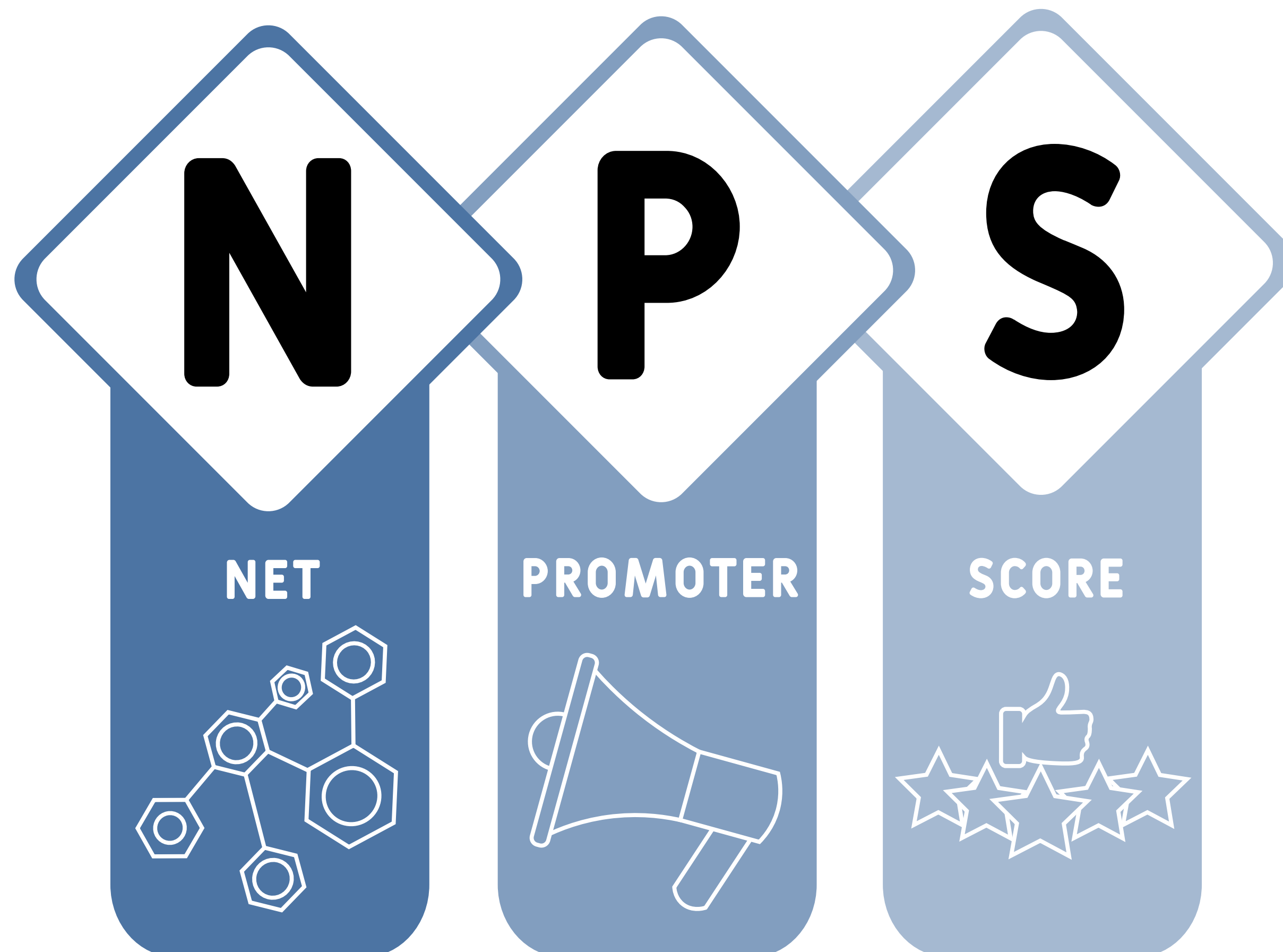


The digital showroom eliminates traditional paper usage and shifts to electronic gadgets for a better visual experience for customers despite the limitations of a shopping experience under COVID-19 pandemic restrictions. It offers a glimpse into what the future holds for digital car sales. An uninterrupted vehicle on display with the necessary technical data of respective models, suitable accessories, and an outlet requesting a test drive is clearly presented. Such advancements in technology are increasing the value of our customer experience and loyalty through innovative digitization.

CUSTOMER SATISFACTION

(102-42, 102-43)

At ALSAYER we capture the NPS at all stages of our product and service delivery. Net Promoter Score®, or NPS®, measures customer experience and predicts business growth. This proven metric transformed the business world and now provides the core measurement for customer experience management programs around the world.



% PROMOTERS - % DETRACTORS = NPS (NET PROMOTER SCORE)

RESPONDENTS ARE GROUPED AS FOLLOWS:

- Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, fueling growth.
- Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.

IMPROVEMENTS BASED ON NPS SURVEY

At ALSAYER the NPS surveys are done at various stages of the Product and Services delivery to our customers. This enables us to analyze and find a unifying trend like location of our sales/service centers, product, product/service delivery timeline or any other aspects of our customer engagement. ALSAYER take into consideration all the feedback we receive and formulate an action plan to address them in the future course of our customer engagement.



VOICE OF CUSTOMER

(102-43, 102-44, 103-1, 103-2, 103-3 418-1)

At ALSAYER the voice of our customer helps our businesses hone product or service delivery into something that customers truly want and will continue to invest time and money into.

Our guiding philosophy is to always aim to be the best in town. A business organization can truly become the best in town when it is aware of the level of the services and experience it provides. Understanding the customer's voice is key in receiving unbiased feedback on operations. Our next step is to incorporate these voices, feedbacks and complaints into our analysis while creating new SOPs and Customer Experience programs. In this project we will use the customer VOC data to materialize our kaizen methodology and create new SOPs to enhance the overall customer experience which will in turn positively impact customer retention and business growth.

Ensuring data privacy is essential to our work as a trusted business provider from 1954. From luxury to commercial mobility customers, our contact center data, partner details, business operation contacts, website and social media visits are all highly valuable personal data to us. We protect this sensitive information as we do our own business data through several secure solutions. During 2020-2021, our cybersecurity setup managed to keep our data safe and no breaches of customer privacy data occurred.



NET PROMOTER SCORE



As part of ALSAYER BTC's customer centric campaign BOBCAT Customers were invited to the enhanced ALSAYER Ahmadi Facility to introduce a special campaign to promote BOBCAT 500 hours Filter Kit for Skid Steer Loader. This generated renewed interest among customers, to understand their own job concerns and help them to optimize performance for a superior customer satisfaction.

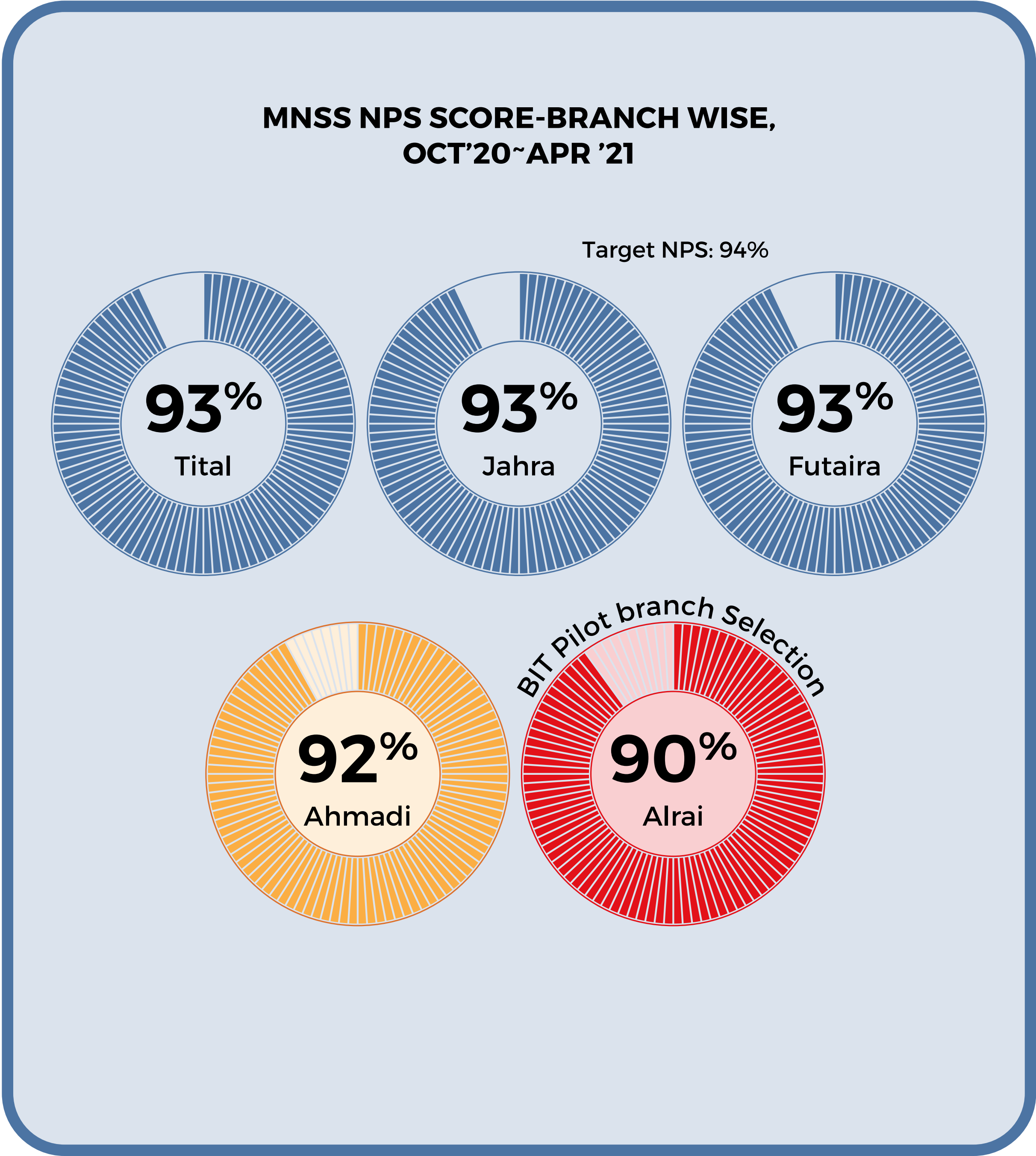


Burgan Bank honored ALSAYER Rental Car division for outstanding services offered in rental vehicles. Prioritizing support has reduced service time and customers experienced value for money through full insurance and replacement cars when needed. These efforts renew our long-term partnerships.



NPS IMPROVEMENT IN TOYOTA RETAIL SALES

Al Rai Showroom is the largest showroom in terms of size and sales volume in the MNSS Group. This brings with it a much higher amount of showroom customer visits, which increases to potential of negative customer comments. Al Rai's NPS score is comparable to all other MNSS Showrooms, with all achieving over 90%.



Ultimate Goal

To give out customers a Best in Town purchase and delivery experience with 100% customer delight

Ideal Condition

Al Rai to consistently a score of **94** on NPS

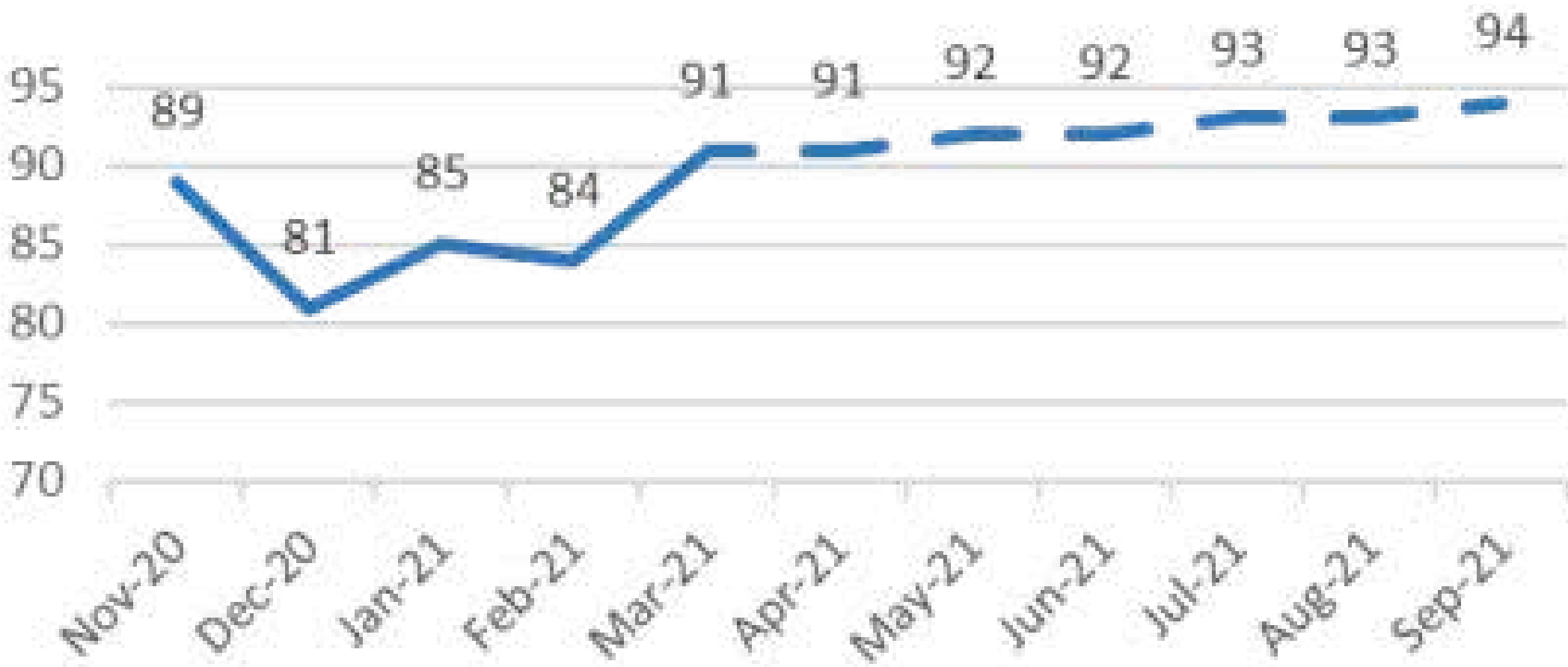
Gap

3 Point Increase

Al Rai NPS is currently **91**

Current Condition

Al Rai MEBIT Team identify the Root Cause and implement countermeasures.
Target completion date by September



QUALITY MANAGEMENT SYSTEM AUDITING

(102-11, 102-15)

At ALSAYER quality auditing is the systematic examination of our quality management system (QMS). Quality audits are carried out by our trained internal auditors and by third party external quality auditors. It is a key component of the ISO 9001 quality system standard.

Our yearly audit plan is prepared, and the audits are conducted at agreed intervals, ensuring that we have a clearly defined system for quality monitoring. They also help us to determine whether as an organization how and how much we are compliant with the requirements of a specific quality system.



Why are audits important?

As well as being an integral part of compliance and regulatory requirements, audits are essential for assessing the success of processes, products and systems—whether existing or newly-implemented. They are also a vital tool for verifying objective evidence of processes and providing evidence for the reduction and elimination of any problem areas.

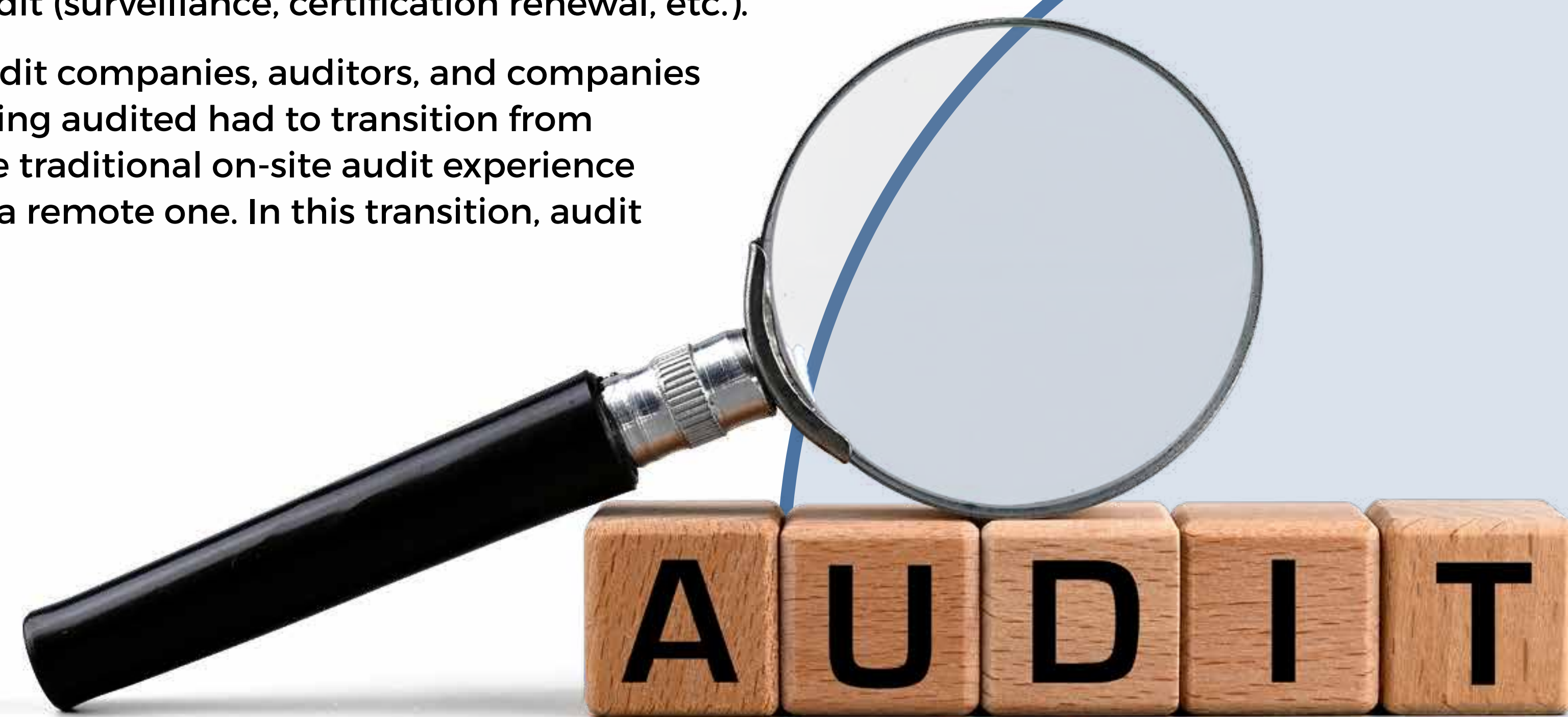
To ensure maximum benefit, quality auditing highlights examples of good practice, rather than simply identifying non-conformance, process issues, and corrective actions. This will allow other departments to share information and adjust their working practices, delivering continuous improvement as a result.

REMOTE QUALITY MANAGEMENT SYSTEM AUDITING AT ALSAYER.

It can be said that 2020 has been a year of paradigm shifts in both our personal and professional lives. Friends, families, and co-workers have had to make big changes to stay connected; so too has the world of Quality Management System (QMS) audits. Within a few weeks of the COVID-19 pandemic initial impacts, the international audit community acted to provide a path forward for certification bodies, auditors, and certified companies: the expanded use of remote or virtual auditing. The process of remote auditing has been an option for QMS certification audits within the ISO 19011 standard, Guidelines for Auditing Management Systems. However, prior to 2020, remote auditing was infrequently used as a means of conducting the typical ISO9001 audit (surveillance, certification renewal, etc.).

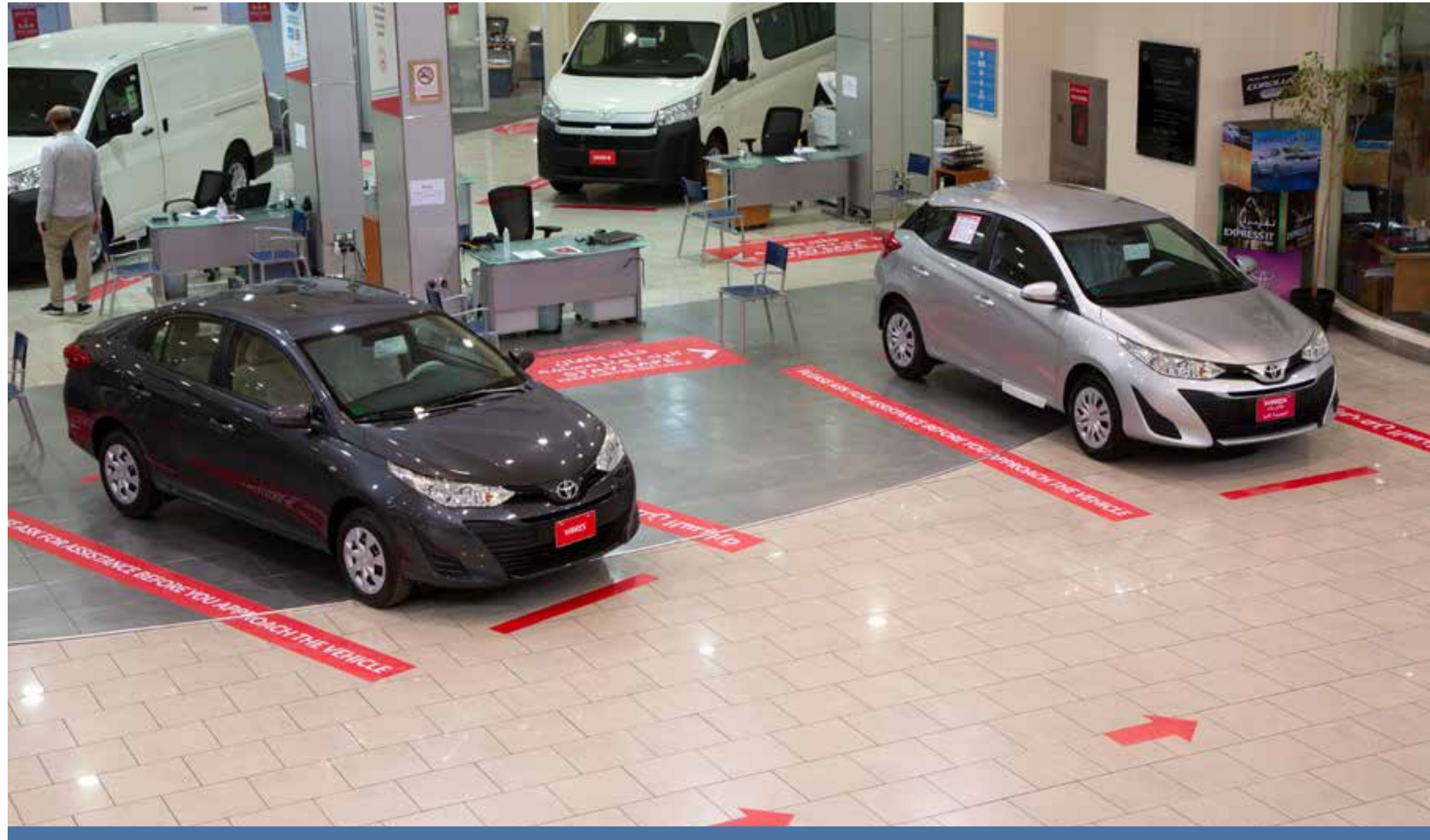
Audit companies, auditors, and companies being audited had to transition from the traditional on-site audit experience to a remote one. In this transition, audit

companies had to review and revise processes and procedures for remote audits to accommodate the wider use. The review and application of a remote audit requires a risk evaluation to ensure the audit objectives can be achieved. Some audit companies start the risk evaluation with the assigned auditor. That is, the auditor reviews the organization and the QMS elements to be audited and provides an initial input to the audit company as to the risk level. Some audit companies perform the initial risk review and then seek the auditor's inputs to confirm the likelihood of achieving the audit objectives.



COLLABORATION WITH PRINCIPALS (102-2)

At ALSAYER we represent worlds renowned and reliable OEM principals in state of Kuwait.



ALSAYER as a dealer is a crucial interface between OEM and the customer. We act as an extended arm and a telescopic eye for our OEM. ALSAYER as a dealer is an important conduit which lets in the customer pulse from the market to the OEM, helping to best accentuate offers in the market.

Automotive retail globally is a challenging, low-margin business that requires the consistent leverage of all available revenue opportunities (New Car sales After Sales, Used Cars, Finance, Insurance, etc.) as well as attention to detail in execution. India with the recent weakness in the automotive markets has seen fair share of pressure and strain on profitability levels of OEMs and dealers alike. Moreover, new technologies in cars and the increasing sophistication require important investments and specialized technological skills thereby driving training and personnel costs up.

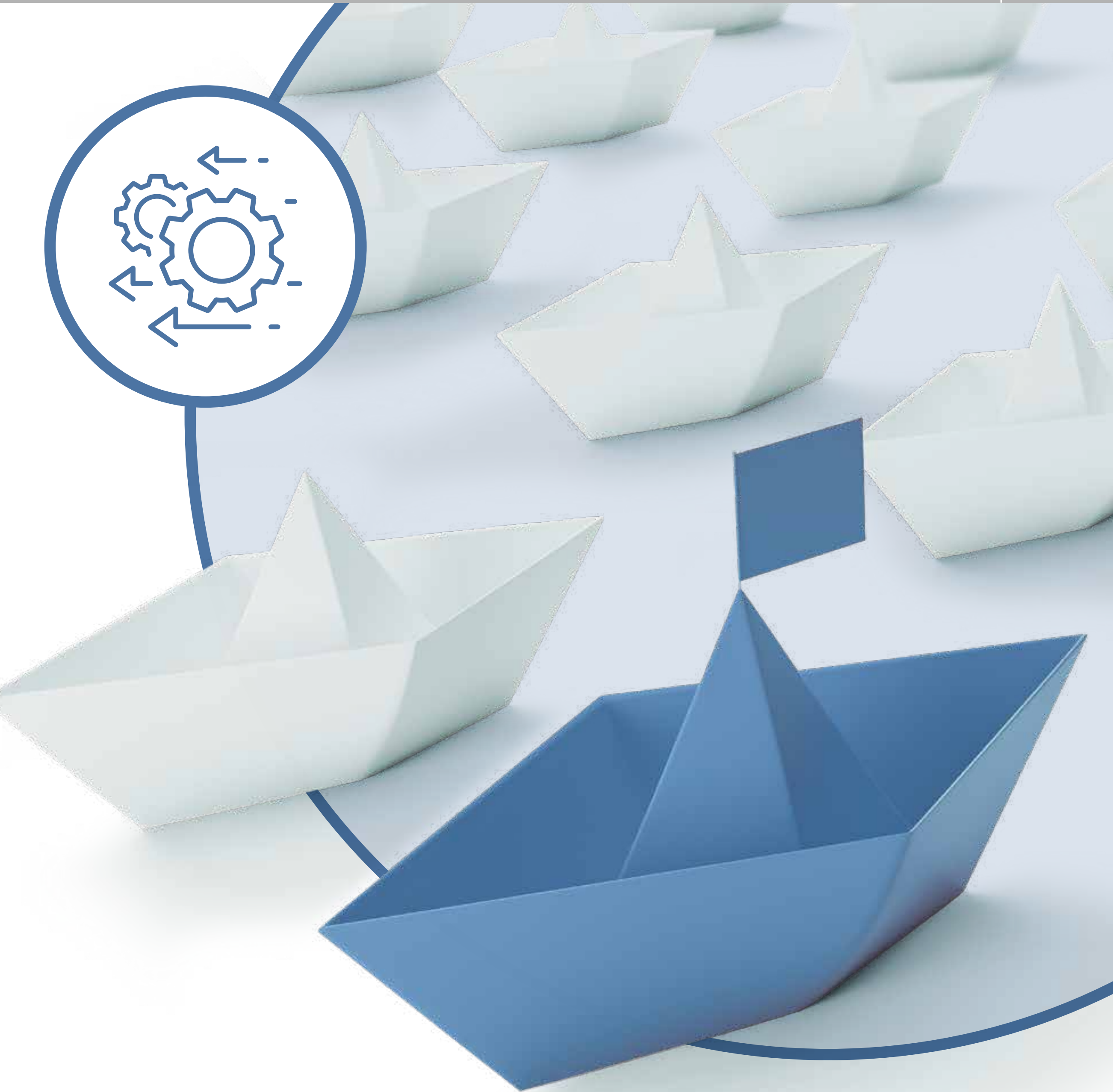
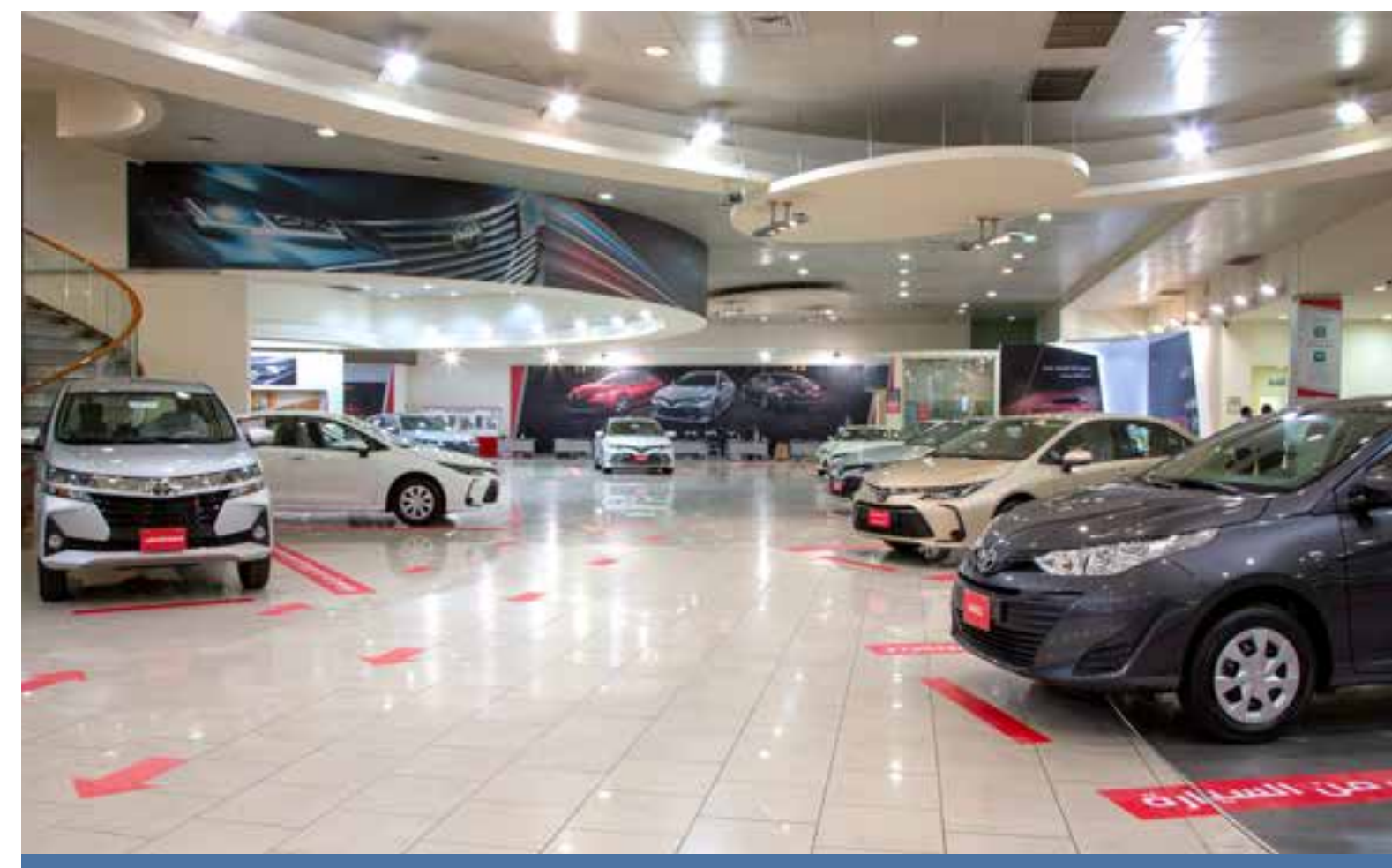
Because of the COVID pandemic ALSAYER has experienced challenges with regards to limited flow of OEM products, such as chip shortage which leads to low vehicle production at our OEM.

Areas of focus for ALSAYER and OEM's partnership are:

- Network footprint optimization
- Wholesale process optimization
- Retail process optimization

Network footprint optimization focuses on re-thinking our business model. The need for customer proximity needs to be balanced with the critical size of our operations to benefit from economies of scale.

At ALSAYER we follow a structured process to achieve this as to determine customer catchment zones based on micro-market



analysis and group these catchment zones into coherent market areas. The logic in determining market areas considers micro-market specifics such as consumption habits, transportation flows, household income population density, etc.

ALSAYER has always met the OEM requirements such as financial health, managerial capabilities, size/concentration, CSI Sales, CSI After Sales, Sales Support (e.g., fleet management, stock management), After Sales support (e.g., customer care, technical training), Finance & Accounting, IT systems, Human Resources, Claims Management and Marketing.

BEST PRACTICE INITIATIVE

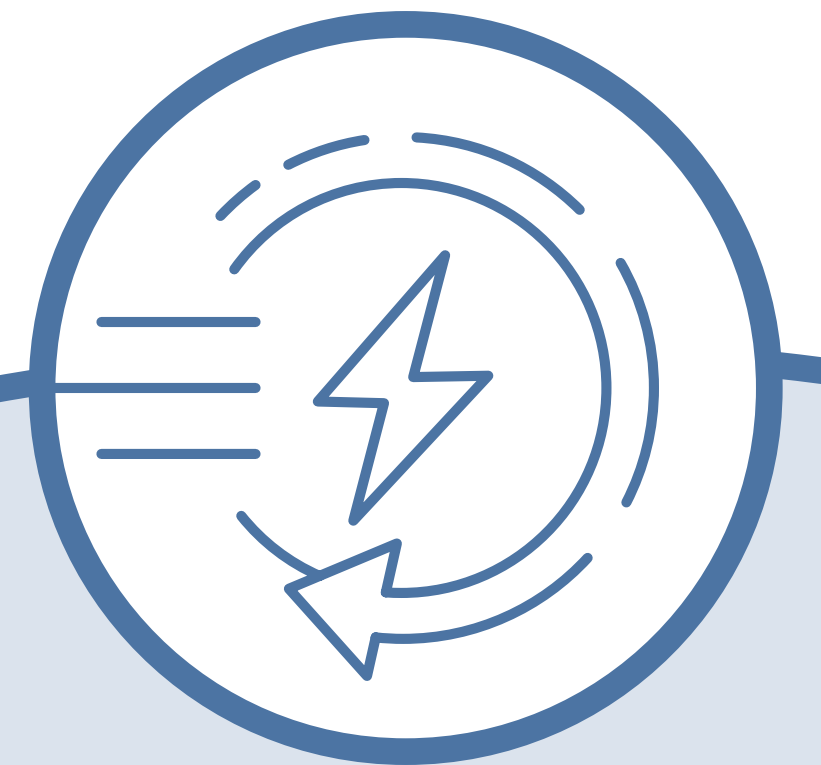


ALSAYER HOLDING CONDUCTED A HYBRID AND ELECTRIC VEHICLE WORKSHOP FOR TEACHERS OF MINISTRY OF EDUCATION IN COOPERATION WITH ENGIE SOLUTIONS, KUWAIT



ALSAYER recently conducted a Hybrid and Electric Vehicle workshop for teachers of the Ministry of Education in partnership with ENGIE Solutions at ALSAYER Multipurpose Hall in Ardiya. Experts from ENGIE Solutions, an international leader in sustainable energy solutions, demonstrated the technologies and capabilities behind EVBox, an advanced all-in-one EV charging platform that incorporates charging stations, software, and services all in one place.

The training involved 87 teachers to illustrate the latest technologies in hybrid and electric vehicles and their impact on the world. This latest technology is on the road to enable sustainable low-carbon growth for current and future generations & achieve the 2030 sustainable development goals in line with Kuwait National Development Plan 2035.





CHAPTER

4

NATURE



GSAS Certificates

Energy Consumption

Renewable Energy

Water & Waste Management

Emissions & Effective Actions

Toyota Environmental Challenge 2050

Best Practice Initiatives



SUSTAINABLE DEVELOPMENT GOALS



NATURE



Environmental sustainability has become one of the most common phrases in discussions about climate change. The importance of environmental sustainability can have a significant impact in the fight against the climate crisis.

At ALSAYER Holding, we realize that one of the most important pieces in the climate-change puzzle is achieving a balance between natural resources and human consumption that is both respectful of the natural world yet fuels our modern way of life. With unchecked resource depletion, we risk a global food crisis, energy crisis, and an increase in greenhouse gas emissions that will lead to a global warming crisis.

For the future of our planet and the humans who populate it, it is vital to weigh the competing needs of environmental protection and human development so both the natural world and society are able to flourish.

GSAS
CERTIFICATES

(102-15, 103-1, 103-2, 103-3)



GSAS Certification For Company Buildings

As part of our mission to achieve the Sustainable Development Agenda 2030 and in line with Kuwait National Development Plan 2035, ALSAYER Group Holding has been especially focused on designing and implementing cohesive and balanced sustainable initiatives. While also taking serious actions toward optimizing its energy consumption, increase production of solar energy, minimize its water use and focusing on wastewater & waste recycling in company buildings.

Aligning with the strategy of building an environment towards a sustainable future – a goal that also aligns with New Kuwait Vision 2035, ALSAYER Holding’s Fahaheel Service Center in Kuwait has been awarded with Platinum rating for GSAS Operations Certification by the Gulf Organization for Research & Development (GORD).

In the past, other important projects of ALSAYER Holding that have achieved GSAS Operations with Platinum rating are: ALSAYER Head Office 1 in Free Trade Zone and ALSAYER Showroom located in Aswaq Al Qurain, Kuwait

2018-2019 Head office in KFTZI Platinum	2019-2020 Aswaq Al-Qurain Showrrom Platinum
2020-2021 Fahaheel Toyota Service Platinum	2021-2022 Ardiya Building Going on



ENERGY CONSUMPTION

(103-1, 103-2, 103-3, 302-1)

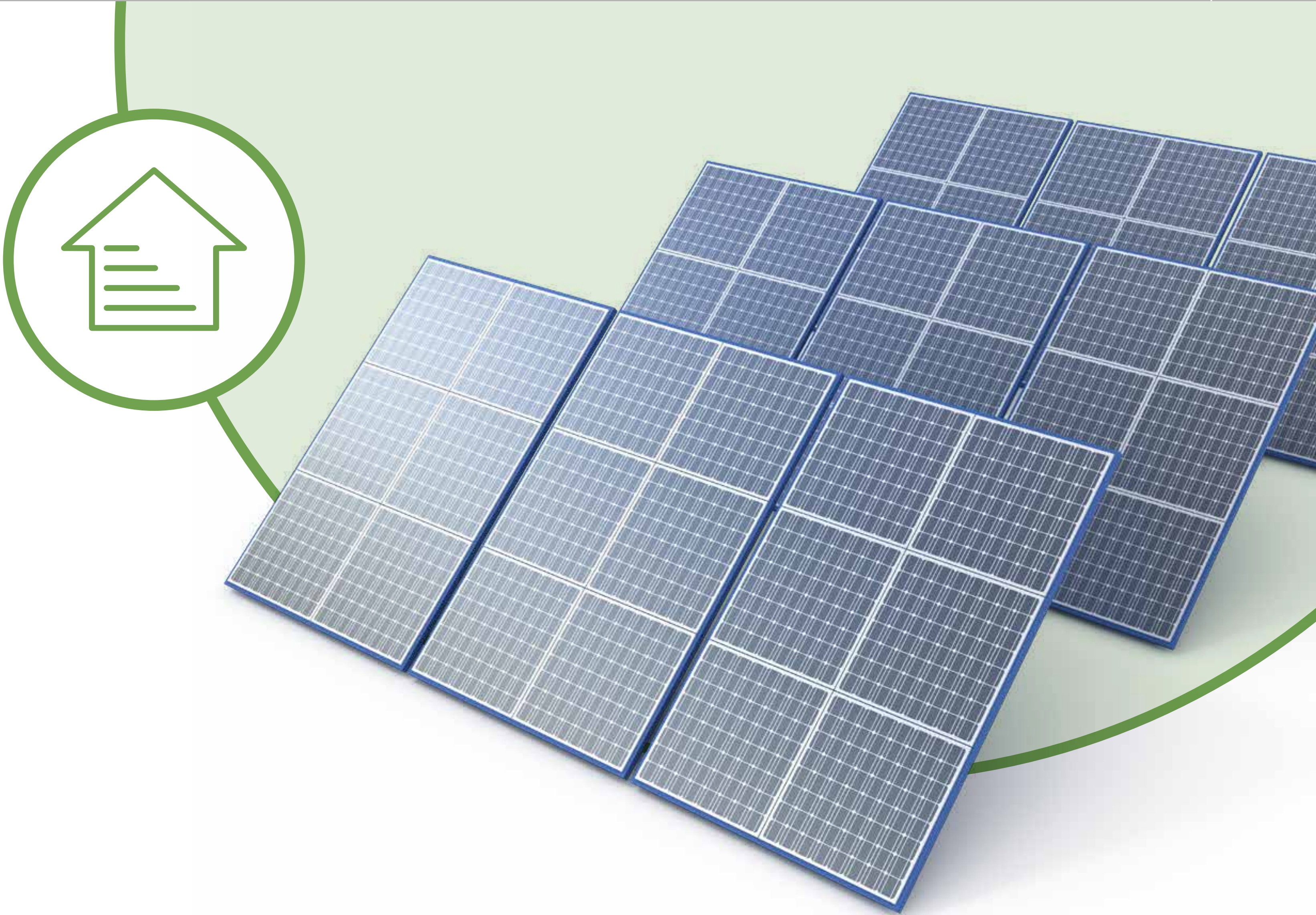
Energy consumption is one of the main causes of climate change, so changes in energy consumption and its structure may greatly affect whether the climate negotiation goals will be fulfilled.

Energy consumption and its associated environmental side-effects pervade all aspects of our personal and public life to the point where we have become oblivious to it.

To achieve sustainability and avert climate change, it is imperative to use energy and other natural resources more intelligently, requiring a significant increase in energy efficiency.

ALSAYER efforts are being put in place to support the energy security plan by reducing energy consumption.

To optimize the use of energy, we have a monitoring system which provides us with a starting point for our strategy to act on.



ENERGY CONSUMPTION BY SOURCE

Energy Source	2019 - 2020 Consumption	2020 - 2021 Consumption	Unit
Electricity Consumption	33,076.0	36,289.0	MWh
Electrical Grid	31,492.0	34,409.0	MWh
Renewable Energy	1,584.0	1,880.0	MWh
Total Fuel Consumption (Fleet)	1,866,689.0	2,083,145.0	Liters
Total Distance Travelled (Fleet)	24,080,288.1	26,872,570.5	Km



RENEWABLE ENERGY

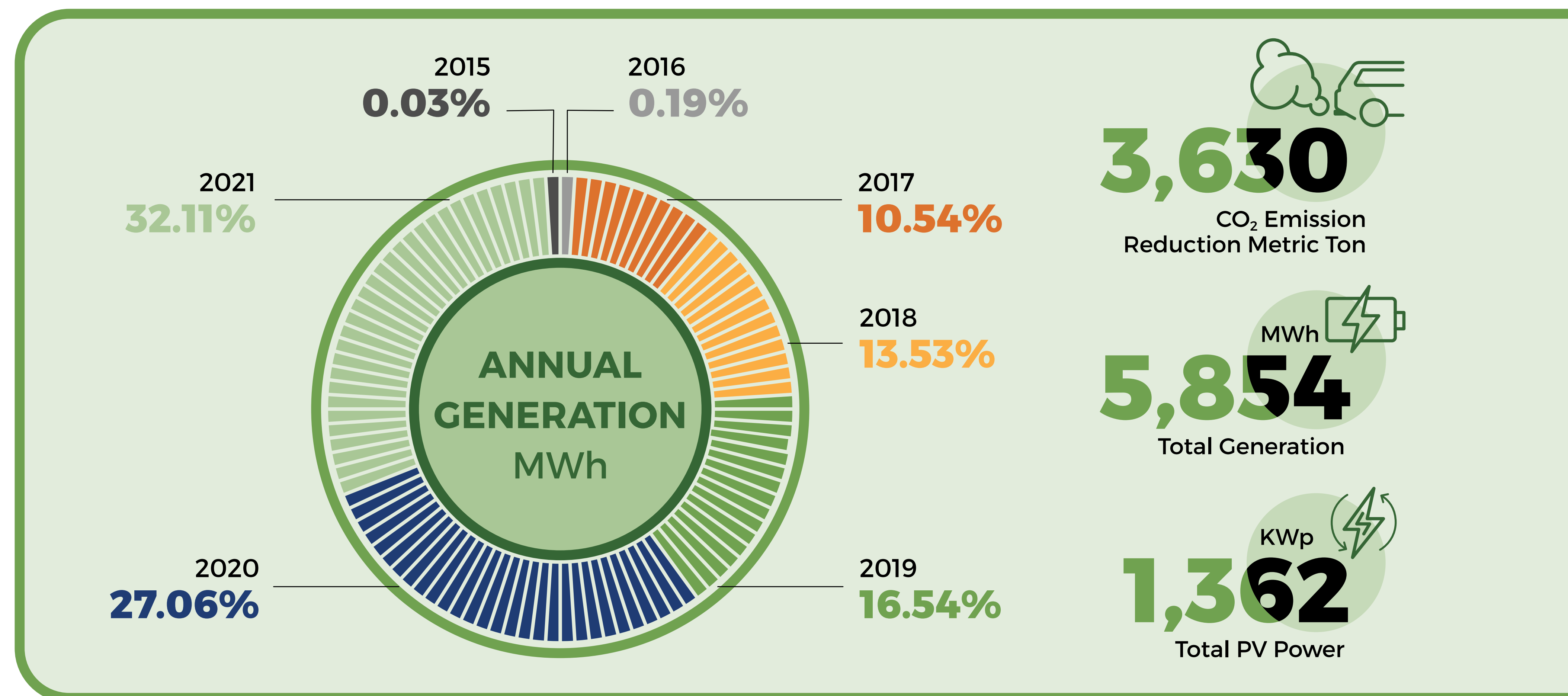
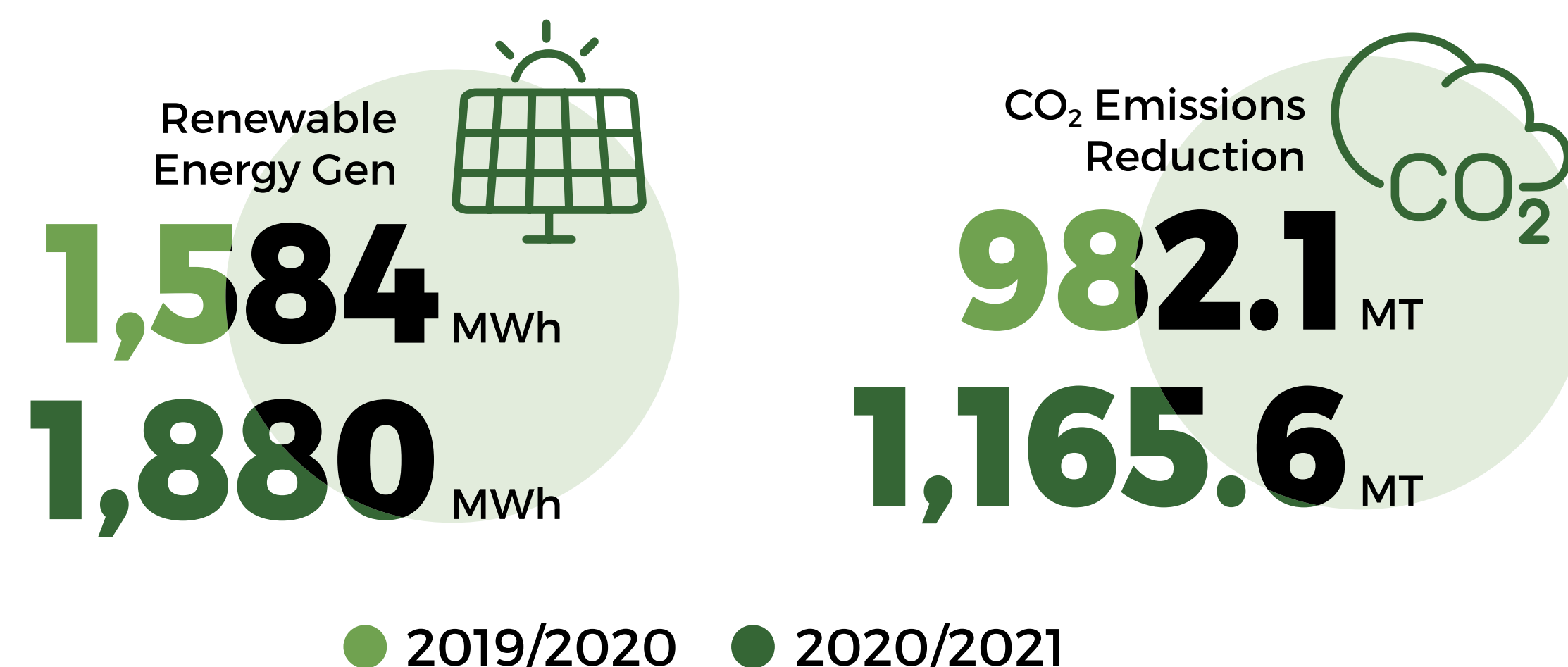
(102-11, 102-15, 305-5)

In Kuwait, renewable energy is predominantly available in the form of solar and wind. The country has one of the highest solar irradiation levels in the world, estimated at 2,100 – 2,200 kW/m2 per year.

ALSAYER Holding is eager to diversify its energy mix and reduce its dependence of grid energy.

ALSAYER has Installed solar power (PV panels) on grid system in the following locations:

Location	Capacity
New car showroom At Jahra	100 KWP
New Car Showroom at Aswaq Al Qurain	100 KWP
Toyota Service Center at Fahaheel	100 KWP
RAC Ahmadi	50 KWP
Mega Delivery Center at Ardyia	1 MWP



WATER & WASTE MANAGEMENT

WATER MANAGEMENT (103-1, 103-2, 103-3, 303-1, 303-2, 303-5)

Kuwait mainly depends on desalination plants for its freshwater needs. At the current rate of increase in demand for freshwater, large investment is necessary at close intervals to augment the desalination capacity of the country. With very little natural replenishment, the aquifers yielding the brackish water are under great stress. Management of both supply and demand is necessary to solve these problems.

ALSAYER Holding designs and operates its facilities to help reduce water consumption. We carefully manage our water consumption and tailor our use of fresh water to meet our basic needs. These concerted efforts help us reduce water consumption and thus our carbon footprint.

Sensor taps in ALSAYER Washrooms offer significant water savings and better hygiene.

Sensor taps generally have a much lower flow rate than traditional hand-operated basin taps. Traditional taps can use up to 10-15 liters of water per minute. In comparison, the installed sensor taps in our washrooms offer flow rates up to 70% less than traditional taps.

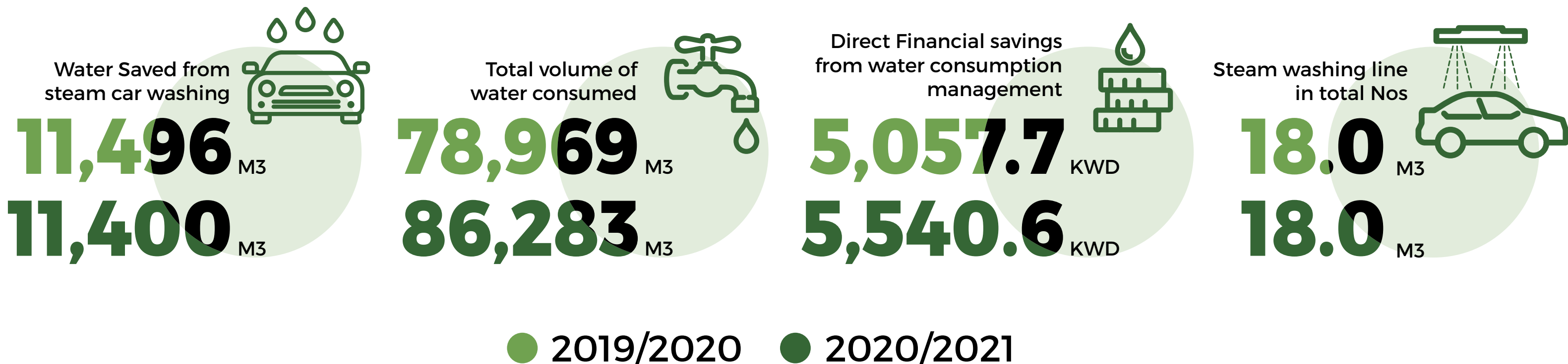
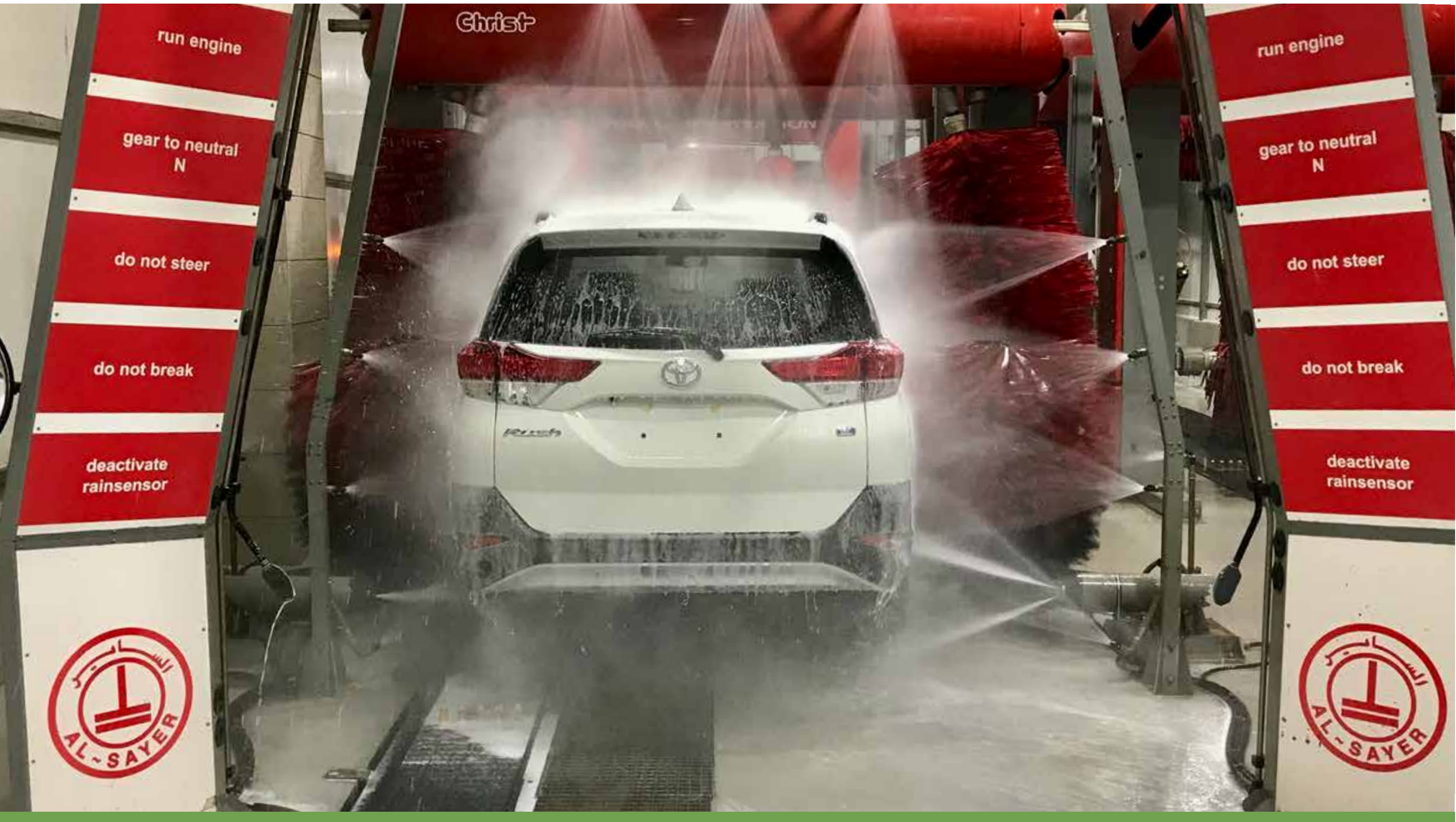
Hygiene is one of the key benefits of sensor taps. The user is not required to touch the tap with their hands at any point during the hand-washing operation. This means that there can be no cross contamination between users.

Environment friendly measures in ALSAYER Mega Building features a two-tunnel automated car wash technology: Which incorporates water recycling reverse osmosis system reducing our environmental impact. With this technology up to 80% of the water used is recycled and reused.

STEAM CAR WASH

Conventional cleaning methods are often limited to the surface being cleaned. Steam, on the other hand, penetrates microscopic gaps dislodging even stubborn dirt particles. Another advantage is that bacteria and germs have nowhere to hide - this makes steam cleaning particularly efficient and hygienic – without the need for endless scrubbing.

Cleaning with steam also means cleaning without chemicals thus reducing water contamination. The combination of steam power and temperature alone dislodges stubborn dirt and makes cleaning agents superfluous. This conserves both water and the expense of cleaning agents.



WASTE MANAGEMENT

(103-1, 103-2, 103-3, 301-2, 306-1, 306-2, 306-4)

Disposing of waste has great environmental impacts and can cause serious problems. Needless to say, the most important reason for proper waste management is to protect the environment and for the health and safety of the population. It is a very important topic that needs to be addressed, and everyone should be aware why waste segregation can be the difference between the survival of the earth and the worsening effects in the natural biological system.

Waste management involves the handling of waste materials from the time it is made to its disposal. This includes how the business or company collects, transports, processes, recycles, or disposes its waste.


The majority of ALSAYER Holding’s waste is generated at service locations, such as batteries, metal auto components, tires, and oils. Among all of them, used oil accounts for most of the waste.

ALSAYER Holding has oil water separators for wastewater collected at all Toyota and Lexus service locations, and in pre-dispatch-inspection where cars are washed to prepare them for delivery to customers, there is a water recycling facility to recycle and reuse water.

ALSAYER offices have designated bins for paper, plastic, and other waste generated during office activities.

ALSAYER Holding has a contract with waste disposal contractors who have been approved by the Kuwait Environmental Protection Authority for their responsible waste management process.

WASTE OIL RECYCLING:

AREAS	WASTE OIL RECYCLING 
AL-RAI-1	2%
AL-RAI-2	21%
CBS	4%
GAZALI	22%
AL JAHRA	22%
Fahaheel	22%

PAPER WASTE RECYCLING 
3,180 KG
 2020/2021



EMISSIONS & EFFECTIVE ACTIONS

(103-1, 103-2, 103-3, 305-1, 305-2)

Most greenhouse gases (GHGs) can be emitted by both natural processes and human activities. Human-driven releases of GHG emissions disrupt the natural processes occurring in the atmosphere and are very likely to be the dominant cause of the observed warming that has occurred since the mid-20th century. Globally, almost 80% of GHG emissions from human sources come from the burning of fossil fuels and industrial processes. Specific activities include: driving vehicles, electricity production, heating and cooling of buildings, operation of appliances and equipment, production and transportation of goods, and provision of services and transportation for communities.

GHGs have different global warming potentials and different lifespans in the atmosphere. Short-lived climate pollutants, such as methane (CH₄) and hydrofluorocarbons (HFCs), are GHGs known to be very potent with relatively short lifespans. As such, emission reductions of short-lived climate pollutants can reduce atmospheric levels of these GHGs at a much quicker pace than comparable reductions from longer-lived GHGs. Therefore, immediate action to reduce these particular GHGs can have significant benefits for curbing near-term climate warming.

FUTURE MOBILITY - HYBRID & EV LINES IN COMING YEARS (102-11, 203-1)

Toyota has sold over 17 million hybrid electric since 1997. Toyota recently announced their vision to become carbon neutral by 2050, continuing in “Creating Mobility for All” and “Producing Happiness for All”

Today, 17 million hybrid sales later, Toyota has made a significant contribution to the environment as its hybrid electric technology has reduced CO₂ emissions by more than 140 million tones worldwide to date, compared to sales of equivalent petrol vehicle

After unveiling 16 new BEV models as part of the new full line-up that includes electric sedan cars, SUVs and commercial vehicles , Toyota targets annual global sales of 3.5 million BEVs by 2030

As a part of M.N.S.S efforts to promote hybrid vehicle usage through launching hybrid campaigns and providing a wide range of hybrids, Hybrid Sales has tripled in 2021 compared to previous year , contributing to CO₂ emissions reduction in Kuwait roads by an annual estimate of at least 500 metric tons.



Scope-2 GHG Emission



Scope-1 GHG Emission



TOYOTA ENVIRONMENTAL CHALLENGE 2050





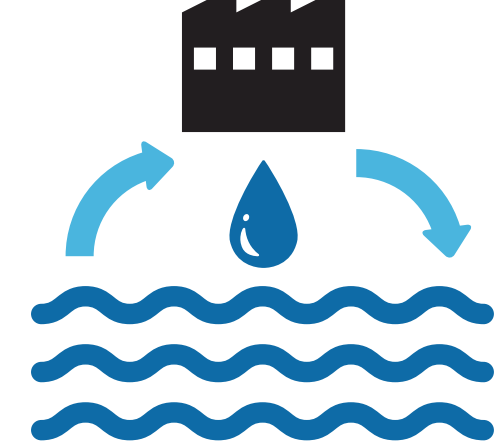



The Toyota Environmental Challenge 2050 (Challenge 2050) is a set of six visionary challenges that seek to go beyond eliminating negative environmental impacts to create net positive impacts on the planet and society. Toyota Motor Corporation (TMC, Toyota’s parent company headquartered in Japan) announced these six challenges in 2015 after extensive research and internal and external consultation. The challenges, which apply to all Toyota subsidiaries around the world, are the most demanding and most inspiring environmental commitments this company has ever made.

THE SIX CHALLENGES ARE

- 1 New Vehicle CO₂ Emissions Challenge**
– Reduce CO₂ emissions from new vehicles by 90% (2010 baseline)
- 2 Operations CO₂ Emissions Challenge**
– Eliminate CO₂ emissions from operations
- 3 Life Cycle CO₂ Emissions Challenge**
– Eliminate CO₂ emissions from suppliers and dealers
- 4 Water Conservation Challenge**
– Conserve water and protect water resources
- 5 Recycling-Based Society Challenge**
– Support a recycling-based society
- 6 Harmony with Nature Challenge**
– Conserve biodiversity, protect species and restore habitats

Challenge 2050 is how team members across the company, in every region of the world, are working to put Toyota’s global vision of Respect for the Planet into action. Challenge 2050 unites us all with a common purpose – to be more than just good stewards of the environment and to create positive changes beyond our facility boundaries.

ENVIRONMENTAL ISSUES	CHALLENGE 2050 GOALS		
Extreme weather phenomena attributed to GHG emissions (climate change)		Eliminate almost all CO ₂ emissions from new Toyota vehicles	 Partner with suppliers and dealers to help them eliminate CO ₂ from their operations
Aggravated air pollution in cities		Eliminate all CO ₂ emissions from Toyota facilities and processes	
Water shortages due to population growth		Ensure all Toyota facilities and processes conserve and protect water resources	
Resource depletion		Ensure all Toyota facilities and processes support a recycling-based society	
Ecosystem fragmentation Biodiversity loss		Ensure all Toyota facilities and processes operate in harmony with nature	

HOW DOES CHALLENGE 2050 SUPPORT THE SDGS?

The United Nations (UN) 2030 Agenda and the 17 Sustainable Development Goals were a significant input to TMC’s evaluation of significant environmental issues (SDGs). The SDGs and their 169 targets are in effect from 2016 to 2030.

Toyota is committed to doing our part. The Toyota Environmental Challenge 2050 supports many of the SDGs and shares their overarching goal of making the world a better, safer, and healthier place.

Toyota’s major regions are developing strategies and targets to assist the company in meeting these challenges. Our activities in Kuwait that support both Challenge 2050 and the SDGs are organized around our core focus areas of water, carbon, materials, and biodiversity. Our long-term strategies in each of these focus areas demonstrate the steps we’re taking to address the world’s most pressing environmental issues and contribute to the solution. We believe that environmental sustainability activities carried out within our four focus areas can make significant contributions to seven of the United Nations’ Sustainable Development Goals.



BEST PRACTICE INITIATIVES

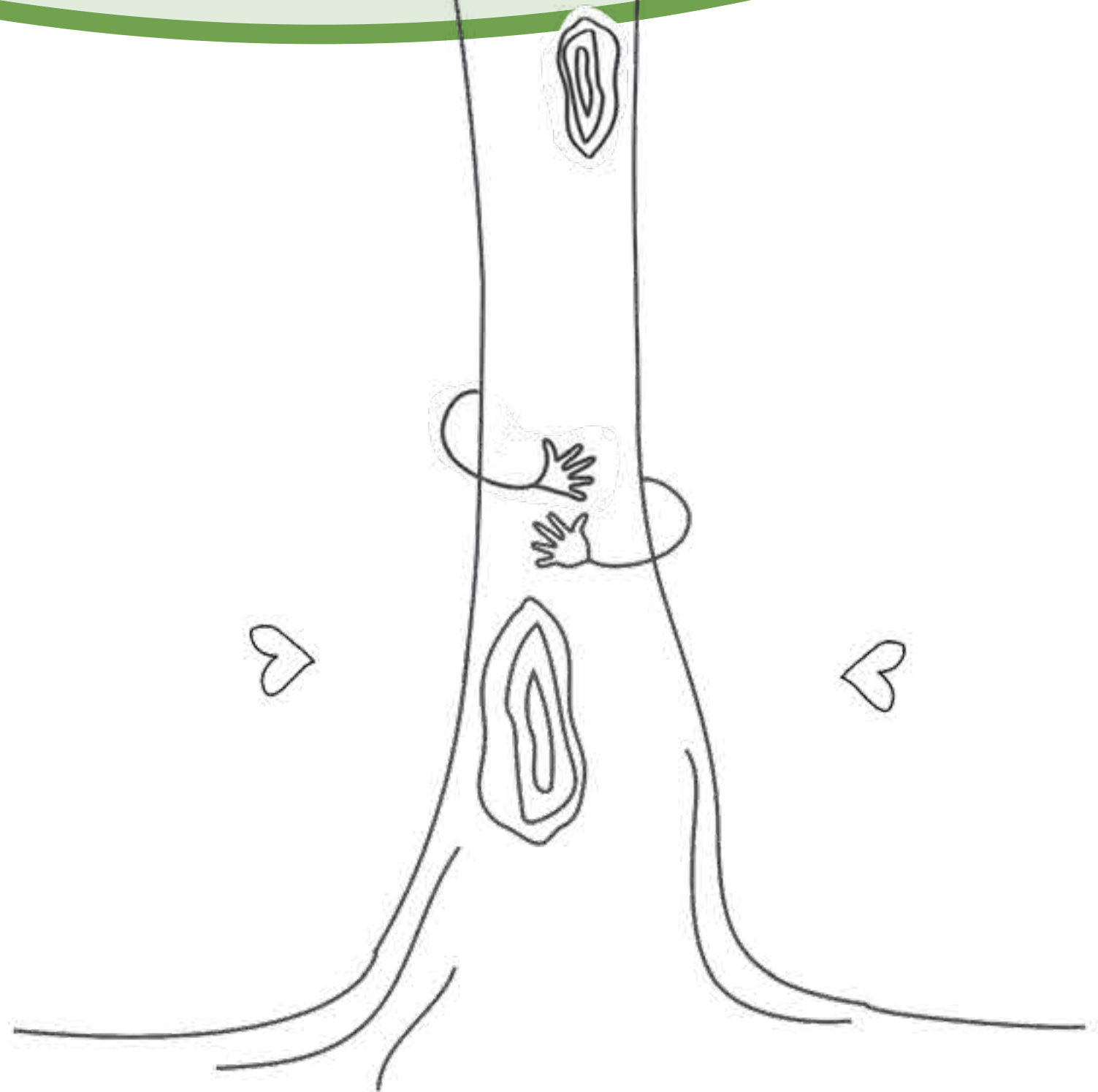
ALSAYER CAMPAIGN TO PROTECT ENVIRONMENT

ALSAYER Campaign to protect environment at ALSAYER Sulaibiya Farm on 5th Feb. 2021



GREEN PLANTING AT SCHOOL

In the presence and honor of the mayor of Al-Andalus, Mr. Mutaib Al-Fajy, ALSAYER team, in coordination with the volunteer Group Green Hands team and with Abdul Aziz Al-Rasheed School in Al-Andalus, carried out a campaign of planting and afforestation in the school to encourage the students on the importance of agriculture and its impact on the climate and environment.



FOSTERING COLLABORATION IN THE FIELD OF EDUCATION AND TRAINING RELATED TO ENVIRONMENTAL SUSTAINABILITY AND GREEN BUILDINGS

GSAS Certified Professional in Green Building

ALSAYER Holding has signed a Memorandum of Understanding with The Gulf Organization for Research and Development (GORD) and Kuwait University to qualify students of Kuwait University's College of Architecture for the "GSAS Certified Professional in Green Building" program.

By training the students of Kuwait University's College of Architecture on the requirements of the Global Sustainability Assessment System (GSAS) for green buildings and sustainability in the built environment, the MoU aims at fostering collaboration in the field of education and training related to environmental sustainability and green buildings. In addition to accrediting the professors of the College of Architecture at Kuwait University as trainers licensed by GORD to teach and train the university students on GSAS standards, as well as granting the Architecture department at the university with GSAS tools and suites for educational purposes.

One of the key objectives of the GSAS system is to spread awareness among construction professionals and the general public about the importance of living their lives in a sustainable manner, conserving natural resources, protecting the environment and improving human wellbeing.





ALSAYER PROMOTES ENVIRONMENT PROTECTION

As part of our corporate social responsibility, we address environmental conservation and protection as a key priority to ALSAYER. Our volunteer team “ALSAYER Always With You” conducted a beach cleaning campaign in cooperation with the Kuwaiti Support and Rescue Team, a non-profit organization with an active role in community services across Kuwait.

More than two hundred volunteers, including ALSAYER volunteers, Kuwaiti Support and Rescue Team, Kuwait Municipality, and other lead Kuwait volunteer groups participated to dedicate their efforts for a beautiful and safe Kuwait. All volunteers were committed to

following the COVID-19 protocols by wearing safety and prevention gears. We also managed social distancing while spreading awareness on the strong need of social actions against pollution of marine habitats.

It is incredibly important for us to create awareness and protect Kuwait’s 325 plus kilometer long, naturally habited coastline from solid and liquid manmade waste. It is a collaborative approach by government, society and organizations to join hands for pristine and clean beaches without hazardous trash and litter.





CHAPTER

5 WELL-BEING



Respect For Human Rights
Risk Assessment, Prevention, and Remediation
Recruitment
Workforce Nationalization
Compensation & Equal Opportunities
Employee Engagement & Satisfaction
Transparency
Employee Retention
Employee Health & Safety
Training & Education
Work-Life Balance



SUSTAINABLE DEVELOPMENT GOALS



RESPECT FOR HUMAN RIGHTS

(102-11, 102-15, 103-1, 103-2, 103-3)



Respect for human rights is deeply ingrained in ALSAYER's values, it is essential to how we run our business, interact with stakeholders and engage with our communities around the world. At ALSAYER Holding, we refer to the "United Nations Guiding Principles on Business Human Rights" (UNGP) and promote activities related to human rights based on the UNGP.

We value diversity and equal opportunity and do not tolerate discrimination or harassment of any kind. ALSAYER is committed to our colleagues, customers, future generations and the communities where we live and work. We encourage colleagues to fully capture their potential through training, development, personal growth and educational opportunities, while engaging in community outreach activities. We believe in giving back to our communities through financial support, volunteer efforts and team-driven community improvement initiatives. This ALSAYER policy communicates the company's expectations with respect to human rights issues and our high standards of conduct for all colleagues at all ALSAYER locations.

This includes but is not limited to human rights issues such as: non-discrimination, gender equality, collective bargaining, child labor, human trafficking and forced or compulsory labor.

ALSAYER adheres to the highest ethical conduct as outlined in our Business Code of Conduct in all aspects of business, including Human Rights, Labor, Anti-Slavery, Environment and Anti-Corruption.

ALSAYER operates on a foundation of our core values such as teamwork and respect. ALSAYER Human Rights and Labor Practices Policy Accountability, Integrity and Innovation which are expected to be followed by all colleagues, management and the board.

ALSAYER is committed to the following operational measures and international labor and workplace standards:

Operational measures ALSAYER aims to implement the United Nations "Protect, Respect and Remedy" framework which was endorsed by the United Nations Human Rights Council. ALSAYER Recognizes that the UN Guiding Principles on business and human rights provide an authoritative global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity.



RISK ASSESSMENT, PREVENTION, AND REMEDIATION

(102-11, 102-16, 103-1, 103-2, 103-3)

Should ALSAYER identify any risk of contributing to an adverse impact in the area of human rights or labor rights, it will take the necessary steps to cease or prevent its contribution and use its leverage with internal and external business networks to mitigate any remaining impacts to the greatest extent possible. By doing so, and in accordance with its core business, ALSAYER pays special attention to International Labor standards such as:

- Non-discriminatory treatment
- Healthy and Safe work environment
- Minimum wages
- No child labor
- Voluntary employment
- Anti-harassment
- Anti-slavery & Human trafficking



RESPECT FOR LABOR STANDARDS

Non-Discriminatory Treatment

We provide equal opportunity for all in recruiting, hiring, developing, promoting, and compensating without regard to age, color, sex, gender identify, disability, gender, national origin, race, religion, sexual orientation, pregnancy or any other basis that is protected under applicable law.

Healthy and Safe Work Environment

We are committed to the health and safety of our employees, per our Workplace Health and Safety Policy. We maintain a global program of regular education, emergency response planning and training to ensure individuals are equipped to identify and manage potential risks in the workplace.

Minimum Wages

We comply with local minimum wages. We use market and industry standards to apply fair wages where no wage law is in existence.

No Child Labor

We abide by local minimum age laws and do not employ child labor in any circumstance.

Voluntary Employment

We do not use forced or compulsory labor. All employment is voluntary.

Anti-Harassment

We prohibit ethnic, racial, religious, sexual or any other type of harassment. Examples of unacceptable practices include any behavior that is physical or verbal in nature that interferes with and obstructs performance in the workplace.

Anti-Slavery and Human Trafficking

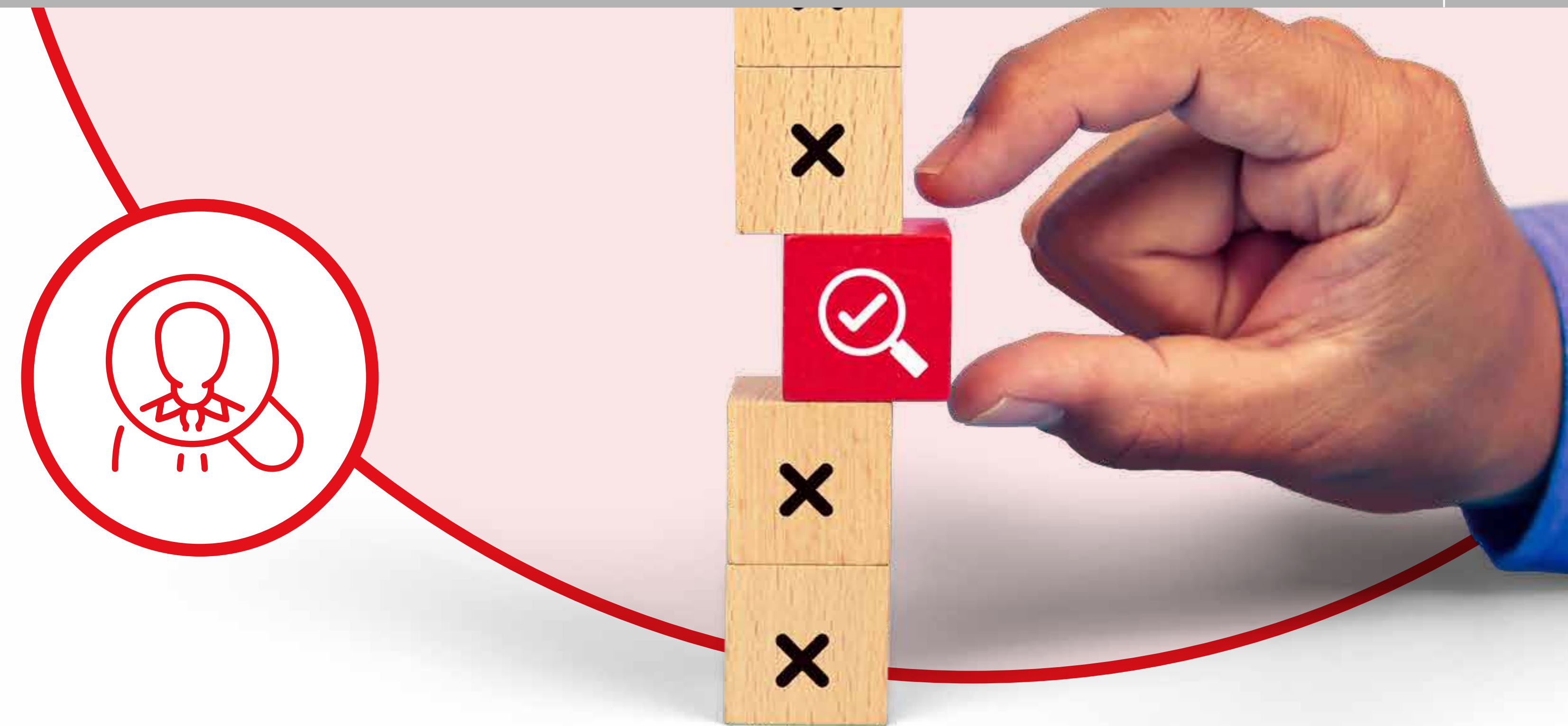
Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labor and human trafficking, all of which have in common the deprivation of a person’s liberty by another in order To exploit them for personal or commercial gain. ALSAYER has a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships. While also implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.

RECRUITMENT

(202-2, 405-1)

In this high demanding and fast changing environment, it is vital to strengthen key talent pool recruitment to anticipate evolving customer needs and meet new market demands. We have proven policies for talent acquisition, which ensure transparent sourcing, and offer equal opportunity for all applicants. This helps us to connect diversified sourcing channels including recruitment agencies, internal hiring, employee referral and through digital and open job market.

This opens a door for specific skill oriented, experienced and talented candidates to join our operations. During COVID-19 we are forced to halt direct international recruitments due to travel restrictions.



WORKFORCE NATIONALIZATION

(102-8, 102-43, 102-44, 103-1, 103-2, 103-3, 202-2)

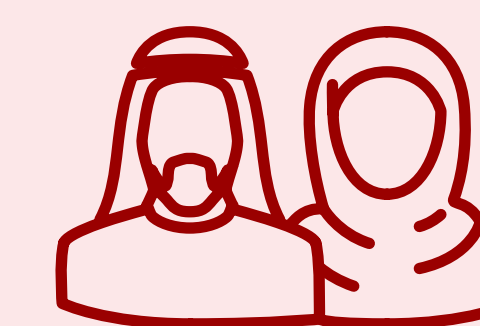
The long-term success of any company requires investment in its people – so the nationalisation of jobs is a legal requirement as well as being a sensible business strategy for ALSAYER. We have worked towards building a sustainable culture by promoting nationalisation strategies, reducing job turnover, and finding employment solutions that balance the needs of all parties.

Through our community initiatives including youth empowerment and university skill development programs, we strive to elevate the educational and career development of Kuwaiti nationals.

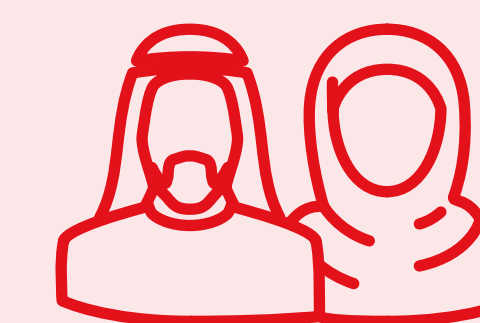
However, attracting and retaining national has been a challenge, especially with mobility products and services as majority of workforce represent blue color jobs and there is less attention from nationals to engage with such segments of business. However we believe in continuous improvement and are always looking for fresh ideas. We remain committed to building an attractive working environment by training and developing our people and offering career opportunities that attract nationals.

NATIONALIZATION RATE

Percentage of Kuwaiti pension & non-pension employees



1.8%



1.9%

● 2020 ● 2021





COMPENSATION & EQUAL OPPORTUNITIES

(103-1, 103-2, 103-3, 202-2, 405-1)

Our programs are established to ensure employees are treated with respect and dignity. At ALSAYER our approach to compensation and benefits is market-based and competitive and informed by periodic benchmarking and analysis. We are committed to respecting the rights of our workforce, that includes equal pay for equal work and compensation levels that cover the basic requirements.

Our commitment to equal opportunity ensures an efficient environment to work regardless of gender, race, nationality, age, disability or ethnicity. We periodically conduct internal compensation reviews to identify possible pay gaps to explain the factors which are based on increased performance, distribution of jobs, experience, time in role and other related factors, and take necessary actions to bring most equitable opportunities.

Our Code of Conduct prevents the employment of underaged labor, ensures fair wages and benefits, fair treatment, anti-harassment, non-discrimination, fair working conditions, employee well-being, and privacy of personal information which comply with local law regulations where we operate. Our approach to labor and human rights is based on a comprehensive due diligence process.

We regularly identify and assess any risks in our operations and take appropriate action to mitigate them. We follow a hierarchical structure and determine the position of our employees based on their role & responsibilities, level of expertise and proficiency in skill to manage assigned jobs.



EMPLOYEE ENGAGEMENT & SATISFACTION

We regularly carry out employee surveys to monitor 'individual engagement', 'goal alignment' and 'organization agility'.

ALSAYER employee surveys include questions about job satisfaction and working conditions, management, commitment and whether individual employees are able to influence their work situation. The survey is an important tool to identify improvement areas in the Group, all the way from an overall perspective down to the business unit levels. Employee surveys are conducted every two years.

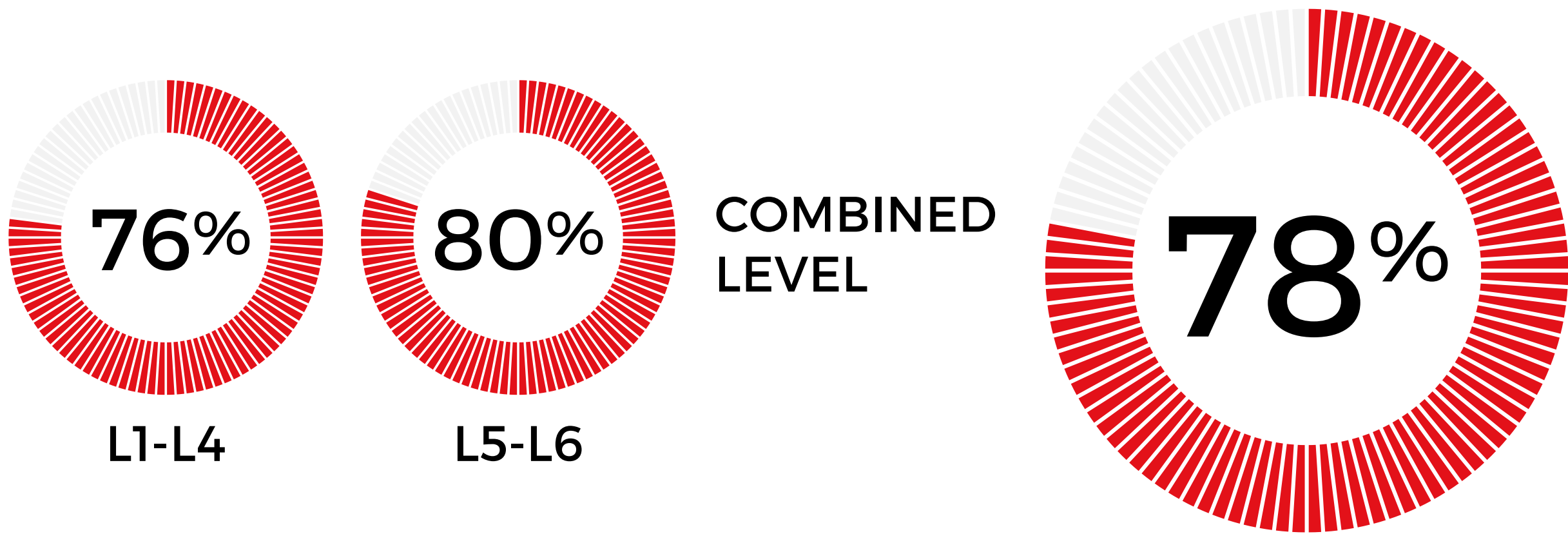
ALSAYER believes that an engaged employee is the one who is fully absorbed by and enthusiastic about his/her work and initiates positive actions to further the organization's goals, image and interests. The following measures were adopted recently to motivate staff effected by Pandemic COVID-19:

- Merit and Inflation Increase.
- Salary scale revisions for career ladders.
- Validity Extension of Annual tickets
- Leave Encashment.
- Repatriation of staff stuck in home countries

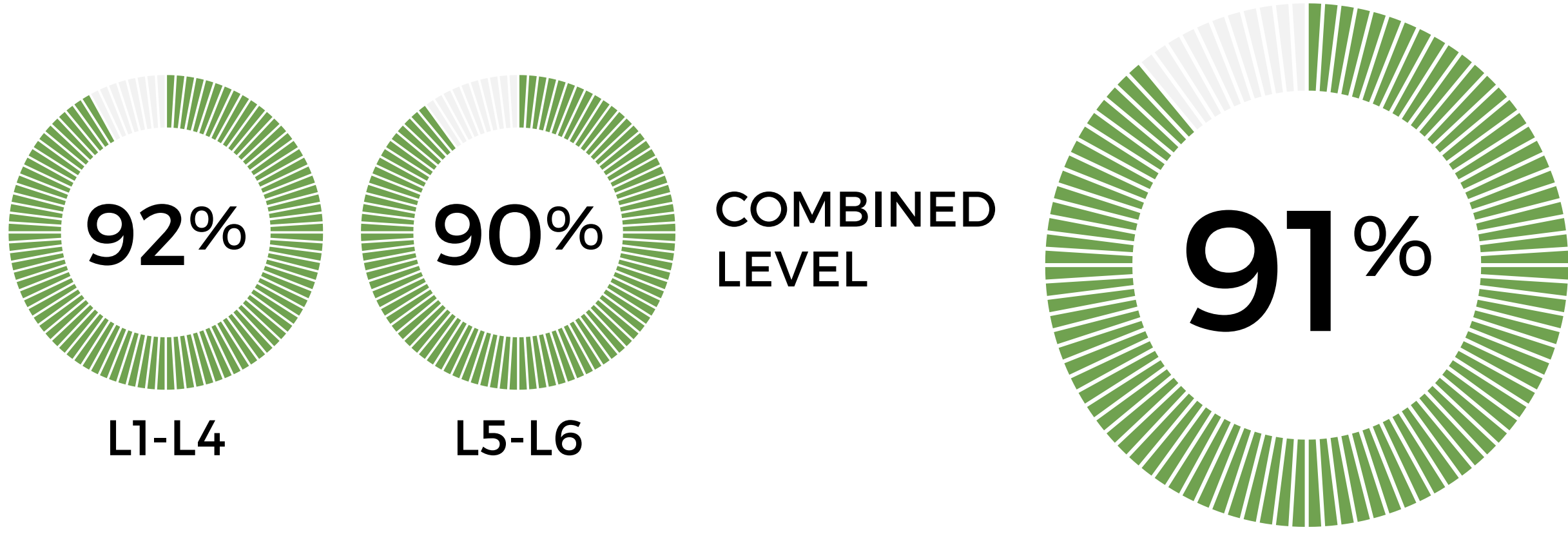
Every year ALSAYER run Best In Business (BIB) event to engage employees with the top management to define our policies and organizational developments. Due to COVID-19 restrictions, digital BIB programs conducted to interact employees while there were at partial lockdown in Kuwait.



ENGAGEMENT QUOTIENT



PARTICIPATION RATES



TRANSPARENCY

(102-11, 103-1, 103-2, 103-3)

ALSAYER maintains the highest standards of integrity and ethical behavior. Our robust policies, procedures, training, and communications create a comprehensive program, cultivating a culture of integrity that touches every aspect of employee conduct.



VALUED CODE OF CONDUCT

(102-16, 205-2)

Our Code of Conduct clearly defines corporate policies and practices and is designed to promote ethical business conduct and compliance with the law. All employees are required to support our business affairs ethically, to comply with the mission statement, and certify they read and understand these principles of practices as part of their annual required training. ALSAYER core values of trust, respect, honesty, integrity, inclusion, and commitment are emphasized in the policies and are the foundation of our culture.



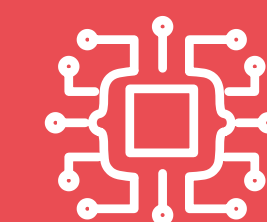
ANTI BULLYING, ANTI-FRAUD, ANTI BRIBERY, WHISTLE BLOWING POLICIES

(205-2, 412-2)

ALSAYER adheres to a strict code of ethics to standardize employees engagement and rights across all business functions and processes. Which encapsulates the following key ethics: disciplinary action, legal investigation, whistle-blowing, anti-bullying, anti-fraud, anti bribery.

The code is circulated among all employees at all levels. Moreover, a handbook on the Human Resource Development Policy and Employee Handbook is circulated through various channels and communication tools.

Grades/Levels



All Grades / Clusters

Announcement for the employee Handbook Policy



Employee Policies and Handbook are available Online on Success factors for all Active staff



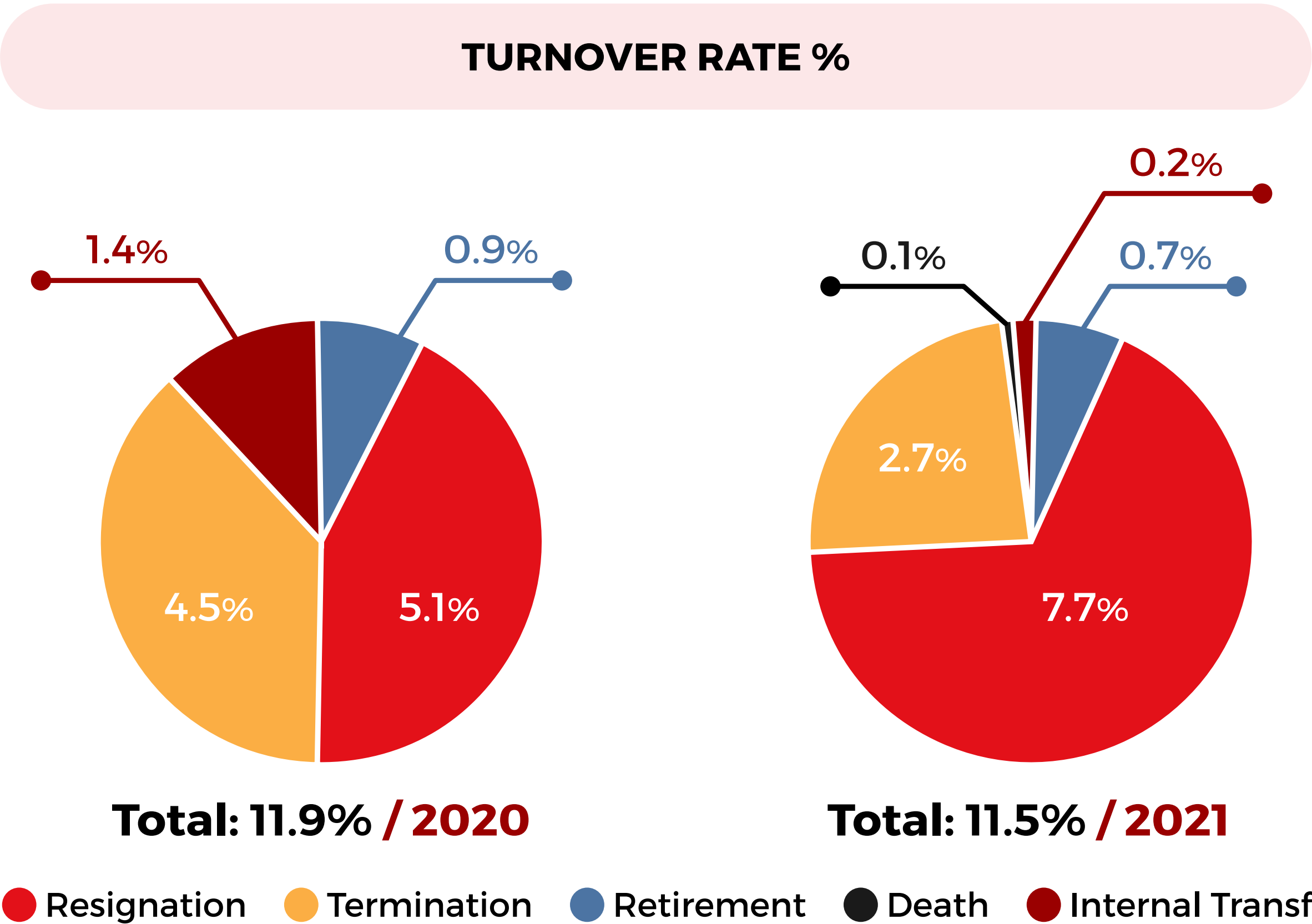
EMPLOYEE RETENTION

(102-8, 103-1, 103-2, 103-3, 401-1, 405-1)

We understand that recognition, empowerment and awareness are critical to engaging and retaining diverse talent. To foster such actions we offer learning, mentoring and leadership development programs to increase the pipeline of diverse candidates for positions at all levels across the organization. We structure our talent management strategy with the whole employee experience in mind. We utilize an employee experience continuum that focuses on key career milestones and helps us align our employee development, engagement and retention efforts with the specific needs of our employees throughout every step of their careers. This approach to talent management results in a better experience for our employees in their whole employment cycle.

We believe that retention is an outcome of the various efforts to engage, energise and enable the workforce. To engage our workforce and cater to their diverse needs, we regularly initiate communication via print and electronic means, and virtual channels, for example newsletters, emails and portal. We additionally host dialogue sessions and employee feedback platforms to facilitate insights and improvements. In addition to wellness and well-being initiatives, we focus on equipping employees with the right skills, capabilities and mindset to remain relevant.

Category	2020				2021			
	New Employees		Turnover		New Employees		Turnover	
Gender	Number	% Rate of New Hires VS total headcount	Number	Rate	Number	% Rate of New Hires VS total headcount	Number	Rate
Female	22	0.8%	32	1.1%	16	0.6%	19	0.7%
Male	133	4.8%	331	10.9%	162	5.9%	307	10.8%
Total	155	5.3%	363	11.9%	178	6.4%	326	11.5%
Age Group								
30-50	96	3.3%	203	6.7%	110	4.0%	191	6.7%
Over 50	15	0.5%	95	3.1%	12	0.4%	65	2.3%
Under 30	44	1.5%	65	2.1%	56	2.0%	70	2.5%
Total	155	5.3%	363	11.9%	178	6.4%	326	11.5%



EMPLOYEE HEALTH & SAFETY

(102-8, 102-11, 103-1, 103-2, 103-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9)

As a company that focuses on people, we take full responsibility for ensuring a safe and healthy workplace, emphasising the identification of potential hazards before they pose any real threat. By taking continued preventive efforts in health and safety, we have not recorded any high consequence injuries during 2020-2021.

To ensure that our employees are up-to-date with safety and health measures, we provide them regular first aid training and also training to ensure they are aware of their roles and responsibilities in case of emergencies. All employees can access the safety and health documents together with other learning materials through our intranet portal. We have also developed and delivered multiple health and safety related training sessions covering safety awareness, proactive precautions, and ergonomic worksite.

Related to our service offerings, there is a potential health and safety related risk for our employees that work in that area, which we need to take into consideration. An example of this are our employees that work in confined spaces and with automobile servicing. To address this, we began standardising risk assessments for our service employees during this sustainability report period. Several of our safety initiatives had to be suspended due to COVID-19. Especially periodic safety mock drills and weekly safety inspections for promoting health and safety among colleagues to keep risk awareness high.



After COVID-19 lockdown, a back to work campaign was conducted during 2020 -2021 to raise awareness of the need for efficient safety routines and to help people realign expectations and priorities to protect themselves, and customers during pandemic.

ALSAYER Occupational health services and prevention of health & safety impacts at work sites.

Health and Safety is critical to ALSAYER. We are committed to our Zero Harm vision to create a safe and healthy work environment for our employees, customers, suppliers and contractors, our visitors, and our communities.



Number of inspections been done
925

Awareness Sessions been conducted
236





**I GOT
MY COVID-19
VACCINE!**



COVID-19 PRECAUTIONS

ALSAYER ORGANISED COVID-19 MEGA VACCINATION DRIVE FOR THE EMPLOYEES

From the active roll out of vaccination in Kuwait, we have taken persistent steps to encourage and support our colleagues to obtain COVID-19 vaccination. In association with Kuwait Ministry of Health, ALSAYER carried out a full day mega vaccination drive to inoculate 3,000 employees by a 45-member team consisting of doctors and nurses from Kuwait Ministry of Health.

The effort towards immunization is part of the fight against pandemic, reflecting ALSAYER's commitment to ensure the safety of our employees, customers, and the greater community. Our objective is to keep building on a community which is immune against the effects of the infection. ALSAYER is aligned with the

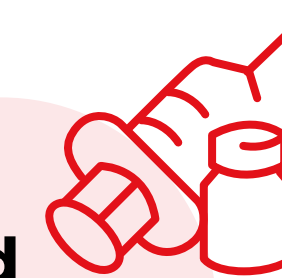
Ministry of Health guidelines and Kuwait Government regulations to collectively work to protect our people during outbreaks, and our active workforce has achieved 100% vaccination per the regulations.

To ensure that all our employees and partners are safe every day, we need to be vigilant to identify and mitigate potential hazards at our showrooms, service & distribution centers, and corporate offices. Our approach to safety has evolved during the COVID-19 pandemic, with ALSAYER working in greater partnership with the public health authorities to ease applicable restrictions for vaccinated people, we are looking forward to a return to normal office life gradually.

We will continue to maintain stringent protocols to keep our employees safe as the battle with COVID-19 is not over. We will also continue building out our employee wellness plans and strengthening our health and safety management system by integrating updated training and awareness sessions based on our General EHS training module. This will enable us to drive engagement in health and safety through supervision and development of subject matter expertise at ALSAYER premises.

Employees Vaccinated

3000



**For
ALSAYER
Affiliates**



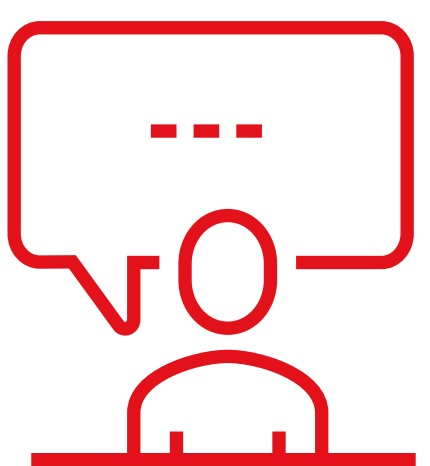
TRAINING & EDUCATION

(103-1, 103-2, 103-3, 404-1, 404-2, 404-3)

ALSAYER approach to learning and development includes a combination of knowledge and skills accumulated from on-the-job experiences, collaborative projects and digital learning, all supported by activities such as mentoring and coaching. Periodically we launch new leadership and learning curriculum through ALSAYER Successfactor digital platforms to support systematic skill and knowledge development.



TOTAL HOURS OF TRAINING RECEIVED BY GENDER AND EMPLOYEE CATEGORY BY EMPLOYEE LEVEL



E LEARNING DATA - HRD TRAINING SECTION: WITH HEAD COUNT (BASED ON AN AVERAGE OF 2 HOURS PER MATERIAL AND TEST)


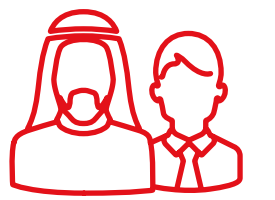



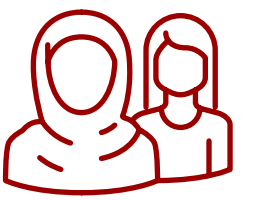

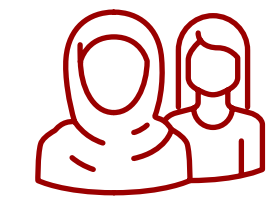
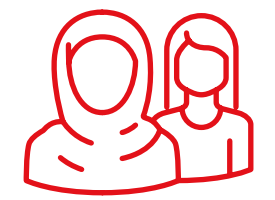
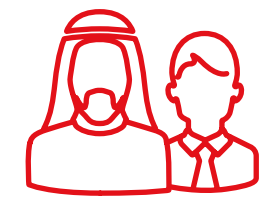
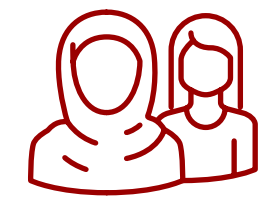
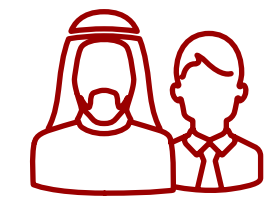
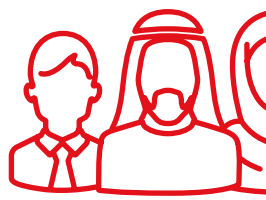

	2020	2021							
	●	●							
Level 1	291	39	NA	NA	287	23	NA	NA	
Level 2	319	32	58	5	911	55	171	7	
Level 3	705	36	73	4	1559	67	89	14	
Total	1315	107	131	9	2757	145	260	21	

To ensure our learning interventions continue to develop talent for the future, we continually research the skills and knowledge needs of our industry, review feedback from our employees, and design programs to address these needs. With a blended learning approach, our individual development solutions are more targeted and effective in supporting our strategic priorities. In addition, our people are required to regularly complete mandatory training on key areas of our business.

Investing in our people - ALSAYER is passionate about the professional development of our people. We have robust development, talent and succession planning programs in place, supported by a performance management system. This system provides our people with clarity regarding their responsibilities, facilitating transparent, open discussions and aligning individuals' efforts with ALSAYER's strategy and values to drive overall business performance.

The "new normal" that emerged as the pandemic spread meant we had to be creative with training activities, hence we encouraged virtual training, and more online training completions through our digital platforms.

Competency Enhancement Center conduct talent reviews for all employees annually in consultation with our people managers to inform our talent retention and succession planning activities. The composition of the succession pipeline is reported to the Human Resources and HR Committee of the Board.

TOTAL HOURS OF TRAINING RECEIVED BY GENDER AND EMPLOYEE CATEGORY BY EMPLOYEE LEVEL	E LEARNING DATA - HRD TALENT MANAGEMENT SECTION : WITH HEAD COUNT (BASED ON AN AVERAGE OF 2 HOURS PER MATERIAL AND TEST)								BIB DATA (BASED ON AN AVERAGE OF 2 HOURS PER MATERIAL AND TEST)						
	2020				2021				2020		2021				
															
	Level 1	NA	NA	NA	NA	56	3	NA	NA	Level 1	NA	94	NA	8	102
	Level 2	214	7	46	2	148	5	NA	NA	Level 2	32	580	32	498	1142
	Level 3	40	2	16	1	400	15	108	3	Level 3	70	588	90	792	1540
Level 4	NA	NA	NA	NA	548	15	66	2	Level 4	1122	7194	772	5952	15040	
Total	254	9	62	3	1152	38	174	5	Grand Total	1940	13238	1656	10906	27740	



	2020		2021	
	Headcount	Hours	Headcount	Hours
Recruitment	17	102	23	131
Base-Lining and development + Promotion	10	78.5	45	509.5

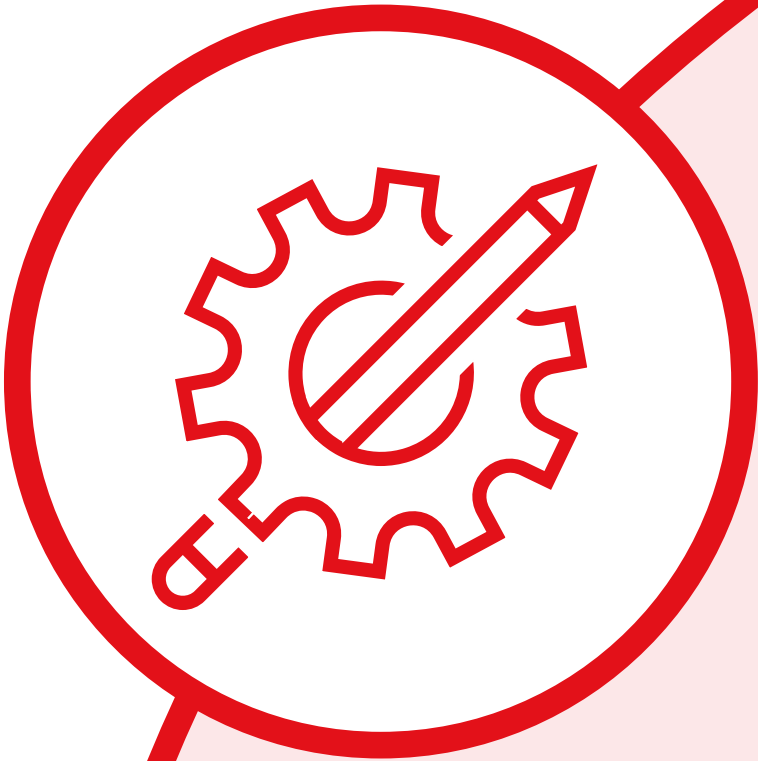
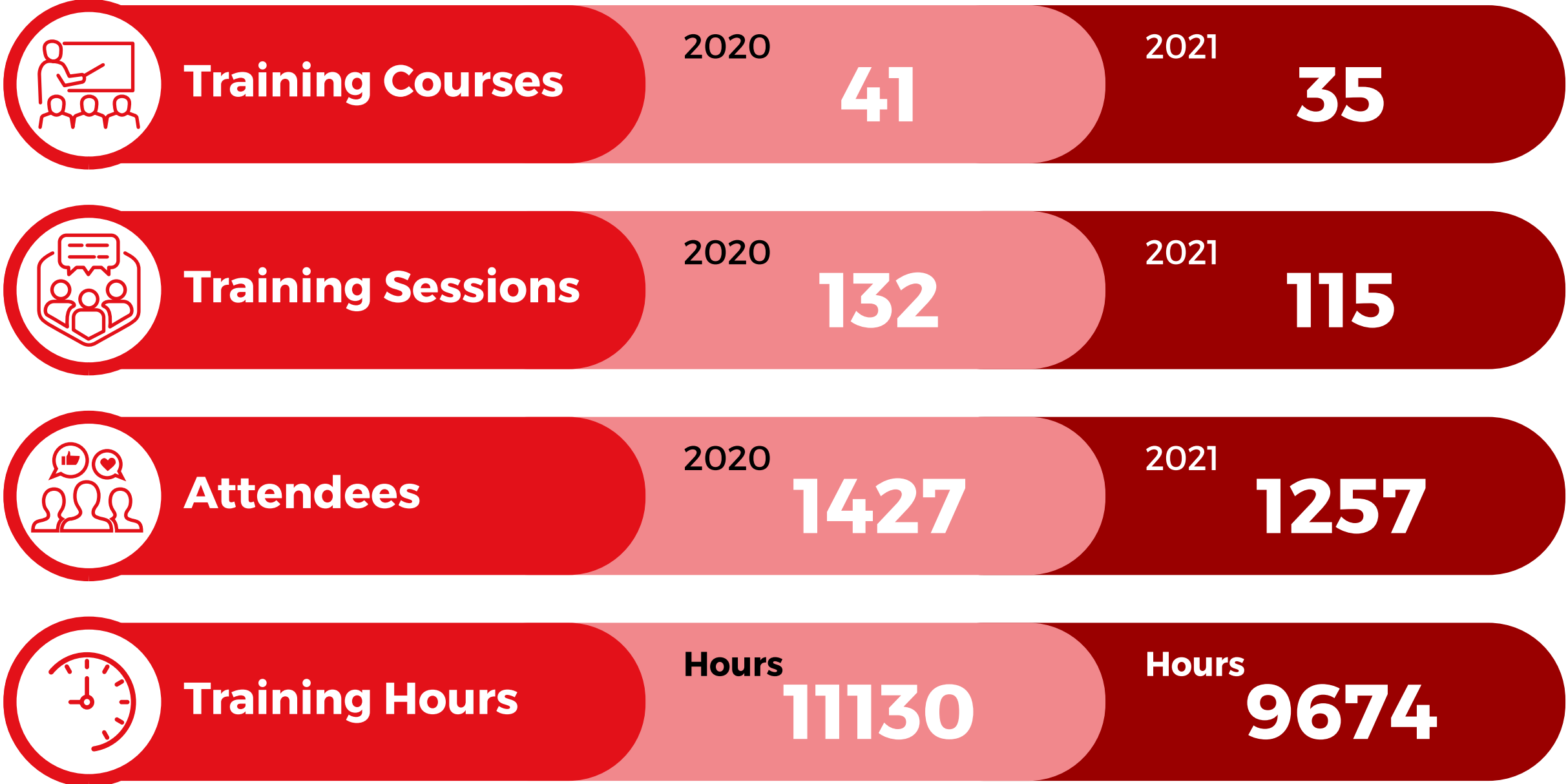
TECHNICAL TRAINING CENTER

(103-1, 103-2, 103-3, 404-1 ,404-2, 404-3)

Technical Training Center was established in 1981, our main goal since this date has been to prepare our staff with latest knowledge, information and skills required to service our Toyota & Lexus Vehicles of our customers with the “BEST SERVICE IN TOWN”.

Our training activities cover the technical training such as General Repair, Body and Paint in addition to Service Advisors (Frontline Staff), therefore, sustainment of our service operation to comply with Toyota Motor Corporation standards is a must.

To reach an optimal service delivery through standardizing and enhancing our branches operation in cooperation with Toyota Motor Corporation by a dedicated team of Expert executives.



WORK-LIFE BALANCE

Well-being at work presents a valuable opportunity to benefit societies by helping working individuals to feel happy, competent, and satisfied in their roles. We strive our best to offer our people with good standards of well-being at work to enhance them to be more creative, more loyal, more productive, and provide better services to our stakeholders.

At ALSAYER locations, our workforce well-being program focuses on physical and mental health. We support our employees through a range of beneficial program such as special discounted health checkup cards, discounted gym memberships, diet meal vending machines, team challenges including walking competitions, BMI challenge, drawing contest, health check-ups, sporting and recreational facilities and volunteering programs. From Human Resource perspective ALSAYER ensures employee personal out passes for any immediate emergencies, during lockdowns arranged validity extension of annual tickets, leave encashment, accommodate sick, compassionate, iddah, birth and unpaid leave, and private or government life insurance.

We encourage employees to stay active, understand their health profile and take steps to safeguard their well-being.

During COVID-19, additional measures were taken to ensure a safe and secure environment for our employees during the pandemic. Many of our business units moved to remote or flexible working arrangements to protect our employees and their families, and our communities. Virtual learning, resources and programs were launched through a centralised hub to equip our employees to cope with the pandemic and intensive lockdowns.

One of the most important rules in the workplace is to respect all employees with all their ethnic differences and identities, and to respect their intellectual affiliations. Each person comes from a different environment and from a different society. That is why we have always prioritized raising and enhancing this value at ALSAYER Holding Company.

ALSAYER is committed to provide an environment where all staff can maximize their potential. We are acknowledged as a



leader in providing opportunities for people from all walks of life. We create a working environment that:

Reflects and celebrates diversity
Practices affirmative action
Offers equal opportunity
Is free from discrimination and harassment.

Fair and equitable treatment across ALSAYER is a principle in the area of Recruitment, Compensation, Talent Management, Performance Management, Disciplinary Actions, Employee Investigations and Restructuring process.





Activities of 2020	Beneficiaries
ALSAYER Camp	3500
Celebration of Kuwait National & Liberation Day	280
Body Mass Index Contest	30
Body Mass index Program	50
Road Run	60
Football Tournament	90
Cricket tournament	96
Camp cleaning campaign	28
Share Your Ideas Contest	12
Cleaning Campaign at Camp	25
Covid-19 Awareness sessions for Employees	200

Activities of 2021	Beneficiaries
My Metro Exclusive Free Medical Privilege Cards , 20% discount	2900
ALSAYER Fitbit Steps Contest	150
ALSAYER Art Contest	24
Blood Donation Campaign	150
Obesity Campaign with PHF	20
Share Your Ideas Contest	18
Vaccine Campaign for Employees	2850
Cricket Tournament	96
GMs day off	35
ALSAYER CAMP	6000
Toyota Service Open Day	600
Body Mass Index program for employees	50
Soken Challenge Contest	20
BeInspired Obstacle race	20



ABOUT THIS REPORT

(102-46, 102-48, 102-50, 102-53, 102-54)

Our world is changing at an unprecedented rate, affecting how we live and work, and engage with our stakeholders and the communities in which we operate.

ALSAYER Holding 2020-2021 Sustainability Report was created to transparently record our persistent and passionate sustainability approach, while highlighting our priorities and communicating our actions to all stakeholders including proprietors, customers and suppliers, and communities where we do business.

In our 3rd sustainability report, we are acknowledging our commitments to address environmental, social and governance (ESG) risks and opportunities to create value for our stakeholders. In continuation to our past reports, this report also signifies our core values and goals which revolves around the four focus boundaries of ALSAYER Sustainability Gear.

During this report period ALSAYER responded to the challenges and embraced all opportunities to further strengthen and integrate our commitment to sustainability.

This report has been prepared in accordance with the GRI Standards: Core option.

Our reporting covers the GRI General Disclosures, as well as the topic-specific standards we deem material. In 2021, to support our overall sustainability leadership, ALSAYER decided to commit to the UN Global Compact and its ten principles concerning human rights, labour rights, environment, and anti-corruption to support our efforts to provide a sustainable impact. Driving our efforts further, we showcase the contribution we are making to the achievement of the Kuwait National Development Plan and UN Sustainable Development Goals.

The report present data and information for the period from 1 January 2020 to 31 December 2021.

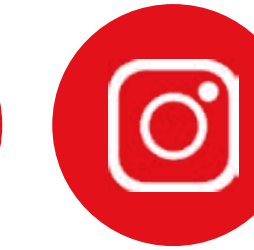
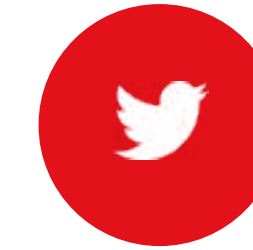
CONTACT POINT

Please share your comments, feedback, and any information to:

Nehad Mohammad Al-Haj Ali
Group Manager, Corporate Excellence
ALSAYER Holding

P.O. Box 485, Safat 13005, Kuwait.
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GRI Content Index [GRI 102-55]

ALSAYER Holding’s 2020-2021 sustainability report is prepared in accordance with the Global Reporting Initiative (GRI) Standards Core option using the 2016 version of the standards or newer. In this GRI Content Index, we list our disclosures with reference to the GRI Standards, and reference to the information supported by links if its available. Our reporting covers all General Disclosures, as well as Topic specific Standards identified material in our materiality review. Material topics for ALSAYER can be found in our Management Approach on page 13. The GRI Content Index includes information on reasons for omissions or changes in our reporting scope, if necessary.

GRI Standards	Disclosures	Notes	Report Page
GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016			
Organizational Profile			
102-1	Name of organization	ALSAYER Holding	9
102-2	Activities, brands, products, and services		9,44,49,57
102-3	Location of headquarters	Shuwaikh, Kuwait Free Trade Zone	9
102-4	Location of operation		9
102-5	Ownership and legal form	About ALSAYER Holding, Organizational structure	9
102-6	Markets served		9
102-7	Scale of the organization	About ALSAYER Holding, Organizational structure, ALSAYER timeline	9
102-8	Information on employees and other workers		74,78,79
102-9	Sustainable value chain		46,47
102-10	Significant changes to the organization and its supply chain	No significant changes to the organization and its supply chain	
102-11	Precautionary principles or approach		11,18,19,43,44,48,51,56,62,65,72,73,77,79
102-12	External initiatives	Kuwait National Development Plan (KNDP) United Nations Sustainable Development Goals (UNSDG) UN Global Compact (UNGC)	
102-13	Membership of associations	Union of Automobile Agents Gulf Organization Research & Development (GORD) Kuwait Foundation for the Advancement of Sciences (KFAS)	
Strategy			
102-14	Statement from senior decision- maker		5,6,7,8
102-15	Key impacts, risks, and opportunities		10,11,19,30,56,60,62,72
Ethics & Integrity			
102-16	Values, principles, standards, and norms of behavior		9,10,11,18,19, 30,51,73,77



GRI Standards	Disclosures	Notes	Report Page
Governance			
102-18	Governance structure		9,15,16,17
102-20	Executive-level responsibility for economic environmental and social topics		15,16,17
102-21	Consulting stakeholders on economic, environmental, and social topics		11,12,13,15,16
102-22	Composition of the highest governance body and its committees		15,16
102-23	Chair of the highest governance body		15,16,17
102-26	Role of the highest governance body in setting purpose values and strategy		15,16,17,19
102-27	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics		15,16
102-31	Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities		16
102-32	Highest governance body's role in sustainability reporting		16,17
102-33	Communicating critical concerns		5,7,9
Stakeholder engagement			
102-40	List of stakeholder groups		12,13,14
102-41	Collective bargaining agreements	Freedom of association is present. However organised labor unions are rarely practiced.	-
102-42	Identifying and selecting stakeholders		12,13,14,53
102-43	Approach to stakeholder engagement		11,12,13,14,30,53,54,74
102-44	Key topics and concerns raised		11,12,13,54,74
Reporting practice			
102-45	Entities included in the consolidated financial statements	There is no consolidation as we are reporting on ALSAYER Holding, Kuwait only	
102-46	Defining report content and topic boundaries		13,86
102-47	List of material topics		13
102-48	Restatements of information		5,6,7,86
102-49	Changes in reporting	No changes	
102-50	Reporting period	01 January 2020 to 31 December 2021	
102-51	Date of most recent report	2018-2019	
102-52	Reporting cycle	Every two years	
102-53	Contact point for questions regarding the report	Nehad Mohammad Al-Haj Ali Group Manager – Corporate Excellence P.O.Box 485, Safat 13005, Kuwait	86
102-54	Claims of reporting in accordance with GRI standards	This report has been prepared in accordance with the GRI standards: core option	
102-55	GRI content index	The GRI content is provided here	
102-56	External assurance	This report has not been externally assured.	



GRI Standards	Disclosures	Notes	Report Page
GRI 200: Economic			
Topic: Economic performance			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		9,10,19
103-3	Evaluation of the management approach		
GRI 201: Economic performance 2016			
201-1	Direct economic value generated and distributed		30
201-2	Financial implications and other risks and opportunities due to climate change	No financial implications and other risks and opportunities due to climate change	
201-4	Financial assistance received from government	No financial assistance received from government	
Topic: Market presence			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		9,10,74,75
103-3	Evaluation of the management approach		
GRI 202: Market presence 2016			
202-2	Proportion of senior management hired from the local community		74
Topic: Indirect economic impacts			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		9,10,30,31,65
103-3	Evaluation of the management approach		
GRI 203: Indirect economic impacts 2016			
203-1	Infrastructure investments and services supported - Future mobility		65
203-2	Significant indirect economic impacts		30
Topic: Procurement practices			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		9,10,46
103-3	Evaluation of the management approach		
GRI 204: Procurement practices 2016			
204-1	Proportion of spending on local suppliers	Refer document – Supplier code of conduct and sustainability policy	46

GRI Standards	Disclosures	Notes	Report Page
Topic: Anti-corruption			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		9,10,72,77
103-3	Evaluation of the management approach		
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	No significant risks were identified to corruption	
205-2	Communication and training about anti-corruption policies and procedures		77
205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption with employees at ALSAYER Holding	
GRI 300: Environmental			
Topic: Materials			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		64
103-3	Evaluation of the management approach		
GRI 301: Materials 2016			
301-2	Recycled input materials used		64
Topic: Energy			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,44,60,61
103-3	Evaluation of the management approach		
GRI 302: Energy 2016			
302-1	Energy consumption within the organization		61
Topic: Water			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,60,63
103-3	Evaluation of the management approach		
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource		63
303-2	Management of water discharge related impacts		63
303-5	Water consumption		63



GRI Standards	Disclosures	Notes	Report Page
Topic: Emissions			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,65
103-3	Evaluation of the management approach		
GRI 305: Emissions 2016			
305-1	Direct (scope 1) GHG emissions		65
305-2	Energy indirect (scope 2) GHG emissions		65
305-5	Reduction of GHG emissions		62
Topic: Effluents and waste			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,64
103-3	Evaluation of the management approach		
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts		64
306-2	Management of significant waste related impacts		64
306-4	Waste diverted from disposal		64
Topic: Environmental compliance			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,44,60
103-3	Evaluation of the management approach		
GRI 307: Environmental compliance 2016			
307-1	Non-compliance with environmental laws and regulations	There were no instances on non-compliance with environmental laws and regulations	
GRI 400: Social			
Topic: Employment			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,72
103-3	Evaluation of the management approach		
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover		78
Topic: Labor/management relations 2016			
GRI 103: Management Approach 2016			



GRI Standards	Disclosures	Notes	Report Page
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		72,73,75
103-3	Evaluation of the management approach		
GRI 402: Labor/management relations 2016			
402-1	Minimum notice periods regarding operational changes	As per the system management implemented (ISO 9001:2015) there is a noticed period regarding any changes at any processes	
Topic: Occupational health and safety			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,19,73,79
103-3	Evaluation of the management approach		
GRI 403: Occupational health and safety 2018			
403-1	Occupational health and safety management system	ALSAYER Holding manage well defined policies and procedures for the health and safety of the workforce. The basic information can be found in the “employee health and safety” section. ALSAYER EHS Policy	79
403-2	Hazard identification, risk assessment, and incident investigation		79
403-3	Occupational health services		
403-4	Worker participation, consultation, and communication on occupational health and safety	ALSAYER Occupational health services and prevention of health & safety impacts at work sites.	79
403-5	Worker training on occupational health and safety		79
403-6	Promotion of worker health		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ALSAYER Occupational health services and prevention of health & safety impacts at work sites.	79
403-9	Work-related injuries		
Topic: Training and education			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,72,73,81
103-3	Evaluation of the management approach		
GRI 404: Training and education 2016			
404-1	Average hours of training per year per employee		81,83
404-2	Programs for upgrading employee skills and transition assistance programs	Refer document “Training & development titles”	81,83
404-3	Percentage of employees receiving regular performance and career development reviews		81,83
Topic: Diversity and equal opportunity			
GRI 103: Management Approach 2016			



GRI Standards	Disclosures	Notes	Report Page
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		72,73,74,75
103-3	Evaluation of the management approach		
GRI 405: Diversity and equal opportunity 2016			
405-1	Diversity of governance bodies and employees		78
Topic: Non-discrimination			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		73
103-3	Evaluation of the management approach		
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	There were no incidents of discrimination in ALSAYER Holding in the reporting period	
Topic: Child labor			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components	Refer ALSAYER HR policy against 'child labor'	72,73
103-3	Evaluation of the management approach		
GRI 408: Child labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	ALSAYER Holding follows all local regulations relating to human rights in areas where it operates. ALSAYER Holding neither condones nor permits child labor, and no instance of the practices have been reported	
Topic: Forced or compulsory labor			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components	Refer ALSAYER HR policy against forced or compulsory labor under "Human right policies"	72,73
103-3	Evaluation of the management approach		
GRI 409: Forced or compulsory labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	ALSAYER Holding follows all local and regulations relating to human rights in areas where it operates. ALSAYER Holding neither condones nor permits compulsory labor, and no instance of the practices have been reported	
Topic: Human rights assessment			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		73,77
103-3	Evaluation of the management approach		
GRI 412: Human rights assessment 2016			



GRI Standards	Disclosures	Notes	Report Page
412-2	Employee training on human rights policies or procedures	Refer ALSAYER HR policy for “Human right policies” and “Training & development titles” documents	77
Topic: Local communities			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		10,30
103-3	Evaluation of the management approach		
GRI 413: Local communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs		30
413-2	Operations with significant actual and potential negative impacts on local communities	ALSAYER Holding has no negative impact on local communities	
Topic: Customer privacy			
GRI 103: Management Approach 2016			
103-1	Explanation of the material topic and its Boundary		
103-2	The management approach and its components		54
103-3	Evaluation of the management approach		
GRI 418: Customer privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		54





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