



OUR IMPACT. OUR FUTURE.

SUSTAINABILITY
REPORT 2025

Contents

01 Introduction

About the Report	04
Management Letters	14
Achievement and Accreditation	18

04 People

Empowering People & Social Value	68
Strategic Talent Acquisition & Workforce Growth	72
Fostering Diversity, Equity & Inclusive Culture	73
Advancing Women's Empowerment and Inclusion at Hotpack	74
Learning, Upskilling & Professional Development	77
Building Our Culture: Employee Engagement	83
Employee Benefits	90
Employee Insights and Satisfaction Survey	93
Talent Retention and Turnover	98
Protecting Health, Safety, and Well-being	102
Annual Incident Report Monitoring	108
Investing in Employee Wellness	112
Giving Back: Our Community Engagement	117

02 Our Approach

Engaging Our Stakeholders and Understanding Their Priorities	23
Customer Engagement & Satisfaction	26
Reassessing What Matters Most: 2025 Materiality	32
Advancing the UN Sustainable Development Goals	41
Upholding Our Commitment to the UN Global Compact	47

05 Governance

Governance Framework & Leadership Approach	123
ESG Recognition and Performance Rating	125
Corporate Structure & Management Oversight	127
Governance in Practice: Policies and Systems	130
Business Ethics & Code of Conduct	137
Building Compliance through Continuous Learning	142
Risk Oversight and Compliance Management	144
Responsible Supply Chain Practices	146
Responsible Supplier Code	149
Supporting Local Supply Chains	154
Supplier Engagement and Inclusion Framework	156
Digital Transformation, IT Security & Cyber Resilience	159

03 Environment

Environmental Policy & Management Framework	49
Our Approach to Sustainable Packaging	50
Materials & Circular Design	50
R&D Strides & Innovation	53
The EcoStore	54
Life Cycle Assessment (LCA) — Understanding Our Impacts	54
Research Partnerships & Innovation Pipeline	55
Using Resources Wisely: Energy Management	56
Using Resources Wisely: Water	56
Emissions Management, Air Quality & Climate Action	56
Closing the Loop: Waste, Recycling & Reuse	64
Environmental Compliance & Supplier Assessment	66

06 Appendices

Glossary of Abbreviations & Acronyms	164
GRI Content Index	170

01

Introduction

About the Report	04
Management Letters	14
Achievement and Accreditation	18

About the Report

Sustainable packaging is a necessity, not an option

In the 2025 Sustainability Report, we present a comprehensive and transparent overview of our continued commitment to Environmental, Social, and Governance (ESG) practices. These principles are not separate from our business strategy – they are at the core of our corporate values and have become key drivers of our operational and financial performance.

Environmental responsibility remains our primary focus. This report details the concrete initiatives we have undertaken to lower our environmental footprint: adopting certified eco-friendly materials, scaling sustainable production methods, and systematically reducing waste and energy consumption across all our facilities; emissions reduction; and the development of packaging solutions designed to support circularity. We have moved beyond passive acknowledgement of environmental challenges. Our goal is to actively mitigate our impact through continuous improvement and measurable targets.

Our social responsibilities extend to our employees, workers, business partners and the communities connected to our operations and value chain. Hotpack remains steadfast in improving the quality of life of our workforce and supporting the local communities where we operate. We highlight the measures we have implemented to protect health, safety, human rights and overall well-being, alongside our community engagement efforts that demonstrate how we give back to society.

Strong governance forms the foundation of our ethical operations. This report outlines our governance framework, which upholds transparency, accountability, and ethical decision-making at every level of the company. From stakeholder engagement, responsible procurement and regulatory compliance to ethical oversight, our policies support responsible corporate conduct. We believe strong governance is essential for fostering a sustainable and ethical corporate culture.

Throughout 2025, we reinforced the link between ESG progress and business resilience. By embedding sustainability into our operating model – with clear accountability across relevant functions – we continued to implement measures aimed at improving our environmental performance and our ability to serve customers reliably. Our commitment to sustainable packaging reflects the core values that drive our business.

This report underscores our dedication to a future where sustainable packaging is a necessity, not an option.

The reporting period is from 1 January 2025 to 31 December 2025, and this report forms part of Hotpack's annual sustainability reporting cycle. Its scope encompasses all Hotpack operations worldwide, spanning our manufacturing facilities, warehouses, offices and sales centres across the regions in which we operate.

The report reflects contributions from all relevant functions, including Sustainability, QHSE, Operations, R&D, Procurement, HR, Marketing, IT and Finance. The data and disclosures presented have been prepared in accordance with the GRI Standards, applying the operational control approach to define our reporting boundary and support a consistent, comparable and transparent account of our ESG performance across the organisation.

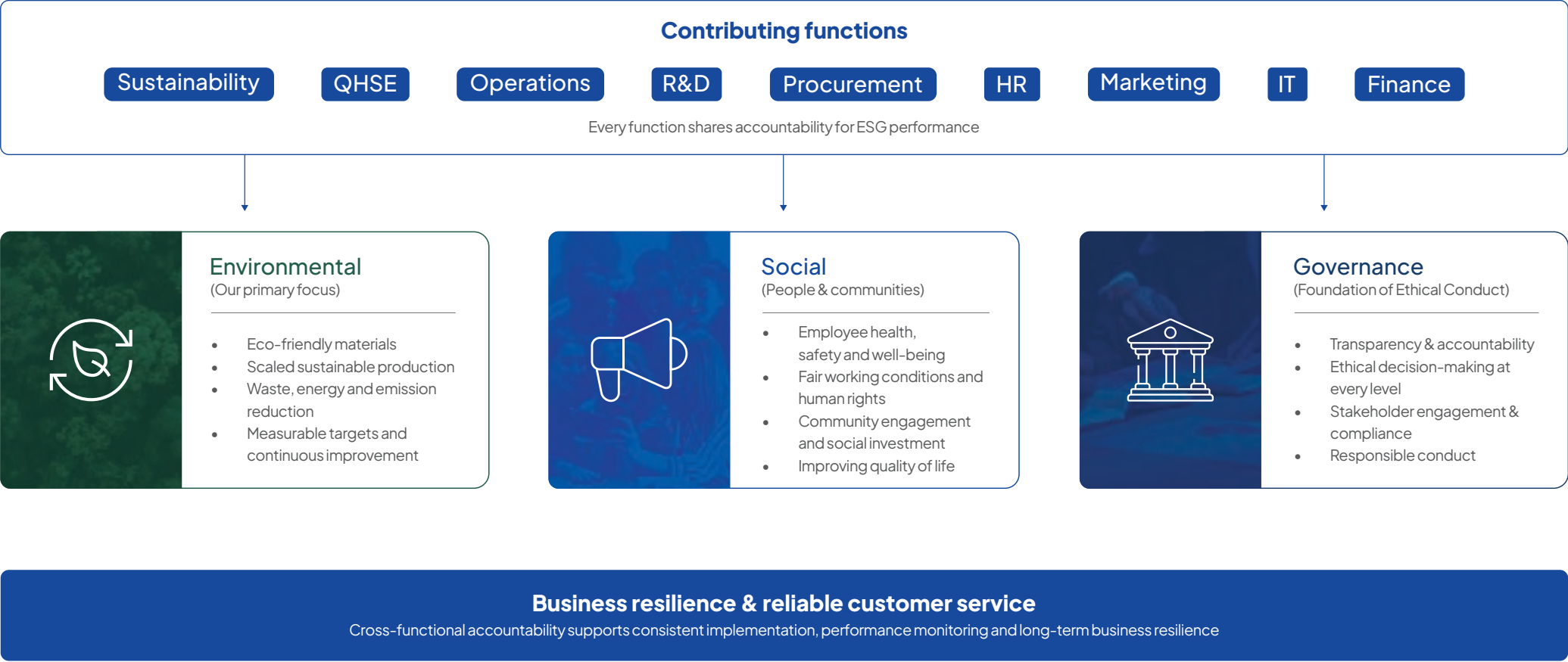
For any questions or feedback regarding this report or its contents, please contact us at feedback@hotpackglobal.com.

We invite you to be part of this journey towards a more responsible and sustainable world. Together, we can contribute to a future where sustainability and responsible packaging become the norm – not only for Hotpack, but for the entire packaging industry.



ESG at the Core of Hotpack's Strategy

A shared responsibility across every function — not the work of one team



Reporting Entity and Reporting Boundary

This Sustainability Report presents the consolidated sustainability performance of Hotpack Group companies globally, comprising the entities and operations included within the Group's reporting boundary.

For the purpose of this Report, the terms "Hotpack", "Hotpack Group", "the Group", "we", "our" and "us" are used collectively to refer to the entities and operations covered by the Report, unless otherwise specifically stated. These terms are used for reporting convenience and should not be interpreted as referring exclusively to any single legal entity or brand.

The reporting boundary includes the Group's manufacturing and converting facilities, distribution centres, warehouses, sales offices and other relevant operations included within its sustainability reporting scope. The boundary has been established primarily with reference to operational control and the nature and significance of the Group's activities and impacts, taking into consideration the applicable GRI Standards and GHG Protocol principles.

The Report covers the Group's principal operations across the United Arab Emirates, Saudi Arabia, Oman, Qatar, Bahrain, United States, India, United Kingdom, Morocco, Malaysia, Jordan, and other locations falling within the defined reporting scope. Any material exclusions, changes in reporting boundary or limitations affecting the reported information are disclosed where relevant.

The report also includes the performance of the Group's business divisions and product brands, including Hotpack®, Soft n Cool®, Perfect Hygiene®, H-Pack®, and other brands, product lines, and business units owned, managed, or operated by the Group. These brands collectively serve the food packaging, retail packaging, hygiene, tissue, catering, industrial, hospitality, healthcare, and consumer sectors across global markets.

Unless otherwise stated, the environmental, social, governance (ESG), and economic performance data presented in this report have been consolidated for all entities and operations within the Group's reporting boundary for the period 1 January 2025 to 31 December 2025. Where disclosures relate only to specific business units, manufacturing facilities, countries, or legal entities due to the nature of the indicator or data availability, this has been clearly identified within the relevant section.

As Hotpack continues to expand through new investments, acquisitions, strategic partnerships, restructuring, or the establishment of new operating entities, the reporting boundary will be reviewed annually to ensure continued alignment with the GRI Standards, GHG Protocol, and other internationally recognised sustainability reporting frameworks. Where organisational changes materially affect

reported performance, historical data and greenhouse gas base-year calculations will be recalculated where appropriate to maintain transparency, consistency, and comparability across reporting periods.

This report has not been externally assured for the 2025 reporting period. All disclosures were subject to internal assurance: data was collected through structured engagement with site teams and validated cross-functionally — across Sustainability, QHSE, Finance, HR, Procurement and IT — against source records and management-system documentation. The report was reviewed by senior leadership and approved by the Group Chief Executive Officer, who holds overall accountability for the sustainability agenda and approval of the Annual Sustainability Report.

As our reporting matures, we intend to progress towards limited external assurance over our greenhouse-gas inventory and selected social metrics in a future reporting cycle, in support of our objective of continuously strengthening the credibility and auditability of our disclosures.

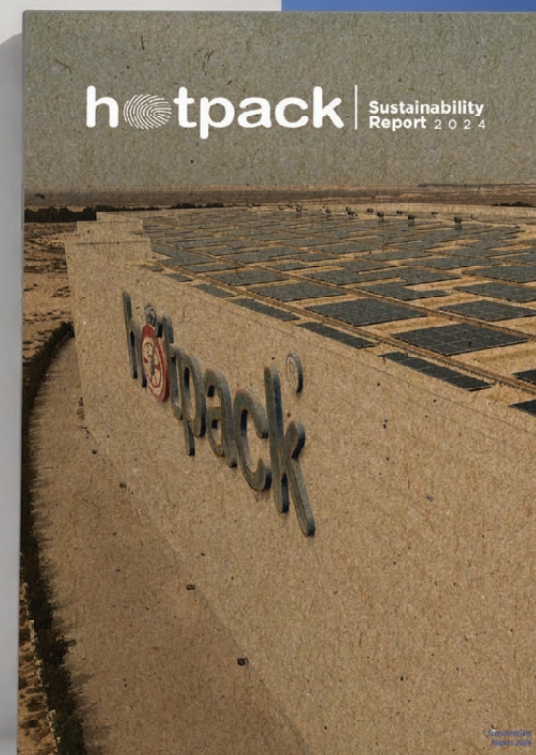
Our Commitment Towards Transparent Sustainability Reporting

Hotpack released its inaugural Sustainability Report in 2022, prepared in alignment with the Global Reporting Initiative (GRI) Standards. From the very start, we committed to internationally recognised principles of transparency, comparability, and accountability. We followed this with our 2024 Sustainability Report, further strengthening our GRI-aligned disclosures and demonstrating the evolution of our sustainability journey.

We are now pleased to present our 2025 Sustainability Report, also developed in accordance with the GRI Standards. This report marks our third GRI-aligned publication. It reflects our deepening integration of ESG into the core of our business practices – moving from foundational disclosure to consistent, year-on-year performance tracking.

Our commitment to a structured and timely reporting process remains firm. We establish ESG targets, monitor progress against defined indicators and communicate our performance clearly to stakeholders. As part of our sustainability vision, we continue to publish sustainability reports annually, reinforcing our efforts to build trust, drive responsible growth, and contribute meaningfully to the global sustainability agenda.

With three GRI-aligned reports completed, we have established a foundation for continuous improvement. Looking ahead, we will continue to refine our metrics, expand the scope of our disclosures, and respond to evolving reporting requirements and stakeholder expectations.



We at Hotpack

Founded in 1995, Hotpack has evolved into a global manufacturer and supplier of food packaging and hygiene solutions. With a proud history spanning over 30 years of industry experience, we have established ourselves as one of the largest packaging manufacturers in the GCC region. Our mission is clear: to provide responsible, high-quality packaging that serves diverse industries while advancing the transition towards a circular economy. Every day, we are guided by our commitment to innovation, quality and sustainability, with the aim of becoming the preferred choice for sustainable packaging solutions among customers worldwide.

Our operational footprint is extensive and technologically advanced. We operate in 25 manufacturing plants worldwide, supported by a network of over 50 sales outlets. Our state-of-the-art manufacturing infrastructure extends across more than 2 million square feet, and is equipped with advanced automation, robotics and logistics systems that support efficient, hygienic and scalable production. Wherever our customers operate, we aim to support them by serving the consumer-packaged goods, retail, hospitality, healthcare, pharmaceutical and construction sectors.

Sustainability is at the core of everything we do. Hotpack offers a comprehensive portfolio of over 4,000 products, with 96% of our portfolio comprising products that are recyclable, eco-friendly or classified within our more sustainable product categories. Our sustainability performance has also received external recognition. In 2025, Hotpack was awarded an EcoVadis Gold Medal, placing the Group among the top 5% of companies assessed by EcoVadis during the assessment period. Through our integrated "one-stop-shop" model, which combines design, manufacturing and distribution, we serve more than 25,000 international and local customers across more than 100 countries.

We aim to create positive outcomes for our customers, stakeholders and the environment by reducing our environmental impacts, supporting food hygiene and safety, and improving access to more sustainable packaging solutions. With our regional presence, global reach and continued commitment to innovation, Hotpack is working to advance the future of responsible food packaging while creating long-term value for our customers and stakeholders.



Vision

Hotpack aims to be recognised as a global brand leader in the packaging industry by 2030.



Mission

To drive progressive and sustainable growth in international markets, steadily increasing market share through targeted regional and national campaigns. Our fully empowered in-house expertise enables us to deliver state-of-the-art technical manufacturing, fine-tuned sales, and precise logistics across all key market segments, while creating long-term value for our customers, partners, and stakeholders.

Values

Trust underpins our relationships with customers, employees, partners and communities. Together, our values guide the decisions we make and the way we conduct our business.



Innovation



Ownership



Agility



Passion



Teamwork



Integrity



Compassion

These values define our culture and guide us in delivering responsible and consistent results with integrity and commitment.

Our values are reinforced through our Code of Conduct, corporate policies and management practices.

2025 OPERATIONAL HIGHLIGHTS



People & Experience

4,500+

Employees

33+

Nationalities represented
in our workforce

30 Years

Industry Experience



Customers & Portfolio

25,000+

Customers

4,000+

Products

13+

Industries served



Operations & Infrastructure

25

Manufacturing Facilities

49

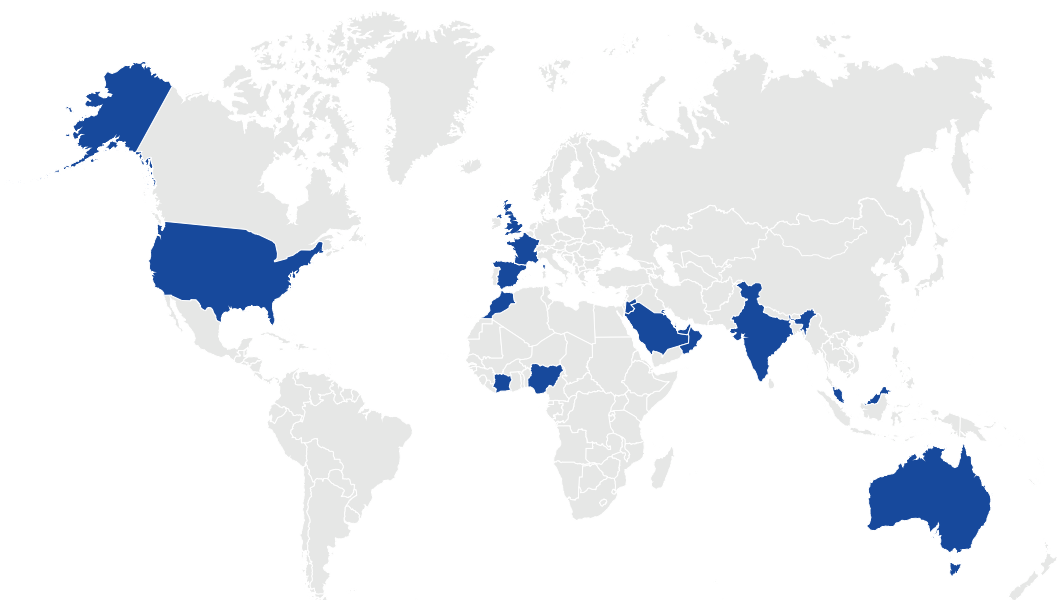
Warehouses

2 million+

sq ft of manufacturing area

All figures are as at 31 December 2025. Figures marked with "+" have been rounded.

Global Presence



- UAE SAUDI ARABIA UK USA MOROCCO NIGERIA
- AUSTRALIA BAHRAIN KUWAIT OMAN QATAR INDIA SPAIN
- MALAYSIA IVORY COAST JORDAN France



Markets & Reach

107

Countries served through export

17

Countries of operation

50+

Branches

SUSTAINABILITY 2025 HIGHLIGHTS



96%

Recyclable / Eco-Friendly Portfolio



EcoVadis Gold

80/100 · 97th percentile · Top 5% globally



Recognition and Performance

10

External Awards
and Recognitions
in 2025

87%

Dubai Chamber ESG Label –
Advanced Category



People and Workplace

78

Average Training
Hours per Employee

Zero

Work-related
Fatalities

1:1

Remuneration for
Men and Women

2000+

Employees Engaged
in Hotpack Happiness
Season 4



Community Impact

AED 1M+

Invested in CSR &
Community Initiatives

11

Community initiatives ·
60,000 Iftar meals distributed

Net-Zero by 2050 · SBTi-aligned · ~1,393 tCO₂e in estimated annual emissions reductions from NIP solar installations

Industries Catered



Healthcare



Bakeries



Cafe / Catering



Food Service



Retail



Government Sectors



Industrial



Hotels



Travel



Ship Chandlers / Cargo



Cloud Kitchens



E-Commerce



Facility Management



Dear Stakeholders,

Business success is no longer measured by financial performance alone, but by how responsibly organisations create value, steward resources, and contribute to society. At Hotpack, we see this shift as an opportunity to build a stronger, more purposeful enterprise.

At its core, our sustainability journey is driven by our people. Every achievement here reflects our employees' dedication. Sustainability is not driven by leadership alone; it is embedded in daily decisions across production, innovation, procurement, and customer engagement, where our people anticipate challenges, own solutions, and raise our standards.

During 2025, we made deliberate and structural decisions with the future in mind. These included integrating circularity and end-of-life considerations into product design, strengthening our support for the UAE Net Zero 2050 Strategic Initiative through clearer commitments and accountability, and deepening engagement with suppliers, customers and communities across our value chain.

Throughout the year, we continued to advance our climate strategy, improve resource efficiency, expand circular economy initiatives and strengthen the governance needed to support our sustainability priorities. These efforts reflect our commitment to embedding sustainability into our business strategy while creating lasting value for our customers, stakeholders and the communities we serve.

My confidence comes not from any single initiative, but from the culture across Hotpack. It is a culture built on ownership, accountability and shared purpose. I see leadership at every level and colleagues who demonstrate that commercial success and sustainability can advance together.

This report is an honest account of our progress, challenges, and responsibilities. Much remains to be done, but Hotpack has the talent, determination, and values to create lasting positive impact.

To our employees, thank you for the passion that makes our ambitions possible; to our customers, partners, investors, and communities, thank you for your continued trust. Together we are building a business defined not only by what we make, but also by how we make it and the value we create for future generations.

Abdul Jebbar P.B.

Group Chief Executive Officer
and Managing Director



”

A defining milestone in 2025 was earning the EcoVadis Gold Medal, with a score of 80 out of 100 and placement in the 97th percentile, reflecting the progress made across our sustainability management practices.



Dear Stakeholders,

Operations is where ambition is tested. Every commitment an organisation makes ultimately succeeds or fails in execution.

At Hotpack, sustainability is demonstrated through how we operate, how efficiently we use resources, how responsibly we source, how effectively we manage risk, and how consistently we deliver quality while reducing our footprint. It is not an activity alongside operations but a defining measure of operational excellence itself.

Throughout 2025, we strengthened the foundations for responsible growth by improving resource efficiency, reducing waste, optimising material use, reinforcing governance and building greater supply-chain resilience. These efforts recognise that business continuity and sustainability are deeply interconnected.

Our operational initiatives during this year focused on measurable improvements in resource efficiency through enhanced material utilisation, waste minimisation, process optimisation, and energy management. These improvements strengthened operational resilience, supported responsible growth, and reinforced our commitment to continuously improving environmental performance while maintaining the highest standards of quality and customer service.

This year reinforced a key lesson: lasting progress rarely comes from isolated initiatives. It results from thousands of daily decisions across procurement, manufacturing, logistics and quality. Sustainable operations require us to anticipate change, challenge established practices and continuously create value while reducing our impacts.

Our journey remains a work in progress. Complex supply chains, evolving regulations and rising expectations require continuous learning. We remain committed to transparency, accountability and year-on-year improvement. The path ahead is demanding, but it also presents opportunities to strengthen efficiency and resilience.

This report reflects our progress during 2025 and reaffirms that operational excellence and sustainability are inseparable. By embedding sustainability into how we plan, manufacture, source and deliver, we are building a more efficient and resilient organisation that creates lasting value for our stakeholders.

Zainudeen P.B.

Group Chief Operating Officer and
Executive Director

**”
Operational
responsibility
extends beyond
our own facilities,
requiring
collaboration and
accountability
across the value
chain.**



Dear Stakeholders,

Sustainability increasingly depends on making better decisions earlier and with greater precision. In manufacturing and packaging, that capability is shaped by technology, data, and the intelligence created when both are integrated into business processes.

At Hotpack, technology is not only an enabler for efficiency, but a catalyst for more informed, transparent, responsible decisions. Years of investment in digital infrastructure, system integration, and improved data management continued to strengthen these capabilities during 2025.

Sustainability considerations can now be assessed earlier in the decision-making process. Data on materials, resource use, process efficiency, and environmental performance is becoming increasingly available at the point of decision, helping us evaluate alternatives, identify improvements and integrate sustainability into product development and planning with greater consistency.

Enhanced sustainability data management has strengthened our ability to monitor Scope 1 and Scope 2 greenhouse gas emissions, as well as resource use, waste, and material efficiency. This enables more informed decisions, transparent reporting, and continuous improvement in our environmental performance.

We have also strengthened the systems and data architecture supporting sustainability reporting and performance management. Improved data controls support more consistent monitoring, clearer accountability and more reliable reporting, enabling stakeholders to assess our progress more effectively.

Innovation remains central to our approach. A more sustainable packaging industry will require new technologies, materials, and design thinking. We therefore continue to invest in digital and technological solutions that help us anticipate challenges and accelerate progress towards our long-term ambitions.

The vision ahead demands continued adaptation as technologies evolve and the pace of change accelerates. This report demonstrates how technology has become integral to Hotpack's sustainability journey, combining innovation, data intelligence and transparent reporting to build a more resilient, efficient, and responsible business.

Anvar P.B.

Group Chief Technology Officer and
Executive Director

**”
Technology,
innovation and
data enable more
transparent,
efficient and
informed
decision-making.**



Dear Stakeholders,

Sustainability is often defined by ambitions, but its true measure lies in outcomes: resources used efficiently, emissions reduced, materials designed for circularity, risks managed, and positive impacts created across value chains and communities. The gap between aspiration and measurable progress is where the real work takes place.

In 2025, that work mattered more than ever. Climate risks, resource constraints, evolving regulation, and changing expectations are reshaping business at speed. These are present realities affecting resilience, competitiveness, and long-term value. We responded by embedding sustainability more firmly into strategic and operational decisions.

We made measurable progress across our environmental priorities by improving resource efficiency, reducing carbon intensity, and accelerating innovation in recyclable, compostable and biodegradable packaging across the full material lifecycle. We also broadened our focus to water stewardship, chemical management, and biodiversity, reflecting a more holistic approach.

Transparency remains central to our approach. Reporting with reference to internationally recognised frameworks, including the GRI Standards, reflects our commitment to clear and reliable information that supports decision-making. This is essential for reporting progress, identifying opportunities and managing risks based on

evidence.

Our responsibilities extend beyond our direct operations. Managing value-chain impacts requires collaboration and shared accountability. Throughout 2025, we continued to strengthen responsible sourcing and supplier engagement to support more sustainable practices across our supply chain.

This report presents an honest account of our progress and the work that remains. Sustainability is a continuous process of learning, adaptation and improvement. Our progress during 2025 reinforces our belief that lasting change is possible when ambition is supported by discipline, transparency and a long-term commitment to responsible stewardship.

Dr. Mike Cheetham

Group Chief Sustainability Officer

**”
Meaningful
sustainability
progress depends
on responsible
stewardship,
transparency and
continuous
improvement.**

Sustainability Ratings & ESG Recognition



Certifications & Approvals



ISO 9001



ISO 14001



ISO 45001



ISO 22000 HACCP



Emirates Quality Mark



SEDEX



GMP



BRCGS AA+



FSC



قابل للتجلىل
BIOGRADABLE



PEFC



SASO



HAVI



ICV



مطابق
COMPLIANT

Awards and Recognitions

Building on our track record of achievement, Hotpack and its leaders received ten external awards, medals and recognitions during 2025. These reflect progress across sustainability management, packaging innovation, supplier performance and responsible leadership.

10 MAJOR AWARDS & RECOGNITIONS IN 2025



Sustainability and ESG

Recognition of our sustainability management, environmental performance and responsible business practices.



Packaging and Innovation

Awards for packaging design, print quality, material efficiency and product innovation.



Partnership and Leadership

Recognition of supplier performance, industry contribution and responsible leadership.

EcoVadis Gold Medal

2025 Sustainability assessment | Top 5%



Hotpack achieved an EcoVadis score of 80 out of 100 in 2025, placing the Group in the 97th percentile and earning a Gold Medal. The assessment evaluated Hotpack's sustainability management system across four themes: Environment, Labour and Human Rights, Ethics and Sustainable Procurement.

80/100

2025 EcoVadis score

Top 5%

Top 5% of companies
assessed by EcoVadis

97th

Overall percentile ranking

SUSTAINABILITY 2040 AWARDS

In search of Sustainable Business of the Year

FUTURES CAPER & KHALEEJ TIMES

Sustainability 2040 Award

Sustainable Business of the Year (FMCG Sector) awarded to Hotpack by Futurescaper & Khaleej Times. The award recognises Hotpack's efforts to reduce environmental impact and support regional net-zero goals, highlighting ESG integration and responsible business practices aligned with future sustainability objectives.



PACKAGING MEA PRIME AWARDS · 2025

Gold Winner

Sustainable Rigid Plastic Converter of the Year at the Packaging MEA Prime Awards 2025 (10 April 2025, Grand Hyatt Dubai). The award recognised Hotpack's H-rPET packaging range, which delivers a 30–40% reduction in CO₂ emissions compared to virgin PET through closed-loop recycling and lightweight, circular design.



MIDDLE EAST WASTE & RECYCLING AWARDS · 2025

Sustainable Packaging Company of the Year

Silver Award at the Middle East Waste & Recycling Awards 2025. The award recognises Hotpack's continued commitment to greener, responsible packaging through innovation and environmentally conscious practices that support a more sustainable future.



TWO ARAB STAR AWARDS IN FOOD & BEVERAGE

Arab Star Award

Hotpack received two Arab Star Awards in the Food and Beverages categories, recognising excellence in packaging innovation, print quality, and sustainability. The Food Category award honoured Hotpack's innovative Subway Sandwich Wrap, while the Beverages Category award recognised its Dunkin Paper Cups for advanced flexographic printing, food-grade inks, and environmentally responsible manufacturing under its Go Green initiatives.

Dubai Chamber ESG Label

Advanced Category · Dubai Chamber of Commerce



Advanced Category was awarded to Hotpack in 2025, achieving an outstanding 87% overall score – considered among the best performances. The award recognises Hotpack’s strong performance across environmental, social, and governance criteria, reinforcing its position as a sustainability-driven leader in the region.

87%

Overall ESG score achieved

Advanced

Highest recognition tier awarded

2025

Dubai Chamber of Commerce award



Labelling & Decoration Category

WorldStar Awards 2025

Labelling & Decoration Category awarded to Hotpack for its Soft N Cool 3D Velvet Pouch. Selected from over 550 entries worldwide, the award recognises Hotpack’s commitment to innovative, high-quality, and sustainable packaging solutions, representing the UAE on the global stage.



APMEA region awarded to Hotpack. The award recognises

McDonald’s Supplier Excellence Award 2025

Hotpack’s outstanding partnership in packaging innovation and technology, highlighting its commitment to high-quality packaging solutions, driving innovation, and supporting operational excellence.



UAE EXCELLENCE AWARDS · GLOBAL CAREER PATHWAY

Best Business Personality 2025

Zainudeen P B, Co-founder & Group Executive Director of Hotpack, recognised at the UAE Excellence Awards 2025 by Global Career Pathway. The award honours his outstanding leadership, entrepreneurial vision, and contributions to building Hotpack into a globally recognised sustainable packaging brand.

02

Our Approach

Engaging Our Stakeholders and Understanding Their Priorities	23
Customer Engagement & Satisfaction	26
Reassessing What Matters Most: 2025 Materiality	32
Advancing the UN Sustainable Development Goals	41
Upholding Our Commitment to the UN Global Compact	47



Engaging Our Stakeholders and Understanding Their Priorities

Hotpack is committed to collaborating with stakeholders across the value chain as a fundamental component of achieving our sustainability ambitions. Dialogue with stakeholders aligns our strategies with their expectations, provides insights into risks, market trends, and regulatory impacts, and builds lasting relationships. Sustainability is at the core of Hotpack's growth strategy, and stakeholder views are a key input to our strategic planning.

We do not take a 'one size fits all' approach. As we serve customer in more than 100 countries, we adapt engagement to stakeholder needs, including language and cultural requirements. Our

engagement is guided by Hotpack's values, Code of Conduct, and commitment to human rights.

Hotpack's workforce is a key stakeholder group, providing valuable insights into operational impacts, risks, and opportunities. Employee feedback, along with our commitment to UN Guiding Principles on Business and Human Rights (UNGP), informs our people strategy, targets, and action plans. Progress is monitored regularly, and our strategy is communicated to employees to emphasise their impact on long-term performance. Insights from stakeholder engagement results inform Hotpack's strategy and business planning. Material matters are

escalated to senior management and, where relevant, reported to the Board.

Hotpack engages with customers, employees, suppliers, government entities and banking partners as key stakeholder groups, alongside other groups relevant to our operations and sustainability priorities. Engagement methods and frequency are adapted to each stakeholder group and business context. Insights gathered through these engagements help inform our sustainability priorities, business planning, risk management and improvement initiatives.

Voice Behind the Report



Jayachandran Nair
Team Lead - ESG Reporting
Senior Legal Affairs Manager



The value of sustainability reporting extends beyond communicating our performance; it is an important process through which we strengthen how Hotpack measures, manages and communicates its sustainability priorities.

This reporting cycle brought together teams across our operations and functions to review, validate and consolidate information across environmental, social and governance topics. The process has strengthened the consistency, quality and transparency of our disclosures while encouraging greater ownership of sustainability data across the organisation.

It also provides an opportunity to reflect on our progress, recognise areas where further improvement is needed and continuously enhance the way we respond to evolving stakeholder expectations. Ultimately, this report reflects a collective organisational effort to communicate our sustainability journey with greater clarity, accountability and credibility.

Key Stakeholders	Interests and expectations	Forms of Dialogue
 Customers	• Product safety, quality, and functionality • Low-carbon, sustainable, and circular packaging solutions • Increased use of recycled content and reduced reliance on virgin plastic • Collaboration on sustainable product innovation • Ambitious and transparent sustainability targets	• Customer satisfaction surveys and feedback forms • Joint product-development projects • Customer sustainability questionnaires • Regular account management interactions • Annual sustainability reports
 Employees	• Occupational health and safety, well-being • Fair working conditions and labour rights • Career growth, training, and development opportunities • Diversity, equity, and inclusion • Transparent communication and engagement	• Town hall meetings and focus-group discussions • Annual performance and career development reviews • Employee engagement surveys • Health and Safety Committees • Speak Up whistleblowing channel • Internal newsletters and intranet
 Suppliers	• Fair terms and long-term collaboration • Joint innovation on sustainable materials • ESG expectations and compliance with Supplier Code of Conduct	• Supplier onboarding and ESG self-assessments • Supplier audits and performance scorecards • Regular sourcing and quality reviews • Collaboration on circular material-development

 Government Entities	• Compliance with all regulations, laws and standards • UAE Net Zero 2050 strategic initiative • Transparent reporting and responsible business practices	• Regulatory disclosures and submissions • Participation in industry associations and working groups • Dialogue on policy, regulations and sustainability standards
 Banks & Investors	• Transparent financial and sustainability reporting • Adherence to lending and compliance agreements • Proactive risk management and financial stability • Long-term sustainable growth strategy	• Routine financial and ESG reporting • Ongoing dialogue with banking partners • Investor meetings and presentations (as applicable) • Sustainability-linked financing discussions, where undertaken
 Non-Governmental Organisations (NGOs)	• Science-based environmental and social standards • Just transition to a circular economy • Community engagement and social impact	• Joint sustainability and community projects • One-to-one meetings, consultations and seminars • Data sharing for research and impact assessments
 Communities Near Manufacturing Units	• Local employment opportunities • Health, safety, and environmental responsibility • Community investment and engagement	• Direct contact with local management • Community programmes and engagements • Partnerships with local educational institutions • Community feedback channels

Customer Engagement & Satisfaction

Customers are Hotpack's most direct and commercially significant stakeholder group. Their feedback is not merely a performance indicator but a strategic driver of innovation, operational refinement, and long-term partnership. Hotpack serves more than 25,000 customers and exports to 107 countries, supporting businesses across HoReCa, service chains, supermarkets, and hypermarkets to wholesalers, traders, and large-scale food-service providers. Hotpack treats systematic customer listening as core to how the business evolves. Our 2025 Customer Satisfaction Report, summarised here, draws on structured surveys, direct interactions, complaint-resolution data, and digital-platform analytics to give a clear, measurable view of customer experience across product quality, delivery reliability, responsiveness, technical support, and overall service excellence.



98.50%

Direct B2B survey satisfaction average



85.99%

Consolidated multi-channel satisfaction rating



1,914

Direct B2B completed survey responses in 2025



98.96%

Likelihood to recommend Hotpack



98.90%

Likelihood to continue (loyalty)

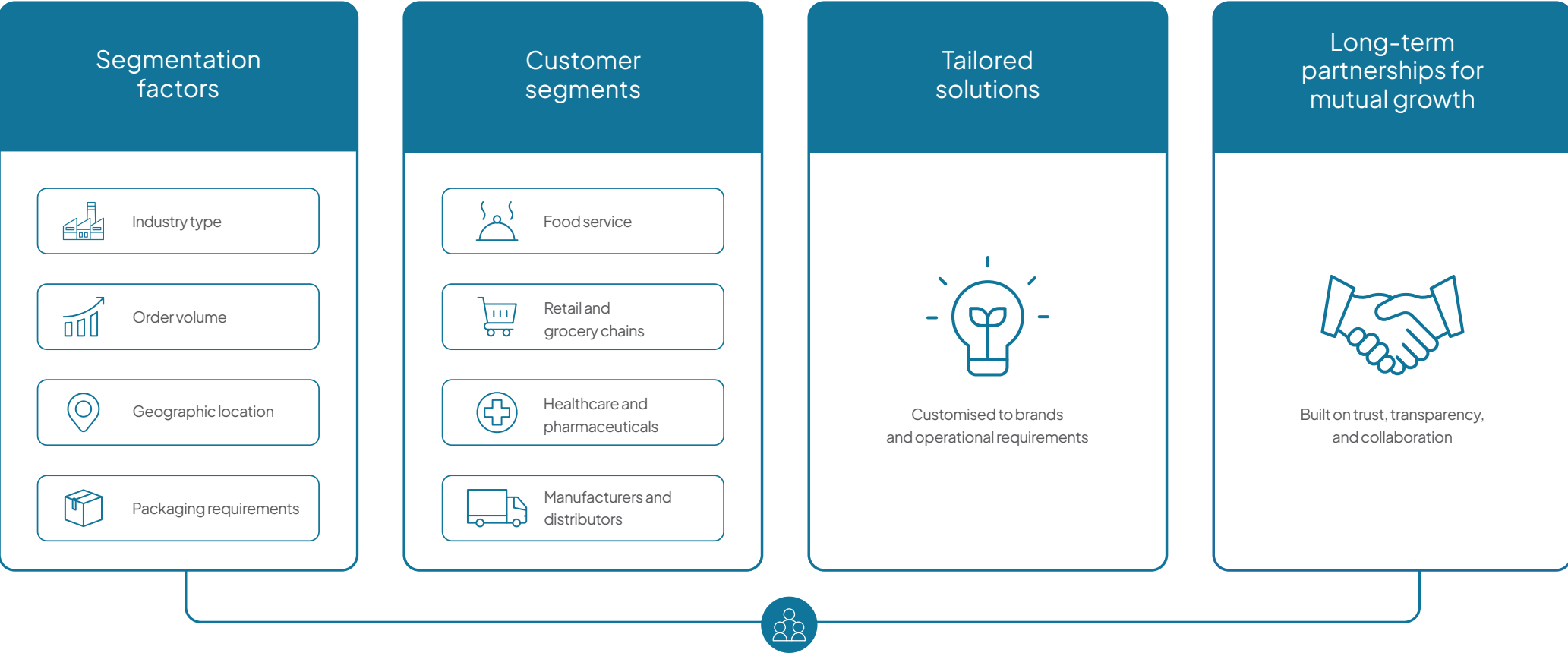


99.32%

Value-for-money perception

Our Customer-Centric Approach

Hotpack applies a customer-segmentation approach, using industry type, order volume, geographic location, and packaging requirements. This enables us to tailor solutions for each customer group and build long-term, mutually beneficial partnerships.



Listening to Our Customers' Voices

In 2025, Hotpack reinforced its commitment to service excellence through a structured, data-driven customer-feedback initiative. Feedback was gathered through multiple complementary channels to capture both deep B2B relationship insight and broad digital-audience sentiment:



Direct B2B surveys

1,914

structured surveys across the core business customer base, complemented by direct interactions and account reviews.



Hotpack Web Store reviews

360

reviews capturing the online procurement and digital customer experience.



Google Reviews

2,364

reviews reflecting broader brand perception across retail, office, and online touchpoints.

This integrated approach enabled a comprehensive evaluation of customer experience, surfacing both core strengths and targeted areas for improvement across diverse customer segments and geographies.

Hotpack has conducted annual Customer Satisfaction Surveys since 2023, embedding structured listening into the business. In 2025, the methodology was expanded to include direct B2B surveys with Web Store and Google Review analytics. As the 2025 multi-channel approach differs from prior cycles, figures should therefore be read as a refreshed, multi-channel baseline rather than a like-for-like comparison with single-method results reported in earlier years.



2025 Satisfaction Performance

Hotpack tracks two complementary headline measures. The direct B2B survey average isolates the satisfaction of our core business relationships, while the consolidated multi-channel rating blends B2B with the broader digital audience for a fuller market view. Both are presented below so each can be read in its proper context.

Direct B2B survey results

The direct B2B segment returned an exceptional global average satisfaction of 98.50%. These consistently high scores are driven by strong relationship management, localised market expertise, and a deep understanding of customer operational needs.

B2B satisfaction dimension	2025 Rating
Overall B2B satisfaction average	98.50%
Value-for-money perception	99.32%
Likelihood to recommend	98.96%
Likelihood to continue (loyalty)	98.90%
Sustainable packaging options	97.81%
Product quality	97.75%

Within the B2B sentiment distribution, 87.11% of respondents were very satisfied, while a further 10.14% were satisfied. Neutral and dissatisfied responses together accounted for less than 3%. The two lowest-scoring dimensions, product quality (97.75%) and sustainable packaging options (97.81%) — while still excellent, are the clearest opportunities for further enhancement, and have directly shaped the improvement priorities set out below.

Consolidated multi-channel results

Blending all three channels, the consolidated overall satisfaction rating for Hotpack products and services in 2025 was 85.99%. This figure is intentionally broader and lower than the B2B average because it incorporates the wider, more variable digital audience alongside core business clients:

Channel	Positive / satisfaction rating	Volume
Direct B2B customers	98.50%	1,914 surveys
Google Reviews	79%	2,364 reviews
Hotpack Web Store	71.11%	360 reviews
Consolidated (all channels)	85.99%	4,638 data points

On the digital platforms specifically, 79% of Google reviewers and 71% of Web Store reviewers rated their experience 4 or 5 out of 5 — a solid foundation of satisfaction that also identifies the online shopping experience as the area with the most room to grow. Customer sentiment across these platforms consistently reinforced strong brand advocacy, with frequent recognition of product quality, reliability, and durability, and particular praise for paper cups, food containers, and tissue products. Reviewers also highlighted the convenience of the digital platforms — wide product range, ease of navigation, seamless ordering, and efficient doorstep delivery — alongside the professionalism and responsiveness of Hotpack’s sales and after-sales support teams.

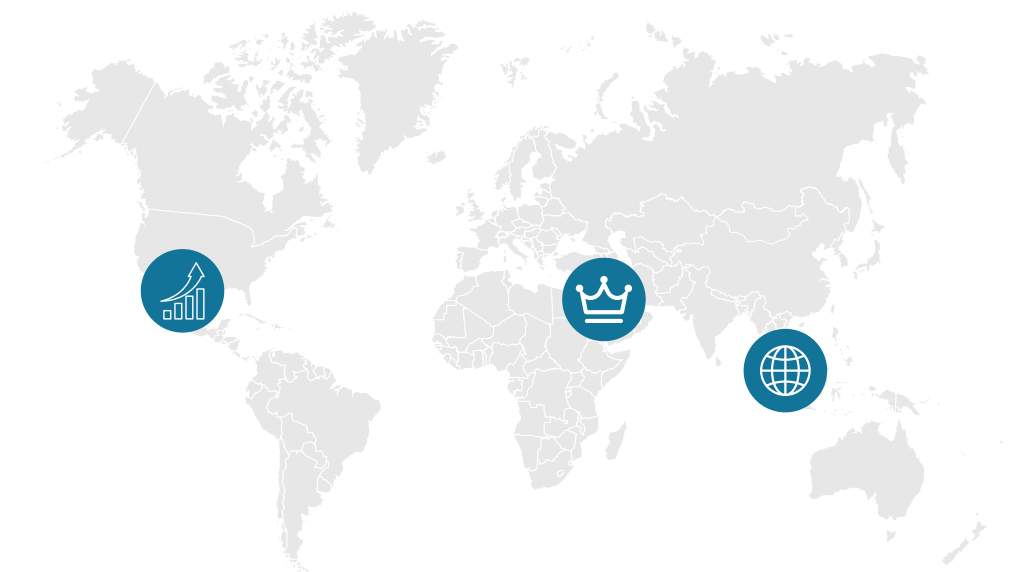


International & Export Markets

Customer Satisfaction Across Global Markets — 2025

Consistently strong recognition of quality, reliability, and value across all regions

Hotpack maintains a strong presence across international markets, and the 2025 customer feedback provides a clear demonstration of the effectiveness of its operations. Across all regions, customers consistently recognised the superior quality, reliability, and value of Hotpack’s packaging solutions, reflecting the strength of our global supply chain, the professionalism of our export sales teams, and the seamless delivery of products and services across diverse markets.



Gulf core markets
Highest response volume and strong satisfaction results

UAE
Highest volume

Kuwait

Oman

Saudi Arabia

Qatar

Bahrain



North America
Positive customer sentiment with opportunities for further growth

United States

Solid foundation as
Hotpack expands in the region



Wider export markets
Generally positive feedback.

India

Uganda

Armenia

Sri Lanka

Philippines

Egypt

Democratic
Republic of
the Congo

Pakistan

Bangladesh

Jordan

Lebanon

Seychelles

Strong on product quality and export service; constructive input on pricing, delivery consistency, and regional customisation.

Full market-level detail available in the standalone 2025 Customer Satisfaction Report.

Initiatives & Commitment to Continuous Improvement

Hotpack embeds customer satisfaction across its digital, logistics, manufacturing, and sustainability practices, turning structured feedback directly into the improvement priorities that shape the year ahead.

Four structured initiatives

Digital customer experience
24/7 Web Store availability, transparent pricing, order tracking and quick-commerce access

Logistics & distribution
A fleet of more than 400 vehicles, flexible scheduling last-mile delivery, warehouse collection

Quality assurance
ISO & BRCGS certified; FSC / PEFC sourcing; systematic inspection

Data-driven engagement
Annual surveys since 2023, customer experience function, independent EcoVadis ESG assessment



2026 improvement priorities

Product consistency
Increase sampling, improve supplier collaboration to address the 97.75% quality score

Sustainable products
Expand Compostable, recyclable and mono-materials to address the sustainability score of 97.81%

Delivery reliability
Route optimisation, fleet expansion, real-time peak-demand communication

Digital experience
Web Store navigation & tracking review to improve from 2025 review rate of 71.11%

The systematic integration of customer feedback into decision-making builds lasting partnerships and delivers sustainable value.

Reassessing What Matters Most: 2025 Materiality

A materiality assessment is the process through which an organisation identifies and prioritises the Environmental, Social, and Governance (ESG) topics that have the most significant impact on its business operations, stakeholders, and the wider world. It serves as the strategic compass for our sustainability reporting. This ensures that our disclosures, targets, and actions are focused on the issues that truly matter to Hotpack and our stakeholders.

Hotpack conducted its foundational impact materiality assessment in 2022, establishing a structured framework aligned with the Global Reporting Initiative (GRI) Standards. This assessment has been reviewed and reaffirmed for the 2025 reporting period, with updates to reflect the evolution of our business, regulatory expectations, and the emerging priorities identified through ongoing stakeholder and internal reviews.

Our Approach to Materiality

Our materiality process is grounded in GRI Standards (GRI 1: Foundation 2021), which require organisations to identify material topics through a process of stakeholder engagement, impact analysis, and management review. For the 2025 report, we applied impact materiality — assessing the significance of ESG topics based on Hotpack's actual and potential impacts on the economy, environment, and people.

We are aware that the global reporting landscape is evolving rapidly towards Double Materiality, a framework that additionally assesses the financial risks and opportunities that sustainability issues pose to the organisation itself. Hotpack is committed to progressively strengthening our materiality methodology, with the intention of conducting a full Double Materiality Assessment in future reporting cycles.



Sustainability is embedded in our purpose and increasingly informs the decisions we make across our operations and value chain. As a global packaging manufacturer, Hotpack recognises its responsibility to create value while managing our environmental and social impacts responsibly. Through innovation, resource efficiency, circular economy initiatives, climate action, responsible sourcing and continuous operational improvement, we are working to develop solutions that support our customers while contributing to a more sustainable packaging industry. Our progress is strengthened through collaboration with employees, customers, suppliers, communities and other stakeholders, whose perspectives help shape our priorities and actions. Together, we are building a resilient organisation that seeks to grow responsibly, use resources efficiently, support our people and communities, and create lasting value for all our stakeholders and future generations.

Fathima Rizwa | Sustainability Officer



EcoVadis Gold

In July 2025, Hotpack was awarded an EcoVadis Gold Medal recognition — placing us in the top 5% of companies assessed globally for sustainability performance with a 97th percentile score. This achievement validates the rigour of our ESG approach and the quality of our disclosures across Environment, Labour & Human Rights, Ethics, and Sustainable Procurement.

Our Materiality Process

Step	Stage	How We Approached It	Output
01	Identify Material Topics	Reviewed the GRI topic library and sector-specific ESG issues relevant to food packaging manufacturing. Benchmarked against packaging industry peers and concluded the material topics by gathering input from an extensive group of internal and external stakeholders and the Group leadership.	Long list of candidate topics
02	Stakeholder Input	Gathered perspectives from customers, employees, suppliers, government entities, NGOs, and banking partners through surveys, feedback channels, and direct dialogue. Views were systematically recorded and weighted.	Stakeholder priority rankings
03	Assess & Prioritise	Topics were assessed on two dimensions: (i) significance of impact on the economy, environment, and people; and (ii) importance to stakeholders. Results were mapped to produce the materiality matrix.	Prioritised materiality matrix
04	Review & Finalise	Material topics were validated by Hotpack's senior leadership and sustainability team. Topics were cross-referenced with GRI Standards and mapped to the UN Sustainable Development Goals.	Final material topics list
05	Report in Alignment	All material topics are disclosed in this report with corresponding GRI topic standards, management approach (GRI 3-3), and performance data where available.	Prioritised materiality matrix

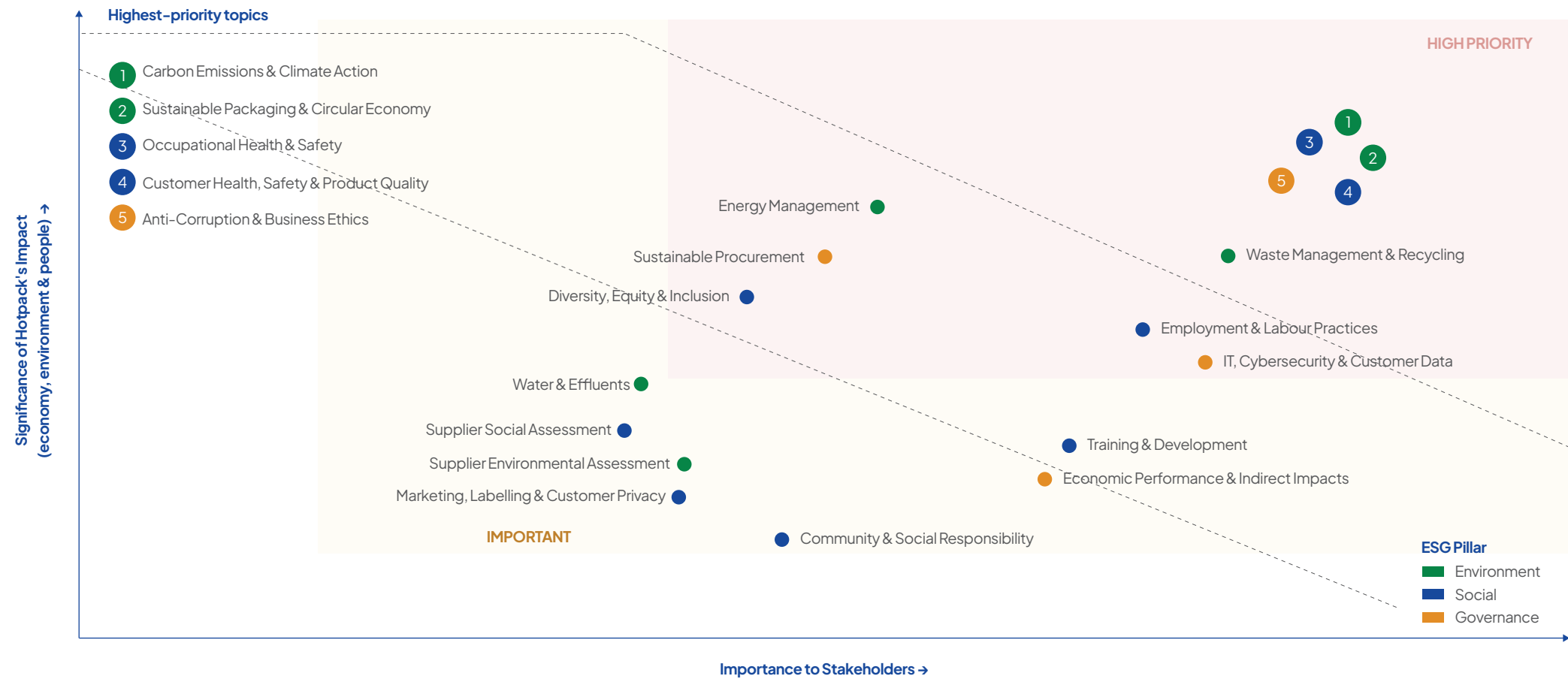
2025 Materiality Review: What Changed and Why

The 2022 material topics remain fundamentally valid for Hotpack's operations. However, the 2025 review identified several developments that warranted an update to the framing, emphasis, and management approach for certain topics:

Area of Change	How We Approached It	Output
GHG Emissions & Climate Action	Hotpack completed its fourth comprehensive Scope 1, 2 and 3 GHG inventory for 2025, and expanded the Scope 3 categories, significantly maturing our carbon data.	The report is substantially more detailed this year with actual emissions data, intensity ratios, and a reduction roadmap.
Sustainable Packaging & Circular Economy	Plastic packaging regulation is intensifying globally (e.g., UAE sustainability mandates). Customer demand for recycled content, mono-material solutions, and LCA-backed claims has increased materially.	This topic has increased in priority. R&D and product innovation disclosures have been significantly expanded to reflect concrete actions and partnerships.
Occupational Health & Safety	Hotpack's QHSE function has matured its data collection, enabling more granular reporting on incident rates, lost-time injuries, and training hours.	The report now includes richer performance data and forward-looking safety targets.
Customer Health, Safety & Labelling	Food safety and packaging compliance requirements have grown more complex, with increasing scrutiny of labelling accuracy, traceability, and anti-greenwashing claims.	The report now reflects the full scope of Hotpack's quality management, certification portfolio, and labelling standards.
Double Materiality Evolution	Global reporting frameworks (CSRD, ISSB, ESRS) are moving towards Double Materiality. While not yet mandatory for Hotpack, this transition is strategically relevant.	We have acknowledged the evolution towards DMA in our approach and are building internal capabilities to adopt it in a future reporting cycle.

Material Topics: 2025 Overview

The following table presents Hotpack’s material topics, the associated GRI Standards, our management approach, and the linkage to the UN Sustainable Development Goals.



All topics shown are material to Hotpack. Position reflects relative priority; topics toward the upper-right carry the highest significance of impact and stakeholder importance.

Environment

Material Topic	GRI Standard	Why It Is Material / Management Approach	SDG Alignment
Carbon Emissions & Climate Action	GRI 305: Emissions 2016	As a manufacturing business operating 25 facilities across 17 countries, Hotpack's operations generate significant direct and indirect GHG emissions. We manage emissions across all three scopes, aligning with the UAE Net Zero 2050 Strategic Initiative and science-aligned interim targets by 2035. A solar installation at our NIP facility is already avoiding approximately 1,393 tCO ₂ e annually.	SDG 13: Climate Action SDG 7: Affordable & Clean Energy
Sustainable Packaging & Circular Economy	GRI 301: Materials 2016	With over 4,000 products and a portfolio that is 96% recyclable, sustainable packaging is central to Hotpack's value proposition. We actively develop recyclable, mono-material, recycled-content, and plant-based solutions. Our R&D team conducts Life Cycle Assessments (LCAs) in partnership with RWTH Aachen University to quantify and minimise product environmental footprints.	SDG 12: Responsible Consumption & Production
Waste Management & Recycling	GRI 306: Waste 2020	Hotpack manages production waste through material recovery, recycling partnerships, and the systematic incorporation of Post-Industrial Recycled (PIR) waste back into our raw material stream. Our partnership with RECAPP supported the recycling of 595 kg of waste in 2025.	SDG 12: Responsible Consumption & Production SDG 13: Climate Action
Energy Management	GRI 302: Energy 2016	Energy efficiency is embedded in our manufacturing operations through sensor-controlled lighting, process optimisation, and renewable energy adoption. We are progressing our solar generation capacity at multiple facilities as part of our decarbonisation roadmap.	SDG 7: Affordable & Clean Energy SDG 13: Climate Action
Water & Effluents	GRI 303: Water and Effluents 2018	Our manufacturing processes require water for cooling, cleaning, and production activities. We apply water-efficient landscaping, irrigation management, and process controls. We are in the process of establishing site-level water consumption baselines to enable quantified targets in future reporting cycles.	SDG 6: Clean Water & Sanitation
Supplier Environmental Assessment	GRI 308: Supplier Environmental Assessment 2016	Through our Supplier Code of Conduct and Responsible Procurement Charter, we require suppliers to demonstrate environmental compliance, carbon reduction commitments, and sustainable sourcing practices. Supplier onboarding includes ESG self-assessments aligned with EcoVadis and SEDEX standards.	SDG 13: Climate Action SDG 17: Partnerships for the Goals

Social

Material Topic	GRI Standard	Why It Is Material / Management Approach	SDG Alignment
Occupational Health & Safety	GRI 403: Occupational Health & Safety 2018	With 4,500+ employees operating across 25 manufacturing facilities, distribution centres, and offices, the health and safety of our workforce is a non-negotiable priority. Our ISO 45001–certified QHSE management system governs hazard identification, incident reporting, emergency response, and proactive safety training. In 2025, Hotpack recorded zero fatalities.	SDG 3: Good Health & Well-being SDG 8: Decent Work & Economic Growth
Employment & Labour Practices	GRI 401: Employment 2016	We employ a workforce of 4500+ across 33+ nationalities. Fair employment terms, comprehensive benefits, parental leave, and grievance mechanisms are standard across our operations. Our employee retention rate stands at 100% for employees returning from parental leave.	SDG 8: Decent Work & Economic Growth
Training & Development	GRI 404: Training & Education 2016	Hotpack invested an average of 78 training hours per full-time employee in 2025. Our structured development programmes span technical skills, product knowledge, leadership development, sustainability literacy, and compliance training. 95% of employees received career development reviews.	SDG 4: Quality Education SDG 8: Decent Work & Economic Growth
Diversity, Equity & Inclusion	GRI 405: Diversity & Equal Opportunity 2016 GRI 406: Non-Discrimination 2016	Our workforce spans 33+ nationalities, with 20% from minority or vulnerable groups. We maintain a 1:1 remuneration ratio for men and women, operate structured Women's Leadership and Empowerment programmes, and hold a zero-incident record on discrimination in 2025. We maintain DEI, Human Rights, and Anti-Harassment policies.	SDG 5: Gender Equality SDG 10: Reduced Inequalities
Customer Health, Safety & Product Quality	GRI 416: Customer Health & Safety 2016	As a food packaging manufacturer, the safety and compliance of our products directly impact the safety of food supply chains globally. Hotpack maintains ISO 22000 (HACCP), BRCGS, FDA, GMP, and Halal certifications across our facilities. In 2025, we achieved an 85.99% customer satisfaction rate across 4,638 feedback interactions.	SDG 3: Good Health & Well-being SDG 12: Responsible Consumption & Production

Marketing, Labelling & Customer Privacy	GRI 417: Marketing & Labelling 2016 GRI 418: Customer Privacy 2016	We are committed to accurate, transparent product information and responsible marketing. All products carry clear recycling and disposal instructions. No incidents of non-compliance with marketing or labelling regulations were recorded in 2025. Our data and cybersecurity policy governs the protection of customer data across all channels.	SDG 12: Responsible Consumption & Production SDG 17: Partnerships for the Goals
Community & Social Responsibility	GRI 413: Local Communities 2016	Hotpack invested AED 1 million in CSR initiatives in 2025, engaging 1,156 employees in community activities, and 198 active volunteers with 104 volunteering hours. Key initiatives include food distribution partnerships with Dubai Police and Dubai Customs, environmental events such as the Green Run, and university partnerships supporting local talent pipelines.	SDG 11: Sustainable Cities & Communities SDG 17: Partnerships for the Goals
Supplier Social Assessment	GRI 414: Supplier Social Assessment 2016	Our Supplier Code of Conduct and Supplier Diversity Programme require all supply chain partners to uphold fair labour practices, prohibit child and forced labour, and demonstrate respect for human rights. Our onboarding process includes social compliance screening aligned with SEDEX and international labour standards.	SDG 8: Decent Work & Economic Growth SDG 12: Responsible Consumption & Production



Governance

Material Topic	GRI Standard	Why It Is Material / Management Approach	SDG Alignment
Anti-Corruption & Business Ethics	GRI 205: Anti-Corruption 2016 GRI 206: Anti-Competitive Behaviour 2016	Hotpack maintains a zero-tolerance approach to corruption and bribery. 100% of employees completed Anti-Corruption training in 2025. Our Code of Conduct, whistleblowing channel, and annual incident reporting process ensure systemic accountability. In 2025, ten corruption-related concerns were raised through our ethics channels, and each was fully investigated; none was substantiated as a confirmed incident of corruption. 75% of operations were assessed for corruption risk.	SDG 16: Peace, Justice & Strong Institutions SDG 17: Partnerships for the Goals
Sustainable Procurement	GRI 204: Procurement Practices 2016	Our Responsible Procurement Charter and Supplier Diversity Programme embed environmental and social criteria into all procurement decisions. We prioritise local suppliers to reduce Scope 3 emissions and support community economic development. Supplier evaluations incorporate ESG criteria aligned with EcoVadis standards.	SDG 12: Responsible Consumption & Production SDG 17: Partnerships for the Goals
Economic Performance & Indirect Impacts	GRI 201: Economic Performance 2016 GRI 203: Indirect Economic Impacts 2016	Hotpack's operations create direct and indirect economic value across 17 downstream countries, through employment, local procurement, tax contributions, and community investment. We recognise the responsibility that comes with our scale and manage our operations to create long-term, shared economic value for all stakeholders.	SDG 8: Decent Work & Economic Growth SDG 17: Partnerships for the Goals
IT, Cybersecurity & Customer Data	GRI 418: Customer Privacy 2016	Digital security is increasingly material as Hotpack's e-commerce, customer service, and operational systems handle sensitive data. Our Data and Cybersecurity Policy governs information security across the organisation. We conduct regular risk assessments, implement continuous monitoring, and provide mandatory cybersecurity training to all employees.	SDG 17: Partnerships for the Goals

Topics Assessed as Non-Material

The following GRI topics were reviewed as part of the materiality process and determined to be not material or not applicable to Hotpack's operations and value chain at this time. We will reassess these in future reporting cycles, particularly as our Double Materiality methodology matures.

GRI Topic	Standard	Rationale
Biodiversity	GRI 304	Hotpack's manufacturing facilities are located in industrial zones, not in or adjacent to protected areas or biodiversity-sensitive habitats. No significant biodiversity impacts have been identified.
Rights of Indigenous Peoples	GRI 411	Hotpack's operations and supply chains do not involve indigenous lands or communities in ways that raise material rights concerns.
Child Labour / Forced Labour (Own Operations)	GRI 408/409	No incidents of child or forced labour have been identified in our own operations. These topics are addressed through our supplier assessments and are reported under GRI 308 and 414.
Freedom of Association & Collective Bargaining	GRI 407	Hotpack operates primarily in the UAE and the GCC region, where the regulatory framework differs from collective bargaining regimes. This topic is monitored but does not present material risks in our context.
Public Policy & Political Contributions	GRI 415	Hotpack does not make political contributions and is not engaged in political lobbying activities.
Tax (Country-by-Country)	GRI 207-4	Country-by-country tax reporting is not applicable to Hotpack at this stage of our reporting maturity. General tax governance is addressed under GRI 207.

GRI Alignment Note: Hotpack has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025. The materiality assessment process described above fulfils the requirements of GRI 3: Material Topics 2021 (GRI 3-1 and GRI 3-2). Management approach disclosures (GRI 3-3) for each material topic are provided within the corresponding sections of this report.

This report, covering 1 January to 31 December 2025, applies the standards effective for the reporting period — GRI 305: Emissions 2016 and GRI 302: Energy 2016. Two updated standards, GRI 102: Climate Change 2025 and GRI 103: Energy 2025, take effect for FY2026 reports published in 2027; GRI 102 will consolidate and replace GRI 305 (and the climate-related disclosure under GRI 201-2), adding requirements on transition planning, climate adaptation, scenario analysis, and carbon credits. Hotpack will transition its climate and energy disclosures accordingly ahead of the FY2026 cycle, building on its Science-aligned targets set using the SBTi methodology and its net-zero-by-2050 ambition.

Advancing the UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide a shared global framework for building a sustainable, equitable, and prosperous future by 2030. As a globally operating food packaging manufacturer present across 17 countries, Hotpack recognises that the scale and nature of our operations position us to contribute meaningfully to this agenda — through our products, our people, our supply chain, and our communities.

Our SDG alignment is directly informed by our materiality assessment. The topics most significant to Hotpack's impacts — sustainable packaging, carbon emissions, workforce health and safety, community well-being, and responsible governance — map clearly onto a defined set of SDGs. Hotpack is also an active participant in the UN Global Compact (UNGC), with submission of a Communication on Progress (CoP) every year, reaffirming our commitment to the Ten Principles on human rights, labour, environment, and anti-corruption.



How We Identify our SDG Contributions:

We distinguish between Primary SDGs — where Hotpack has direct, measurable contributions evidenced by 2025 data, and Secondary SDGs, where our activities create meaningful co-benefits. This approach avoids SDG-washing and ensures our reporting reflects genuine impact.



Primary SDGs — Direct & Measurable Contributions

These are the SDGs where Hotpack's 2025 operations, products, and programmes generate clear, evidenced impact.



SDG	2025 Key Data	Hotpack Initiatives & Actions in 2025
SDG 3 Good Health & Well-being	958+ employee wellness touchpoints 7 health programmes delivered 681 participants 60-day Step Challenge 285.59 million steps across 16 countries	• Happy Hearts cardiac screening: 100 employees, NMC Royal Hospital (ECG & echocardiogram) • Annual Health Check-up DIP: 200 employees, 21st Century MediCare & Life Pharmacy • UAQ Medical Camp: 150 employees, Amina Healthcare & Life Pharmacy • Heart Awareness Programme UAQ: 100 employees, Sheikh Khalifa General Hospital • Annual Eye Check-up: 207 employees across Abu Dhabi, Sharjah, Al Ain, NIP- NAAS Opticals • Breast Cancer Awareness - Spirit of Pink webinar: 91 attendees, 72 active, 43 Q&As (Max Healthcare, Dr Alka Dahiya) • Flu Vaccination Drive: 110 employees, QIC + Howden Insurance + Aster Clinic • Aster Heart to Heart Mega Walk, Zabeel Park: 3,000+ participants • Global Step Challenge: 681 participants, 16 countries, 285.59M steps, 208,915 km (60 days)

SDG 8

Decent Work &
Economic Growth

4,500+ employees globally
33+ nationalities in the workforce
25 manufacturing facilities, 17 countries
27 recipients- CEO Excellence Awards

- Fair employment terms, competitive compensation, and comprehensive benefits across all global operations
- CEO Excellence Awards: 27 individuals and teams recognised across Safety, Sustainability, Innovation, and Lifetime Achievement
- GEM Global Managers Meeting: senior executives from 16 countries aligned on Vision 2030
- Sales Leadership Accelerator programme (Emotional Leadership Coach Riyas Hakkim, Sep 2025)
- Happiness Season 4: multi-sport tournament series across UAE facilities, fostering team cohesion
- Ramadan Iftar events for blue-collar employees and management families
- Onam, Christmas, UAE National Day cultural celebrations across DIP, NIP, and UAQ facilities

SDG 9

Industry, Innovation &
Infrastructure

4,000+ products, 96% recyclable
H-rPET: 30–40% lower CO₂ vs virgin PET
WorldStar Award 2025 winner
RWTH Aachen LCA partnership

- H-rPET (recycled PET) range: closed-loop recycling delivering 30–40% CO₂ reduction vs virgin PET
- Spinneys 100% PCR bags: certified to Global Recycling Standards, manufactured in UAQ
- LCA partnership with RWTH Aachen University: quantifying product environmental footprints
- WorldStar Award 2025: Soft N Cool 3D Velvet Pouch, Labelling & Decoration (from 550+ global entries, 51 international judges)
- Arab Star Award 2025 Food: Subway Sandwich Wrap (advanced flexographic printing on corrugated board)
- Arab Star Award 2025 Beverages: Dunkin Paper Cups (food-grade inks, energy-efficient production)
- Prime Awards Gold: Sustainable Rigid Plastic Converter of the Year 2025
- 12+ international exhibitions: NRA Chicago, Pack Expo Las Vegas, Gulfood Manufacturing, PLMA Amsterdam, and more

SDG 12

Responsible
Consumption
& Production

96% recyclable product portfolio

595 kg waste collected via
RECAPP (2025)

273.99 kg CO₂e avoided — RECAPP

EcoVadis Gold: top 5%, 80/100,
97th percentile

- 96% recyclable product portfolio: PET, R-PET, aluminium, paper, and wood materials
- RECAPP partnership: 595 kg waste collected, 273.99 kg CO₂e avoided across 6 UAE facilities (annual contract renewed)
- H-rPET closed-loop recycling range enabling substitution of virgin PET with recycled content
- Post-Industrial Recycled (PIR) material recovery: production waste reintegrated into raw material streams
- EcoVadis Gold Medal: top 5% of 150,000+ companies globally assessed across Environment, Labour, Ethics & Procurement
- Dubai Chamber ESG Label – Advanced category (87% score, among the best performances in the assessment)
- MEWAR Silver Award: Sustainable Packaging Company of the Year 2025
- Sustainability 2040 Award: Sustainable Business of the Year — FMCG Sector

SDG 13

Climate Action

42% Scope 1&2 reduction by 2035

25% Scope 3 reduction by 2035

Supports the UAE Net-Zero 2050 Strategic Initiative

~1,393 tCO₂e/yr avoided (NIP solar)

- Science-aligned GHG targets: 42% Scope 1&2 by 2035, 25% Scope 3 by 2035
- Solar installation at NIP facility: ~1,393 tCO₂e avoided annually (~3% of 2024 total Scope 1&2 emissions)
- H-rPET range: 30–40% lower carbon footprint vs virgin PET across product lifecycle
- LCA methodology: quantified environmental footprints for key product lines, informing eco-design
- Sensor-controlled lighting and energy efficiency measures across manufacturing facilities
- UAE Net-Zero 2050 alignment: all targets anchored to national and global climate commitments

SDG 17

Partnerships for the Goals

UNGC active signatory

12+ Ramadan partnerships

12 global exhibitions

20+ healthcare wellness partners

- UN Global Compact: active signatory; 2025 Communication on Progress (CoP) to be submitted imminently
- Ramadan 2025: 12 institutional partners, including Dubai Customs, GDRFA, Beit Al Khair, Ne'ma, Community Development Authority, Dubai Charity Association, International Charity Org, MSS, Food-ATM, Government of Sharjah
- RWTH Aachen University (Germany): LCA research collaboration on sustainable packaging
- RECAPP recycling programme (annual contract 2025); Companies for Good: Mangrove Planting
- Healthcare network: NMC Royal, Sheikh Khalifa Hospital, Max Healthcare, Aster, 21st Century MediCare, Amina Healthcare, NAAS Opticals, QIC, Howden Insurance
- McDonald's Supplier Excellence Award APMEA: outstanding packaging partnership and innovation
- Lulu Walkathon 2025: 23,000 participants, 127 nationalities, Walk for Green theme
- Emirates NBD Unity Run: 5,000+ participants, People of Determination inclusion focus
- 12 international trade exhibitions across the UAE, USA, Europe, Asia, and GCC in 2025

Secondary SDGs — Co-benefits from Our Operations

The following SDGs receive meaningful co-benefits from Hotpack’s programmes and operations, though contributions are indirect or not yet fully quantified.

SDG 4
Quality Education

SDG 5
Gender Equality

SDG 10
Reduced Inequalities

SDG 11
Sustainable Cities & Communities

SDG 15
Life on Land

SDG	Connection	Key 2025 Evidence
SDG 4 Quality Education	University partnerships; employee training & development	University campus partnerships and MOUs supporting local talent pipelines; Sales Leadership Accelerator; Toastmasters public speaking programme; structured product and compliance training; performance development reviews across UAE facilities.
SDG 5 Gender Equality	Women’s leadership & empowerment initiatives	Emirati Women’s Day recognition (15 Emirati women, 28 Aug 2025); Breast Cancer Awareness — Spirit of Pink webinar (91 attendees); Women’s Leadership Programme & L&D sessions; TAKKAH empowerment initiative; 1:1 remuneration ratio between men and women.

SDG 10 Reduced Inequalities	Inclusive workforce; blue-collar welfare; DEI	33+ nationalities in the workforce; 20% from minority or vulnerable groups; wellness programmes disproportionately reaching blue-collar workers; Emirates NBD Unity Run supporting People of Determination (5,000+ participants); zero discrimination incidents in 2025.
SDG 11 Sustainable Cities & Communities	CSR community investment; urban events	118 CSR initiatives; 1,156 employees in community activities; 104 volunteering hours. Ramadan 2025: 60K Iftar meals, 100K+ food packages, 12 partnerships. A Breeze of Goodness: 5,000 care packages to outdoor workers. A Scoop to Beat the Heat: 5,000 individuals across 5 emirates.
SDG 15 Life on Land	Mangrove restoration; ecosystem conservation	Mangrove Planting Adventure, Al Zora Reserve, Ajman (20 Nov 2025): 30 volunteers, ≥30 saplings with Companies for Good. Each sapling sequesters ~27.7 kg CO₂ over its lifetime (~831 kg CO₂ total). Supports the UAE 2030 ecosystem restoration goals and marine biodiversity.

Upholding Our Commitment to the UN Global Compact

Hotpack has been an active participant in the United Nations Global Compact (UNGC) since 20 November 2023. Our annual Communication on Progress (CoP) reaffirms alignment with the UNGC's Ten Principles across human rights, labour, environment, and anti-corruption.

Human Rights	Labour	Environment	Anti-Corruption
Principle 1 Support & respect human rights	Principle 3 Freedom of association	Principle 7 Precautionary approach	Principle 10 Work against corruption in all its forms
Principle 2 No complicity in abuses	Principle 4 No forced labour	Principle 8 Environmental responsibility	
	Principle 5 No child labour	Principle 9 Diffuse clean technologies	
	Principle 6 No discrimination		

Human rights and labour. Hotpack aligns with the UN Universal Declaration of Human Rights and the ILO core conventions. All employees sign the Business Code of Conduct, and senior leaders complete a dedicated compliance commitment. A multidisciplinary human rights risk assessment was conducted in 2023; no incidents of forced or child labour were identified. In 2025, 958+ employees accessed wellness programmes and 1,156 participated in CSR initiatives, indicators of a workplace culture that goes beyond minimum compliance.

Environment. Our ISO 14001–certified Environmental Management System underpins commitments under Principles 7–9. Key initiatives involving the incorporation of recycled input materials to reduce product carbon footprints, solar power generation, and circular economy partnerships like that with RECAPP, and others align with a stated net-zero ambition by 2050, supported by near-term science-aligned targets (2035) with interim Scope 1 & 2 reduction targets.

Anti-corruption. An anti-bribery and anti-corruption programme has been in place since 2010, covering due diligence procedures, a gifts and hospitality policy, and multilingual e-learning deployed company-wide. Anti-corruption risk assessments are conducted periodically and outcomes reviewed by the Audit Committee. Our EcoVadis Gold rating, 2025, independently validates governance and ethics performance.

03

Environment

Environmental Policy & Management Framework	49
Our Approach to Sustainable Packaging	50
Materials & Circular Design	50
R&D Strides & Innovation	53
The EcoStore	54
Life Cycle Assessment (LCA) — Understanding Our Impacts	54
Research Partnerships & Innovation Pipeline	55
Using Resources Wisely: Energy Management	56
Using Resources Wisely: Water	56
Emissions Management, Air Quality & Climate Action	56
Closing the Loop: Waste, Recycling & Reuse	64
Environmental Compliance & Supplier Assessment	66

Caring for Our Environment

As the largest packaging manufacturer in the GCC region, Hotpack sits at a complex intersection: our products are essential to food safety, hygiene, and supply chain integrity for millions of people, yet packaging, as an industry, is one of the most scrutinised contributors to global material consumption and plastic waste. That tension is not something we shy away from. It is, in fact, the reason our environmental strategy exists.

Our approach to environmental stewardship is built on three mutually reinforcing commitments. First, to reduce the environmental impact of our own operations through energy efficiency, renewable energy, waste diversion, and responsible water use. Second, to redesign our products, shifting from virgin, single-use formats towards circular, recyclable, bio-based, and recycled-content alternatives through sustained R&D investment. And third, to measure and disclose our progress rigorously, using Life Cycle Assessment, the GHG Protocol, and the GRI Standards to give our customers, investors, and regulators the transparency they need to hold us accountable.

ISO 14001

Environmental Management System
(20 certificates covering 25 facilities)

96%

Portfolio — Recyclable Products

14 Products

LCA Studies Completed
(RWTH Aachen / Circle Project)

20% PIR

Post-Industrial Recycled
Content (current; +1%/yr target)

30–40%

CO₂ Reduction — H-rPET vs Virgin PET

Climate target

2050 Climate Target, supporting the
UAE Net-Zero Strategic Initiative.

Environmental Policy & Management Framework

Environmental sustainability is not the responsibility of a single function at Hotpack. It is embedded in our operating policy and governs decision-making across product design, procurement, manufacturing, and logistics. Our Environmental Policy commits us to minimising environmental impact at every stage: from how we source raw materials, to how we manufacture, to how the products we make perform at their end of life.

Our certified Environmental Management System (ISO 14001) reflects our commitment to sustainability and responsible environmental practices. By monitoring and managing environmental impacts, including emissions, resource consumption, waste generation, and water use, we aim to minimise our ecological footprint while enhancing cost savings and operational efficiency. The system's continuous improvement cycle drives us to consistently seek opportunities for enhanced environmental performance, ensuring long-term sustainability and compliance with global standards.

Our Approach to Sustainable Packaging

Hotpack's sustainable packaging strategy operates across five design and production principles, each addressing a distinct element of the product life cycle and collectively moving our portfolio towards a circular economy model:

01 Circularity

Designing products that can be recycled and are made using recycled material, minimising environmental impact and supporting the circular economy. Our 100% rPET and PCR product ranges exemplify this principle at a commercial scale, compliant with FDA food contact requirements.

02 Lightweighting

Reducing the weight of our products lowers material consumption, transportation emissions, and cost. Innovations like H-PET (lower-weight PET) and the Maxi Roll GSM reduction (from 45 to 40 GSM) deliver measurable reductions per unit.

03 Material Reduction & Replacement

Minimising material usage without compromising quality or strength and replacing fossil-based inputs with bio-based, PCR, or mono-material alternatives wherever performance allows.

04 Mono-Material Design

Single-material solutions facilitate easier recycling and reduce contamination. Our PE-PE pouches and PET-only structures replace multilayer laminates that are structurally difficult to recycle.

05 Minimalist Design

Packaging uses only the materials essential for product protection, without sacrificing barrier performance, food safety, or aesthetic quality, conserving resources while aligning with consumer expectations.

Materials & Circular Design

As a packaging manufacturer, materials represent one of Hotpack's most significant areas of environmental impact. Our business is built on them. Hotpack's portfolio spans paper and paperboard, plastics (PET, PP, PE, PS, PLA), aluminium foil, and bio-based materials. Paper and paperboard inputs are sourced from renewable, sustainably managed forests, and bio-based plastics, including plant-derived compostable carry bags made from corn, rice husk, and sugarcane, are incorporated across selected product lines. The dominant share of material input by volume remains plastic polymers, our core manufacturing substrate, which is precisely why our PCR, rPET, and mono-material programmes sit at the strategic centre of our innovation roadmap.

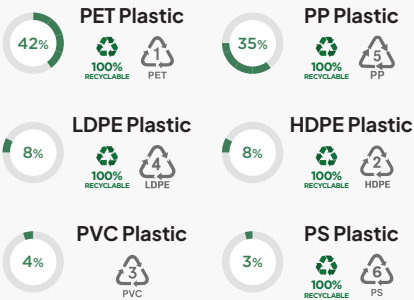


Hotpack Eco Profile

96% of our product range is either environmentally friendly or recyclable

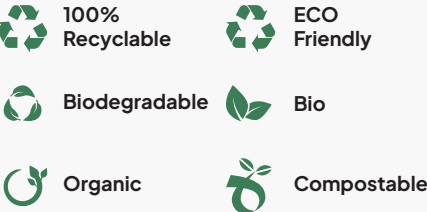
Plastic Based Packaging

Plastic packaging has become an indispensable component of modern supply chains. Its durability and lightweight properties have revolutionised how products are protected, transported, and presented to consumers. From extending product freshness to optimising logistics, plastic packaging is an integral part of the modern consumer lifestyle.



Paper Based Packaging

Paper-based products are experiencing surging demand as companies seek to reduce their carbon footprint. Driven by a growing consumer preference for eco-friendly options, paper's versatility and biodegradable nature make it an attractive and sustainable choice.



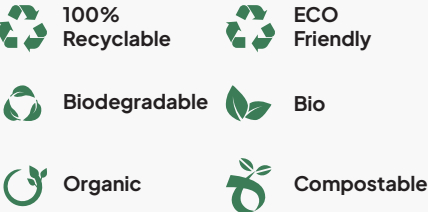
Aluminium Based Packaging

The infinite recyclability of Aluminium makes it a prime choice for sustainable packaging across industries. Its ability to protect products while minimising environmental impact, coupled with ongoing advancements in recycling technology and alloy development, positions aluminium as a cornerstone of the packaging industry's eco-friendly future.



Eco Friendly Packaging

The packaging industry is at the forefront of a major shift towards eco-friendly materials. Wood, bamboo, and bagasse pulp are leading the way as sustainable alternatives to traditional packaging, offering renewable resources for a greener future.



Material inputs

Material category	Type	Sustainability status	Quantity of materials used in 2025
Paper & paperboard	Paper & paperboard	Sourced from sustainably managed forests (FSC-aligned)	78,616 tonnes of paperboard
Virgin PET / PP / PE / PS	Virgin PET / PP / PE / PS	Progressively substituted with rPET, PCR, and bio-based alternatives	60,656 tonnes of plastic resin
Aluminium	Aluminium	High inherent recyclability; recovery programmes in place	7,545 tonnes of Aluminium and metallised films

Recycled input materials

Hotpack incorporates recycled content across its portfolio through two complementary streams—post-industrial recycled (PIR) and post-consumer recycled (PCR) materials, with the level in any given product expressed as a proportion of material by weight and determined by its application and the applicable food-contact and single-use-plastic regulations. Across applicable lines, our products currently contain an average of 20% PIR content, and, supported by investment in modern machinery capable of handling higher levels of recycled input, we are committed to growing this by 1% annually. On the post-consumer side, our dedicated rPET range delivers up to 100% PCR content using PET and PP compliant with FDA food contact requirements,

providing fully circular solutions without compromising health and safety, while recycled content in selected single-use plastic products currently reaches up to 10%, in line with prevailing market regulations, and up to 15% in other applications depending on product requirements. Together, these streams reflect a pragmatic, regulation-led approach to increasing recycled content, complementing our commitment that 96% of Hotpack products are recyclable.



R&D Strides & Innovation

8

New sustainable products launched in 2025

600K

AED invested in sustainable material R&D

Research and development is where Hotpack’s sustainability commitments become physical products on a customer’s shelf. In 2025, our R&D programme delivered eight new sustainable product launches, directed AED 600,000 of investment into bio-based resins, bio-coatings, bio-coated paperboard, and post-consumer recycled (PCR) plastics. New products are designed for circularity: using sustainable materials, reducing material consumption, improving recyclability, and enabling reuse.

2025 Sustainable Product Innovations

Each 2025 launch demonstrates one or more design pillars in commercial application, and each responds to evolving regulations on single-use plastics, recycled-content mandates, and demand for circular packaging.

Product		Environmental benefit
Maxi Roll	Paper/tissue	Lightweighting — GSM reduced, cutting material per unit without loss of absorbency or performance
Kraft Window Pouch	Kraft paper	Reduced carbon footprint from transportation (shifted from overseas import to in-house production) and reduced waste through value-engineered, optimised material specifications.
Paper Sufra	White & Kraft paper with barrier	Renewable paper alternative to conventional single-use plastic sufra
PCR Sufra	Recycled PE (PCR-PE)	Displaces virgin PE with post-consumer recycled content in a high-volume disposable format
Biodegradable Compostable Poly Bags	Bio-based / compostable polymer	Replaces fossil-based plastic; composts at the end of life rather than persisting as waste
PE-PE Specimen Bags w/ Zipper (Hospital)	Mono-material PE-PE	Single polyolefin family makes post-use recycling viable in a healthcare segment with rising traceability requirements
PE-PE Sustainable Pouches	Mono-material PE-PE	Converts hard-to-recycle multilayer laminates into a single recyclable polyolefin structure
100% FDA rPET Range	Post-consumer recycled PET	Recycled resin, compliant with FDA food contact requirements, replaces virgin PET — circular economy without compromising food safety

The EcoStore

Hotpack’s sustainable portfolio has been brought together for customers through the EcoStore on the Hotpack webstore, a dedicated online storefront that curates the eco-friendly and recyclable product range in one place. By grouping bio-based, compostable, recycled-content, and mono-material lines under a single destination, the EcoStore makes it straightforward for buyers pursuing their own plastic-reduction and circularity commitments to identify and source compliant packaging directly.



PAPER BAGS



PAPER CUPS



KRAFT PAPER BOWLS



BIODEGRADABLE PLATES



TOILET PAPER ROLLS



WOODEN CUTLERY



FACIAL TISSUE



PAPER BOAT TRAY

Life Cycle Assessment (LCA) — Understanding Our Impacts

A Life Cycle Assessment (LCA) is a quantitative methodology — defined under ISO 14040/14044 — that evaluates environmental impact from raw material extraction through manufacturing, distribution, use, and end-of-life treatment. For a packaging company, LCA is the most rigorous tool available for understanding where in the life cycle impact is generated and, critically, where substitution or redesign can reduce it most effectively.

OpenLCA & RWTH Aachen Partnership

Hotpack uses OpenLCA to conduct cradle-to-gate life cycle assessments, enabling evaluation and reduction of environmental impacts associated with raw material sourcing and manufacturing processes. Our ongoing Circle Project partnership with RWTH Aachen University, one of Europe’s leading engineering research institutions, has completed LCA studies across 14 product lines. These studies apply real-world production data from Hotpack facilities, covering the environmental impacts of the moulding process (injection moulding and thermoforming), machine operations and maintenance, and how process type influences the overall carbon profile — enabling direct comparison across product formats and identification of substitution opportunities.



LCA Hotspot Findings

The RWTH Aachen LCA studies have identified key environmental hotspots across Hotpack’s production processes, consistent with LCA findings across the packaging sector:

- Upstream raw material production (virgin polymer and paper) dominates the carbon footprint of most products — reinforcing the strategic importance of PCR content, bio-based substitution, and lightweighting.
- Machine type and operational energy intensity in injection moulding and thermoforming are significant determinants of the production-phase carbon contribution — informing our IE4 motor and VFD investment priorities.
- Transportation and logistics contribute meaningfully to certain product categories — validated by the Kraft Window Pouch initiative (see case study below), which eliminated Chinese import transport emissions through in-house production.
- LCA results are being used to guide product-level environmental claims, inform R&D priorities, and support customer conversations on packaging sustainability — including exhibition engagements at Pack Expo Las Vegas, Gulfood Manufacturing, PLMA Amsterdam, and PLME Middle East in 2025.

The LCA hotspot methodology — identifying where in the life cycle the greatest environmental impact occurs— is the same approach that enables Hotpack to make credible, science-backed sustainability claims about specific products. It moves us from directional commitments to verified, ISO 14040/44-grounded data.

Research Partnerships & Innovation Pipeline

Hotpack’s R&D is delivered through a network of academic and industry collaborations that bring external expertise into product and material development:

Partner/collaboration	Focus
Kraft Window Pouch	Cradle-to-gate LCA of 14 products; moulding-process hotspot analysis; ongoing
Hotpack-UAEU	Shelf-life and composting studies on PLA products
Hotpack-CPA	Sustainability collaboration
Hotpack-EEG	Environmental engagement collaboration (Emirates Environmental Group)
Emirates Biotech	Bio-plastic transformation; regional early adoption
With a leading local supplier	Increasing recycled content in PE through local collaboration
With a leading local supplier	Bio-coating line — plastic-free paper packaging

Active development work in the pipeline includes the qualification and testing of rPP and rPET resins to comply with local regulatory standards, a European bio-coating line with Qwarzo and Papkot to produce plastic-free paper packaging, and accelerated product launches achieved by using sustainable materials, simplifying designs, and improving cross-team collaboration to reduce development time.

Using Resources Wisely

Energy Management

Energy is the largest single driver of Hotpack's operational carbon footprint: the extrusion, thermoforming, and printing processes at the core of our manufacturing are energy-intensive, and purchased electricity alone accounts for the substantial majority of our 44,293.52 tCO₂e Scope 2 emissions in 2025. Managing energy is therefore inseparable from managing our climate impact. Our fully commissioned and operational 2.2 MW solar installation at the NIP plant — operational since 2024 — avoids approximately 1,393 tCO₂e annually, a model we are now replicating across further facilities with expansion plans underway, alongside LED retrofits, variable-frequency drives, and IE4 motors in new machinery. Together, these initiatives hold our carbon intensity at 0.308 tCO₂e per tonne of packaging produced and anchor the energy disclosures that follow.

Disclosure	Hotpack 2025 status
Energy consumption within the organisation	497,907 GJ total (electricity 377,097 GJ from 104,749,180.6 kWh; fuel combustion 120,810 GJ across diesel, LPG, petrol, natural gas, and lubricating oils)
Energy intensity	Carbon intensity: 0.308 tCO ₂ e per tonne of packaging produced (Scope 1+2 basis)
Reduction of energy consumption	Solar (NIP 2.2 MW), LED retrofit, VFDs, IE4 motors — aggregate energy savings to be quantified in the 2026 cycle
Reductions in product energy requirements	H-rPET lightweighting; mono-material design lowers energy in the recycling stream

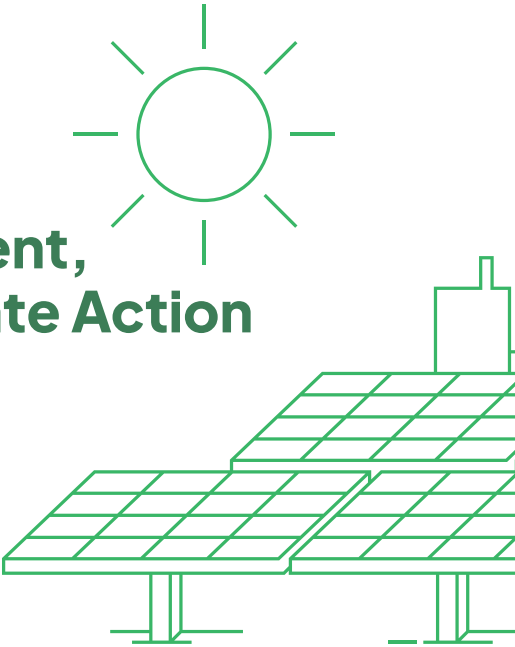
Water Stewardship

In 2025, total water withdrawal across all Hotpack facilities was approximately 91,723.71 m³. The substantial majority — 91,083.71 m³ (99.3%) — was drawn from municipal and third-party utility supply, with the remaining 640 m³ (0.7%) sourced from rainwater and borewell groundwater at our India operations. Water use in food-packaging manufacturing occurs primarily in cooling systems, cleaning-in-place (CIP) procedures, and utility operations. Hotpack has installed water-saving faucets and conservation technologies across facilities, and drinking-water quality at all sites is verified through routine independent testing, with reports maintained for compliance.

Air quality is verified rather than assumed: Hotpack conducts frequent air-quality tests across all facilities, together with surface swab tests and employee health checks. This complements the broader environmental-monitoring regime, LUX light-intensity monitoring, workzone noise measurement, microbial examination of air samples, and infrared thermography of electrical panels and machinery, applied across operational sites.

Emissions Management, Air Quality, and Climate Action

Hotpack manages air quality through both design choices and active monitoring. Where possible, plants and greenery are maintained around facilities to support cleaner air, and manufacturing plants are located close to raw-material sources to cut transport-related emissions. On the process side, the transition to water-based adhesives has reduced the quantity of traditional glues by around 50%, most notably in double-walled paper cups, lowering solvent emissions and improving workplace air.



Our Carbon Footprint and Reduction Roadmap

Climate action sits at the heart of Hotpack’s environmental strategy. As the largest packaging manufacturer in the GCC region, we recognise that our operational choices — from the energy we purchase to the materials we source — carry real consequences for global emissions. This section discloses our full greenhouse gas (GHG) inventory for the reporting year 2025, prepared in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. The 2025 reporting cycle represents a significant methodological step forward: for the first time, we disclose a broader and expanded Scope 3 inventory covering categories such as purchased goods and services, capital goods, waste generated in operations, employee commuting, business travel, and supply chain-related emissions.

428,132.22 tCO₂e

Total 2025 GHG Footprint
Scope 1, 2 & 3 combined

0.308 tCO₂e

Carbon Intensity (Scope 1+2)
per tonne of packaging produced

Governance & Approach

Hotpack’s emissions management is governed by our Group Chief Sustainability Officer and overseen at the Executive Director level. Our reporting boundary is defined using the operational control approach under the GHG Protocol, covering all entities directly managed by Hotpack. The 2025 reporting cycle spans 1 January 2025 to 31 December 2025 and includes key manufacturing sites located in the UAE, KSA, Qatar, UK, India, Jordan, Malaysia, plus associated offices and sales centres across Bahrain, Oman, and further UAE and KSA locations.



Base Year & Boundary

In 2025, Hotpack expanded its greenhouse gas inventory to include comprehensive Scope 3 Purchased Goods and Services, representing a significant enhancement in reporting boundary and methodology. In accordance with the GHG Protocol base-year recalculation requirements, 2025 has been established as the revised base year to provide a consistent and credible baseline for future emissions tracking and target setting. This material expansion of Scope 3 categories produces a structurally larger footprint figure, reflecting improved coverage rather than absolute emissions growth, a distinction we flag explicitly in all year-on-year commentary.



Methodology

Calculations follow GHG Protocol guidelines with IPCC emission factors for Scope 1 combustion, location-based national grid factors for Scope 2 electricity, and a combination of average-data, spend-based, and distance-based methods for Scope 3 categories. Region-specific grid emission factors are sourced from publicly available government authority data. All primary data were collected through structured engagement with site teams and supported by verifiable internal records.



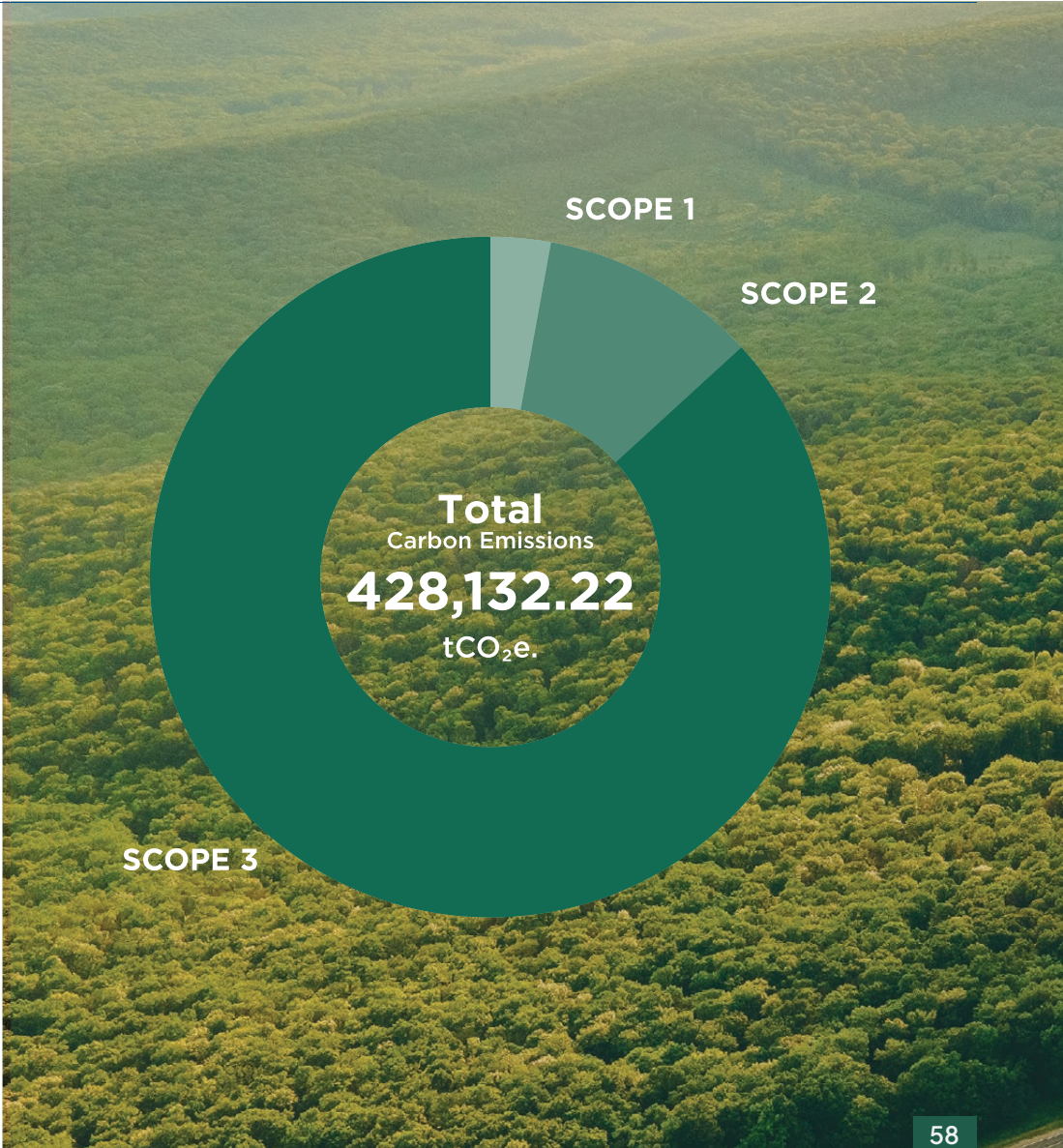
2025 GHG Emissions Inventory

Total Emissions by Scope

The table below summarises Hotpack's total greenhouse gas emissions for 2025, expressed in tonnes of CO₂ equivalent (tCO₂e). Scope 3, expanded for the first time across six categories, constitutes the dominant share of the inventory where upstream material impacts typically exceed 86% of the total footprint.

Scope	Category	tCO ₂ e	% of Total
Scope 1	Direct emissions (fuel combustion, mobile combustion)	12,258.31	2.86%
Scope 2	Indirect — purchased electricity & utilities	44,293.52	10.35%
Scope 3	Value-chain indirect emissions	371,580.39	86.79%
Total		428,132.22	100%

Note: 2025 Scope 3 reporting has been significantly expanded versus 2024. Year-on-year comparison of absolute totals is not directly comparable; intensity and Scope 1+2 metrics should be used for trend analysis.



Scope 1 — Direct Emissions (12,258.31 tCO₂e)

Scope 1 emissions originate from stationary combustion (fuel consumed in manufacturing and utilities), mobile combustion (company-owned logistics and transport vehicles), and manufacturing process-related sources. The UAE operations represent the largest single contributor, reflecting our primary manufacturing concentration in the Emirates.

Source	tCO ₂ e
Stationary & process fuel combustion	7,801.28
Employee transportation (company vehicles)	1,356.74
Logistics — owned fleet	3,100.29
Total Scope 1	12,258.31

Scope 2 — Indirect Energy Emissions (44,293.52 tCO₂e)

Scope 2 covers indirect GHG emissions from the generation of purchased electricity and utilities across all Hotpack facilities. We apply the location-based method, using national grid emission factors for each country of operation. Electricity consumption in UAE manufacturing facilities accounts for the substantial majority of Scope 2 emissions, driven by the energy intensity of extrusion, thermoforming, and printing processes.

Source	tCO ₂ e
Total Scope 2 (location-based)	44,293.52

Solar milestone: Our 2.2 MW rooftop solar installation at the National Industries Park (NIP) facility avoids approximately 1,393 tCO₂e annually, equivalent to ~3% of our combined Scope 1 and 2 2024 emissions. Expansion to additional manufacturing sites is planned by 2027 as part of our Scope 2 reduction roadmap.



Scope 3 — Value-Chain Emissions (371,580.39 tCO₂e)

Emissions from indirect upstream and downstream activities across Hotpack’s value chain. In 2025, reporting was expanded to include major Purchased Goods and Services, Capital Goods, and Business Travel, with Category 1 covering the company’s principal raw materials and externally procured finished goods. Remaining minor materials will be incorporated in future reporting cycles.

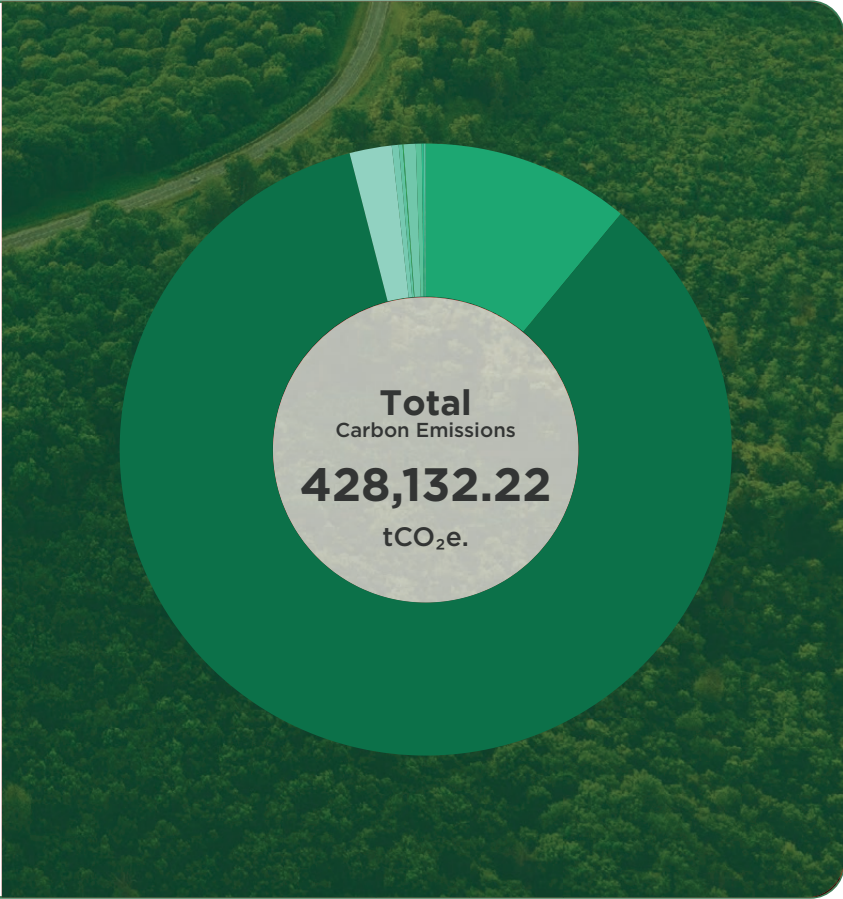
Category	Description	tCO ₂ e
Cat. 1	Purchased Goods & Services	366,251.58
Cat. 2	Capital Goods	515.31
Cat. 4	Upstream Transportation & Distribution (3rd party)	2,021.69
Cat. 5	Waste Generated in Operations	2,045.29
Cat. 6	All Business Travel	448.18
Cat. 7	Employee Commuting (owned + third-party vehicles)	298.35
Total	Scope 3	371,580.39

Purchased goods and services — primarily raw polymer and paper inputs — dominate Scope 3, as is characteristic across the packaging industry. Reducing this category requires supplier-led decarbonisation, increased use of recycled feedstocks, and product lightweighting — all active areas of Hotpack’s R&D strategy.

Emissions by Geography

Emissions are reported by the operating country to enable site-level performance benchmarking and to identify priority geographies for decarbonisation investment. The UAE accounts for the dominant share of total emissions, reflecting its role as Hotpack’s primary manufacturing hub with the highest concentration of production assets.

Country	Total Emissions (tCO ₂ e)	Primary Operations
UAE	363,529.47	Headquarters & primary manufacturing
KSA	47,075.02	Manufacturing & sales
UK	1,320.11	Manufacturing (H-Pack)
India	2,749.18	Manufacturing
Qatar	9,535.75	Manufacturing & sales
Oman	1,548.79	Sales centre
Bahrain	871.55	Sales centre
Jordan	438.66	Manufacturing
Malaysia	194.76	Manufacturing
USA	455.21	Trading
Business Air Travel (considering all countries)	413.72	All Countries
Total	428,132.22	



Carbon Intensity

To normalise our operational GHG footprint against production output and enable meaningful year-on-year tracking independent of business growth, we calculate a carbon intensity ratio based on Scope 1 and 2 emissions per tonne of packaging produced.

0.308

tCO₂e per tonne of packaging produced

2025 Carbon Intensity (Scope 1+2)

Scope 3 is excluded from this primary intensity metric to maintain focus on directly controlled operational emissions, consistent with manufacturing sector standards. As Scope 3 data quality and coverage mature, we will consider supplementary value-chain intensity metrics in future reporting cycles.

Science-Aligned Targets & Reduction Roadmap

As a rapidly growing organisation, Hotpack recognises that expansion can increase emissions across its operations and value chain. To ensure growth is matched by meaningful climate action, we have developed our near-term decarbonisation targets using the methodology of the Science Based Targets initiative (SBTi). Following the significant expansion of Scope 3 reporting to include major Purchased Goods and Services categories, 2025 has been established as the recalculated base year, giving us a transparent foundation against which future progress can be measured. Our near-term targets apply the SBTi Absolute Contraction Approach, with Scope 1 and 2 aligned to a 1.5°C pathway and Scope 3 to a well-below-2°C pathway, for the target year 2035. These targets are science-aligned but have not yet been submitted to the SBTi for formal validation, a deliberate decision to first benchmark and stabilise our newly completed three-scope inventory across a full reporting cycle, so that any commitment we submit is robust and durable. We intend to progress towards formal SBTi validation as our emissions data matures. Through these efforts, Hotpack also supports the UAE Net-Zero 2050 Strategic Initiative and the country's transition to a low-carbon economy.

Target	Scope	Reduction	By	Baseline
Near-term: Scope 1 & 2	Direct & purchased energy	-42%	2035	2025
Near-term: Scope 3	Value-chain	-25%	2035	2025



Mitigation Initiatives in 2025

Achieving our targets requires parallel action across energy, materials, logistics, and the supply chain. The following initiatives were active or advanced in 2025:

Category	Description	tCO2e
Solar Energy — NIP	2.2 MW rooftop solar at National Industries Park, Dubai. ~1,393 tCO2e avoided annually (~3% of 2024 Scope 1+2) fully operational since 2024. Expansion to additional sites planned by 2027.	Scope 2
LED & Motion Sensor Upgrades	Organisation-wide transition to LED lighting supplemented by motion-sensor controls to eliminate standby energy draw across manufacturing and warehousing facilities.	Scope 2
Variable Frequency Drives (VFDs)	Installation of VFDs on pumps and process equipment to optimise energy use during part-load operations — reducing electricity consumption in high-intensity production cycles.	Scope 2
IE4 Energy-Efficient Motors	All new machinery above threshold capacity fitted with IE4 super-premium efficiency motors, locking in reduced energy consumption over asset lifetimes.	Scope 2
H-rPET Range	Hotpack's recycled-content PET range delivers 30–40% CO2 reduction versus virgin PET, directly reducing upstream Scope 3 (Cat. 3.1) emissions per unit produced.	Scope 3
Spinneys PCR Bags	100% post-consumer recycled (PCR) bags manufactured under Global Recycling Standards certification — demonstrating commercial viability of high-recycled-content packaging at scale.	Scope 3
RECAPP Partnership (2025 Renewal)	Annual RECAPP contract renewed for 2025. 595 kg of plastic waste collected across 6 UAE sites; 273.99 kgCO2e avoided. The programme integrates into our circular economy and waste diversion strategy.	Scope 3
RWTH Aachen LCA Partnership	Ongoing Life Cycle Assessment partnership with RWTH Aachen University, providing product-level carbon data to guide material substitution and design-for-recyclability decisions.	Scope 3
Fleet Transition (EVs/Hybrids)	Gradual transition to electric and hybrid vehicles for internal logistics, targeting a reduction in Scope 1 mobile combustion emissions.	Scope 1
Water Conservation Technologies	Water-saving faucets and recycling technologies are installed across facilities to reduce water-related utility emissions.	Scope 2

Closing the Loop: Waste, Recycling, and Reuse

Waste management at Hotpack spans both the waste generated within our manufacturing operations and our responsibility for how products are managed at the end of life by customers and end consumers. Across our predominantly UAE-based operations, waste-management contracts comply with Dubai Municipality and other relevant regulatory authorities, with waste routed to designated disposal sites or licensed treatment facilities, while recoverable scrap is sold to authorised waste-collection and recycling companies, including a dedicated recycling contract with 360 Degree Recycling Solutions at our Umm Al Quwain (UAQ) site.

In 2025, operational waste was managed through:



Formal waste-collection service contracts across manufacturing sites, ensuring compliant disposal and diversion of waste streams.



Recycled-materials invoices from sites confirming recovery and recycling of production offcuts and scrap.



The RECAPP partnership for post-consumer plastic collection at six UAE facilities (595 kg collected; 273.99 kg CO₂e avoided in 2025).



IMS-certified waste-management procedures aligned with ISO 14001 operational controls.

In 2025, Hotpack’s operations generated a total of 3,131.1 tonnes of waste across all facilities, spanning production scrap, packaging waste, recoverable metals, and a small fraction of hazardous streams. Of the total generated, approximately 87.9% was diverted from disposal through recovery, recycling, and resale — principally paper and tissue, recovered metals (aluminium, steel, and other scrap), wood, glass, and paper, cardboard, and plastic packaging. A further 10.3% was directed to disposal as general, municipal, and food waste, and 1.8% of hazardous waste — chemical, paint, ETP sludge, and waste oils — was consigned to authorised treatment facilities in line with regulatory requirements. All waste handling operates under ISO 14001 controls within Hotpack’s IMS framework.

Category	Share
Diverted from disposal (recovered/recycled/sold)	87.9%
Directed to disposal (general/landfill)	10.3%
Hazardous licensed treatment	1.8%
Total	100%

Two targeted waste initiatives supported our diversion efforts in 2025. Through the RECAPP partnership (595 kg of post-consumer plastic was collected, 273.99 kg CO₂e avoided) and the CCF Plastic Core Plug Reuse Kaizen (3.64 MT of ABS core plugs returned for reuse; ~12.67 tCO₂e avoided).

Hotpack’s Scope 3 inventory records 2,045.3 tCO₂e from operational waste in 2025, and reducing both this figure and the share directed to disposal is a priority of our 2026 waste strategy. Reducing this figure by lowering scrap rates, increasing the use of recycled inputs to reduce virgin material offcuts, expanding RECAPP collection and further reducing the share of waste directed to disposal.

Waste diversion – RECAPP Partnership

RECAPP Post-Consumer Plastic Collection

The RECAPP partnership provides a structured mechanism for collecting and diverting post-consumer plastic waste across six UAE sites, renewed for 2025. It gives Hotpack a verifiable channel for closing the loop on the plastics it places into the market, with collection volumes and avoided emissions tracked annually.

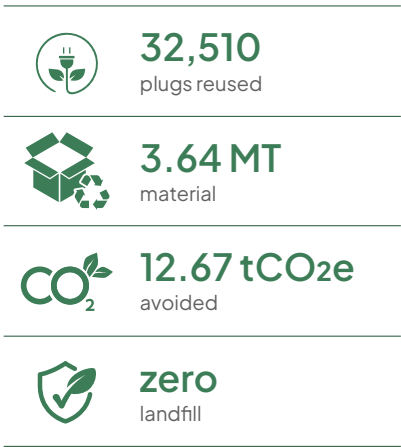


Our Corrugated Carton Division (CCF) Plastic Core Plug Reuse – Mini Kaizen

Plastic Core Plug Reuse Project – Corrugated Carton Division (HPCCF), DIP-2 Dubai

Under Hotpack’s Sustainability Improvement Programme, the Corrugated Carton Division (CCF) identified plastic core plugs from paper-roll consumption as a significant waste stream. In 2023, these plugs were disposed of as landfill waste. Applying Reduce-Reuse-Recycle (3R) principles, the CCF team established a systematic collection process in the corrugation area, trained employees on segregation and storage, secured a supplier commitment to take back and reuse the plugs, and implemented controlled packaging and dispatch for return to the mill – eliminating landfill disposal for collected plugs.

Across three 2025 deliveries (20 Mar, 03 May, 14 Oct), 32,510 core plugs — approximately 3.64 MT of recycled ABS material — were returned to the supplier for reuse rather than scrapped. Based on an emission factor of 0.39 kg CO2e per plug, the project prevented an estimated 12.67 tCO2e by avoiding the manufacture of equivalent new components.



CCF has initiated several such mini-Kaizen projects under the programme; the core-plug initiative is the first to report full-year reuse data and is presented here as a model for replication across other divisions.

Environmental Compliance & Supplier Assessment

Hotpack maintains full compliance with applicable environmental regulations across all operating jurisdictions. ISO 14001 certification provides the structural framework for ongoing compliance, with documented evidence maintained through the IMS certificate programme across all certified facilities. No significant regulatory penalties for environmental non-compliance were recorded in 2025.

On supplier environmental assessment, our 2026 roadmap commits to a formal supplier-engagement programme requiring key material suppliers to disclose emissions data. The RWTH Aachen LCA partnership already informs supplier selection by providing material-level carbon data that can feed sourcing decisions, and our procurement of paper and paperboard from FSC/PEFC certified sustainably managed forests, together with prioritisation of recycled-feedstock suppliers, reflects the early stages of this evolving framework.



04

People

Empowering People & Social Value	68
Strategic Talent Acquisition & Workforce Growth	72
Fostering Diversity, Equity & Inclusive Culture	73
Advancing Women’s Empowerment and Inclusion at Hotpack	74
Learning, Upskilling & Professional Development	77
Building Our Culture: Employee Engagement	83
Employee Benefits	90
Employee Insights and Satisfaction Survey	93
Talent Retention and Turnover	98
Protecting Health, Safety, and Well-being	102
Annual Incident Report Monitoring	108
Investing in Employee Wellness	112
Giving Back: Our Community Engagement	117

Empowering People & Social Value

At Hotpack, our people are the engine behind every milestone we achieve. In 2025, we took deliberate and meaningful steps to deepen our investment in human capital — not as a compliance obligation, but as a genuine expression of who we are. With a workforce of 4,500 employees representing 33+ nationalities, our people bring a breadth of perspective, talent, and commitment that defines the Hotpack experience. This year, we focused on building systems that are stronger, more inclusive, and more responsive to the needs of every individual across our global operations.

A defining achievement of 2025 is the recruitment of 820 new hires across our global operations, a clear reflection of Hotpack's accelerating growth and our continued commitment to expanding our human

capital. Each new colleague brings fresh energy, diverse capabilities, and a shared dedication to our mission of quality, sustainability, and customer excellence. Welcoming 820 individuals into the Hotpack family this year is not simply a workforce number — it is a statement of intent that we are growing purposefully, inclusively, and with the future firmly in mind.

As Hotpack continues to grow, so too does our responsibility to the people who make that growth possible. We are committed to ensuring that every employee — regardless of role or level — feels a genuine sense of belonging, purpose, and progress. Our ambition is simple: to empower every individual to thrive, and in doing so, strengthen Hotpack as a whole.

4,500+
Total Employees Globally
Across all operations

33+
Nationalities

820
New Hires in 2025
Global recruitment

9.58%
Employee Turnover Rate

OUR
EMPLOYEES ARE
NOT JUST THE
WORKFORCE
THEY ARE
ARCHITECTS OF
HOTPACK'S
SUSTAINABLE
FUTURE

Dr. Mike Cheetham
Group Chief Sustainability Officer,
Hotpack



Our People Strategy

Our 2025 people strategy is built around a single conviction: that when employees are genuinely supported, the organisation as a whole moves forward. We have structured our approach around fourteen strategic commitments, ensuring that our investment in people is comprehensive, accountable, and measurable.

01 Fair Compensation and Employee Value

- | Offering competitive, market-benchmarked compensation across all levels
- | Extending employee benefits to include medical, wellness, and family support
- | Ensuring transparent employment terms and conditions for all employees
- | Supporting employees through structured onboarding and exit processes

02 Building an Inclusive and Equitable Workplace

- | Workforce spans 33+ nationalities, diversity embedded at every level of the organisation
- | 100% of employees trained on diversity, discrimination, and harassment during induction
- | Annual DEI progress tracked and reported with full transparency
- | Inclusive hiring practices reviewed to remove barriers across all stages of recruitment
- | Equal opportunity ensured regardless of background, belief, nationality, or identity

03 Championing Women Across the Organisation

- | Setting clear, measurable targets for women in leadership and management roles
- | Women are represented across all three employee levels: entry, mid-level, and management.
- | Salary equity maintained: 1:1 male-to-female pay ratio across equivalent grades
- | Providing mentoring, sponsorship, and tailored development opportunities for women
- | Reviewing and updating policies to remove systemic barriers to women's advancement

04 Investing in Skills and Career Progression

- | Providing structured learning pathways aligned to individual career aspirations
- | Investing in digital, technical, and leadership skills across all workforce levels
- | Supporting internal mobility and prioritising promotion from within the organisation
- | Introducing personalised development plans co-created between employees and managers.

05 A Culture of Engagement and Positive Well-being

- | Maintaining regular pulse surveys and feedback mechanisms to listen and act on employee needs
- | Delivering mental health support through a dedicated Employee Assistance Programme
- | Fostering a positive workplace culture through the Hotpack Happiness Programme
- | Training line managers to proactively support the well-being of their teams

06 Workplace Safety and Health Excellence

- | Maintaining a zero-harm culture embedded across all facilities and operations
- | Conducting regular risk assessments, safety audits, and emergency preparedness drills
- | Empowering employees to identify and report hazards without fear of reprisal
- | Tracking and publicly reporting key safety indicators including injury frequency rates
- | Upgrading on-site medical facilities and first-response capabilities across all sites

07 Upholding Dignity and Fairness at Work

- | Enforcing a strict zero-tolerance policy on discrimination and harassment of any kind
- | Providing accessible, confidential channels for raising workplace concerns safely
- | Ensuring all grievances are resolved through a fair, timely, and transparent process
- | Training all managers on non-discrimination principles and ethical workplace conduct
- | Reporting grievance resolution outcomes as part of our annual people disclosure

08 Strengthening the Employee-Organisation Relationship

- | Maintaining open and constructive dialogue between employees and management at all levels
- | Providing adequate notice and consultation periods for significant organisational changes
- | Conducting regular Town Hall sessions to keep employees informed and engaged
- | Establishing joint committees to collaboratively address workplace matters
- | Ensuring all employment changes are communicated clearly and respectfully

09 Respecting Every Voice in the Workplace

- | Respecting every employee's right to raise concerns and express views freely
- | Creating structured forums and employee councils to channel collective feedback
- | Ensuring no employee faces disadvantage for voicing legitimate workplace concerns
- | Building a culture of psychological safety where open dialogue is actively encouraged
- | Incorporating employee input into key decisions that affect working conditions

10 Safeguarding Young People and Ethical Employment

- | Maintaining a strict policy prohibiting the employment of anyone below the legal working age
- | Conducting thorough age verification as a mandatory part of the recruitment process
- | Ensuring all contractors and third-party partners comply with minimum age requirements
- | Providing training to HR teams on identifying and preventing child labour risks
- | Auditing employment records regularly to ensure full compliance across all sites

11 Ensuring Freedom and Dignity in Employment

- | Upholding every employee's right to freely choose their employment and leave without penalty
- | Ensuring no worker is required to surrender identity documents as a condition of employment
- | Conducting regular audits to identify and eliminate any forced labour risks in operations
- | Extending due diligence on labour practices to include our supply chain partners
- | Providing clear, accessible information to all employees on their rights and entitlements

12

Embedding Human Rights Across Our Operations

- | Embedding human rights principles into all employment policies and management practices
- | Providing human rights awareness training to managers and HR professionals
- | Conducting human rights impact assessments as part of our broader risk management process
- | Ensuring migrant workers receive equal treatment, fair wages, and safe living conditions
- | Maintaining a zero-tolerance stance on any form of exploitation or abuse in the workplace

13

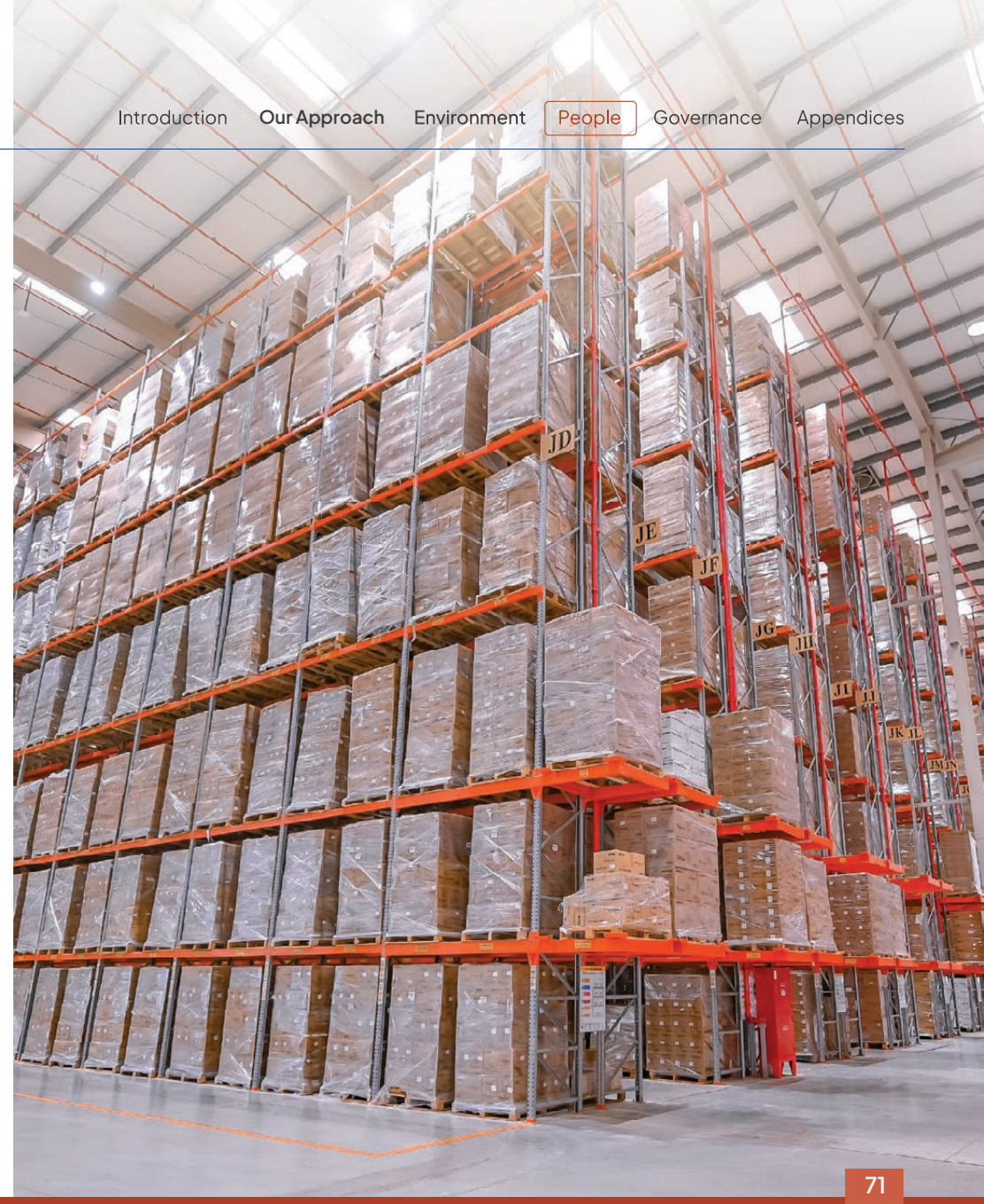
Talent Pipeline and Future Leadership Readiness

- | Building a robust internal talent pipeline to meet current and future business needs
- | Identifying high-potential employees and providing structured succession pathways
- | Ensuring critical roles have identified and development-ready internal successors
- | Aligning workforce planning with Hotpack's long-term strategic and sustainability goals
- | Reporting on internal promotion rates and succession readiness as key people metrics

14

Giving Back — Employees and Community

- | Encouraging employees to participate in volunteering and community outreach initiatives
- | Supporting local communities through skills-sharing, education, and social programmes
- | Partnering with community organisations to create meaningful social impact
- | Recognising and celebrating employees who contribute beyond the workplace
- | Integrating community engagement into Hotpack's broader sustainability commitments



Strategic Talent Acquisition & Workforce Growth

In 2025, Hotpack advanced its talent acquisition strategy by shifting towards a purpose-driven, skills-first approach. Our hiring practices were strengthened through expanded university partnerships, structured campus engagement, and a renewed commitment to building a sustainable local talent pipeline that supports both organisational growth and the UAE's national workforce development objectives.

Hotpack maintained a 95% offer acceptance rate and an average time to hire of just 14 days — reflecting a strong employer brand and an efficient, candidate-centred recruitment process. These indicators validate that the organisation is not only attracting talent but doing so in a way that resonates with the aspirations of the modern workforce.

Championing Local Talent — Building Careers from the Ground Up

At Hotpack, local hiring is a strategic commitment that reflects our belief in the potential of the communities we are part of. Over time, we have made deliberate and meaningful progress in attracting, developing, and retaining local talent, recognising that a workforce rooted in its community brings deeper engagement, stronger loyalty, and long-term organisational resilience.

A landmark milestone in 2025 was the signing of a Memorandum of Understanding (MoU) with the Higher Colleges of Technology (HCT), UAE — a partnership designed to foster long-term collaboration in student development, internships, industry exposure, and graduate employment opportunities, directly supporting the UAE's national human capital agenda.



During the year, Hotpack participated in five campus recruitment and career engagement initiatives at leading institutions including:

Higher Colleges of Technology (HCT), UAE

Westford University College, Ras Al Khaimah

BITS Pilani Dubai Campus

SP Jain School of Global Management

Symbiosis International University, Pune

In addition, students from ITM University visited our NIP Factory for an educational tour, gaining firsthand exposure to modern manufacturing processes and sustainable packaging innovation. An international student delegation from Middlesex University Dubai participated in an immersive study camp programme, gaining practical insights into industrial operations and responsible manufacturing practices.

University Talent Engagement — Hotpack Internships

Students recruited and supported through Hotpack's local university partnerships

12
Full-time Positions

Students recruited directly into permanent roles across business functions

25
Internships Offered

Students offered structured internship placements to gain industry experience

Total students engaged from local universities
Full-time hires + internship placements combined

37

Full-time positions **12 students** (32%)

Internships offered **25 students** (68%)

Fostering Diversity, Equity & Inclusive Culture

Inclusion at Hotpack is not an aspiration — it is a daily practice embedded into how we hire, develop, and support our employees. Our workforce continues to reflect a rich mosaic of backgrounds, nationalities, and identities.

We understand that true inclusion goes beyond representation. It requires intentional action, consistent accountability, and a culture where differences are not merely tolerated but actively celebrated. This year, we have reinforced our inclusion agenda with stronger policies, broader awareness initiatives, and more meaningful conversations across all levels of the organisation.

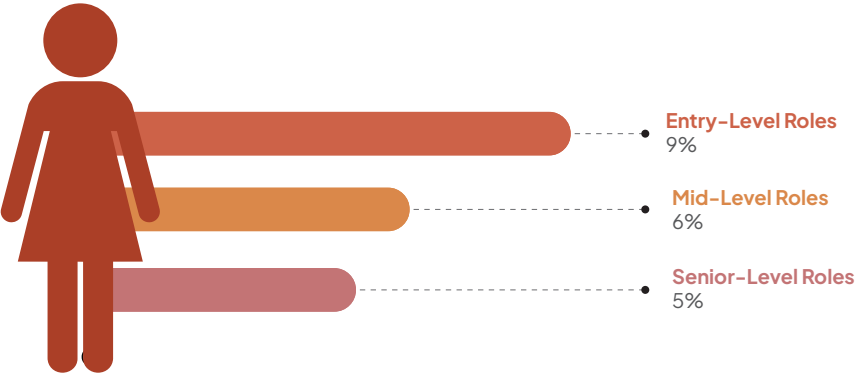
We employ People of Determination across our operations and are committed to expanding their equitable participation and increasing their representation over time. Our Diversity, Equity and Inclusion Policy, Human Rights Policy, Anti-Harassment Policy, and Healthy Workplace Policy collectively set the standard for how every individual is treated — with dignity, fairness, and

respect. These are actively communicated, regularly reviewed, and embedded in our day-to-day ways of working.

Women are represented across entry-level, mid-level, and senior roles at Hotpack. In 2025, we introduced a structured leadership development track for high-potential female employees, providing mentorship, cross-functional exposure, and accelerated pathways into senior positions. While the overall gender balance continues to reflect the industrial nature of our operations, the direction of change is clear, and the pace is increasing.

Our workforce spans a wide range of generations: 46% of our employees are under the age of 30, 47% are between 30 and 50, and 7% are above 50. This year, we launched a reverse mentorship programme that pairs younger and more experienced employees, enabling knowledge to flow in both directions. The result is a workplace that draws on the energy and fresh perspective of emerging talent alongside the depth and judgement of seasoned professionals.

GENDER REPRESENTATION BY EMPLOYEE LEVEL — 2025



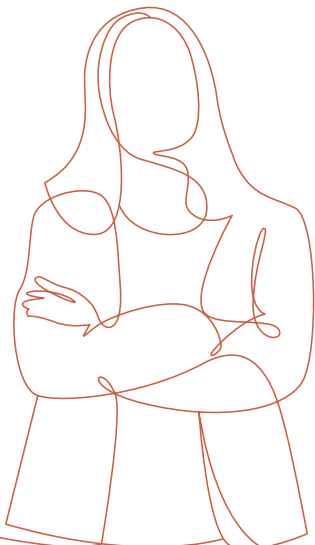
Advancing Women's Empowerment and Inclusion at Hotpack

Our commitment to women in the workplace has moved from programme to practice. Female employees across all three levels — entry, mid, and senior — benefit from a strengthened ecosystem of support, recognition, and opportunity. We openly acknowledge that the overall gender balance reflects the industrial nature of our sector, and we are taking deliberate steps to improve representation at every level.



Women's Representation

Women represent approximately 6.6% of Hotpack's total 2025 workforce, and 17.2% of our office-based workforce. This reflects the predominantly male profile of the manufacturing sector's operational workforce, and we are committed to increasing female representation over time. Hotpack maintains a 1:1 salary ratio between male and female employees across equivalent grades, demonstrating our commitment to pay equity, and our recruitment, promotion, and performance-management practices are transparent and merit-based, ensuring gender is never a barrier to career advancement.



Enhanced Maternity Benefits and Return-to-Work Support:

We continue to offer 60 days of maternity leave — 45 days at full pay and 15 days at half pay — providing new mothers with the necessary time and support to balance family and career responsibilities. We have also introduced a structured return-to-work discussion between employees, managers, and HR representatives to ensure a smooth transition back to the workplace, preserving role continuity and career development.

Supportive Leave for Menstrual Health

Recognising the importance of menstrual health, female employees remain entitled to one paid "Ladies Leave" per month without requiring medical documentation. Leadership awareness sessions have been conducted across all functions to ensure consistent, respectful, and stigma-free implementation of this policy.

Breastfeeding and Postpartum Support

To support mothers returning to work, we offer two hours of early leave each day for the first six months post-delivery, helping them manage childcare and health needs effectively. This provision has now been extended to include adoptive mothers, reflecting our commitment to supporting diverse family journeys.

Dedicated Women's Rest and Wellness Spaces:

Hotpack has invested in improving workplace facilities by introducing dedicated nursing rooms, wellness spaces, and private rest areas across our operations — creating a more supportive and comfortable physical environment for women.

Health Awareness Initiatives

Women's health awareness at Hotpack has moved from annual campaigns to a rolling calendar. Regular educational sessions now cover breast and cervical health screening, mental well-being, stress management, and preventive healthcare, reinforcing our focus on women's long-term health and safety.

Celebrating Women in the Workplace:

Through International Women's Day celebrations and other recognition events, we honour and highlight the achievements, leadership, and contributions of women employees across functions — strengthening a culture of recognition and appreciation.

Anonymous Inclusion Feedback Channel:

Hotpack introduced a confidential, always-open feedback channel specifically for employees to report experiences of exclusion, bias, or unequal treatment, without fear of identification or retaliation. Submissions are reviewed monthly by HR leadership and actioned within 30 days.

Workplace Wellness and Fitness Activities:

Hotpack continues to promote mental and physical well-being through wellness and fitness initiatives tailored for women, encouraging a healthy and balanced lifestyle.

Awareness of Rights and Social Policies:

Through internal training sessions on social policies, we educate our women employees on their rights, organisational policies, and support systems, empowering them to navigate their work environment with confidence.



Million Steps Women's Challenge

As part of our commitment to fostering an inclusive and empowering workplace, Hotpack launched a dedicated Ladies League within our 60-day Global Step Challenge (November–December 2025). This initiative, held under the Hotpack Happiness programme, was designed exclusively for the women across our global workforce.

While the challenge engaged 681 participants from 16 countries, the separate Ladies League provided a unique and supportive platform for our female employees to lead their wellness pathways with confidence and camaraderie. By creating this dedicated space, we encouraged greater participation from women at all levels, reinforcing our belief that empowerment extends beyond professional growth to include physical well-being, peer support, and visible recognition.

This focused effort reflects Hotpack's broader commitment to women's empowerment—ensuring that women have equal opportunities to engage, excel, and be celebrated in every aspect of workplace life, including health and happiness initiatives.

Dr Alka Dahiya

Spirit of Pink — Breast Cancer Awareness Campaign

As part of the Hotpack Happiness wellness initiative and in observance of Breast Cancer Awareness Month, Hotpack partnered with Max Healthcare to host an awareness webinar on 23 October 2025. The session, facilitated by Dr Alka Dahiya, Consultant in Surgical Oncology, provided employees with valuable knowledge on preventive healthcare and early detection — reinforcing our commitment to the long-term health and well-being of every woman at Hotpack.

91 Total Participants
Webinar attendees

72 Active Attendees
Engaged throughout the session

15 Emirati Women Honoured
Emirati Women's Day 2025

43 Questions Raised
Live Q&A interaction

A man in a dark suit and glasses is standing on the right side of the frame, holding a microphone and gesturing with his left hand. He is addressing a group of people seated in rows on the left. The audience consists of men and women of various ages, all looking towards the speaker. The setting appears to be a conference room or a hall with wood-paneled walls and a large abstract painting in the background.

Learning, Upskilling & Professional Development

At Hotpack, we believe that the long-term success of our organisation is inseparable from the continuous growth of our employees and we have invested more deliberately, more systematically, and more inclusively in the professional development of our workforce than ever before. Our approach moves beyond traditional training calendars; it is rooted in a genuine commitment to building human capability at every level — from the production floor to the boardroom.

This year, training was delivered across all **25**

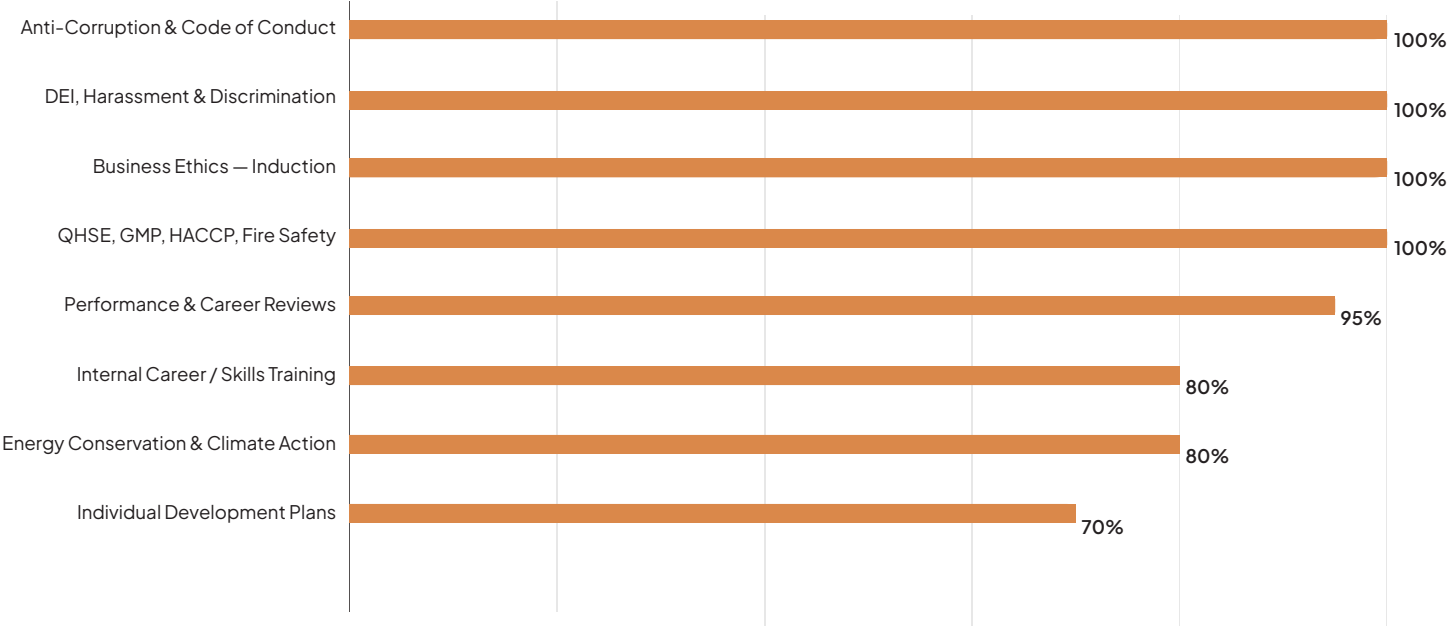
operational sites globally, with employees averaging **78 training hours** per person — a figure that reflects not just volume, but the quality and breadth of the learning we offer. Our programmes span technical excellence, commercial capability, leadership development, compliance literacy, and personal growth — because we believe that a complete professional is a more effective, more resilient, and more fulfilled individual, both inside and outside of Hotpack.

Product Knowledge & Technical Excellence

In close collaboration with our Research & Development team, Hotpack conducted 14 dedicated product and technical training programmes during 2025. These sessions immersed employees in the full narrative of what Hotpack makes, how we make it, why it matters, and where the industry is heading. Participants developed a deep understanding of our product portfolio, material science, sustainability credentials, and the competitive positioning that sets Hotpack apart globally.

By embedding R&D insights directly into learning content, we created a powerful feedback loop between product development and commercial functions. Engineers and salespeople began speaking the same language. Customer-facing employees became confident advocates for Hotpack’s sustainable packaging solutions. And frontline manufacturing teams developed a stronger sense of ownership over the quality and purpose of what they produce.

Employee Training Coverage (%)



Sustainable Procurement Training



Training coverage is based on the Procurement employees.

Empowering Sales Success

Commercial performance at Hotpack is not left to chance. We have invested in the structured development of our sales teams across the GCC region through dedicated capability programmes facilitated by experienced trainers, including Mr Riyas Hakkim and Mr Shamir Rafeek. These sessions challenged participants to move beyond transactional selling towards consultative, value-driven customer engagement.

Internal sales development sessions are held consistently during the first week of every month — covering market intelligence, competitive landscape reviews, product positioning, and customer relationship management. The regularity of these sessions ensures our commercial teams begin every month aligned, informed, and energised.



Leadership and Communication Excellence

Hotpack’s partnership with Toastmasters International continues to grow in significance. Operating through our corporate club, the programme provides employees with a structured environment to develop public speaking, leadership presence, and interpersonal communication capabilities.

Toastmasters alumni have stepped into more visible roles, led cross-functional workshops, and represented Hotpack with greater credibility at external forums. The programme is not just developing speakers — it is developing leaders who think clearly, communicate powerfully, and influence outcomes at every level of the organisation.

Mentorship & Reverse Mentorship Programme

Hotpack has formalised its Mentorship Programme — pairing emerging talent with experienced leaders through a structured, guided mentoring relationship. Mentors share professional insight, career wisdom, and organisational navigation skills that cannot be taught in a classroom. Mentees receive honest guidance, expanded networks, and the confidence that comes from knowing a senior colleague is genuinely invested in their success.

Performance Management and Career Development Reviews

Performance and career development reviews were conducted for 95% of all employees as part of Hotpack’s refreshed management framework. Reviews are forward-looking: they assess achievements, identify skill gaps, explore growth aspirations, and establish concrete development goals connecting individual ambition to organisational strategy.

This year also saw the completion of a comprehensive Job Description and KPI standardisation programme across all functions — ensuring every employee understands precisely what success looks like in their position and how their contribution connects to Hotpack’s broader goals. 70% of employees now have structured Individual Development Plans (IDPs), co-created with their line managers and reviewed throughout the year.

Senior Leadership Development

Our senior management team received 8 full-day dedicated training sessions in 2025 — immersive experiences covering strategic leadership, sustainability management, organisational decision-making, and change navigation.

25

Training sessions per plant annually

78 hours

Total number of training hours conducted for managers

40 hours

Total number of training hours conducted for executive / governing body

78 hours

Average training hours for full-time employees

*The training details are inclusive of Health and Safety, Product Quality, Digital Literacy, Sustainability and HR and governance-related training.

Investing in 30 Career Journeys

During 2025, Hotpack sponsored 30 employees to complete external career advancement courses at accredited institutions, supporting their continued professional growth and development.

Empowering People Through Connection and Culture

In a market shaped by rapid regulatory change and rising demand for sustainable solutions, the knowledge and confidence of our customer-facing functions is one of Hotpack's most critical competitive assets. In 2025, we elevated our training beyond product briefings into an intelligence-led programme that equips our employees to engage customers as genuine consultants — better informed, more trusted, and more capable of creating long-term value.

Food Packaging Regulations & Compliance

Equips sales, production, and QA functions across all sites with current knowledge of FDA, EU, UAE, and GCC food-contact standards, including migration limits, labelling, halal compliance, and export documentation. This enables teams to answer compliance queries on the spot and position Hotpack as a trusted regulatory partner.

Consumer Trends & Sustainable Packaging Innovation

Briefs commercial and product functions on 2025 consumer shifts, including plastic-free and low-carbon preferences, sustainability certifications, e-commerce packaging, and digital transparency (QR, traceability) — alongside innovations like plant-based polymers, compostable and mono-materials, and lightweighting, framing sustainability as a commercial advantage.

Product & Raw Material Knowledge

Deepens technical fluency for sales, e-commerce, and customer service functions across PE, PP, PET, aluminium foil, biodegradable composites, and paper. This enables employees to match materials

to application needs (shelf life, temperature, moisture, regulation) and articulate genuine sustainability credentials without greenwashing.

Key Account Management & Strategic Engagement

A new programme for senior commercial employees managing strategic accounts, building skills in account planning, business reviews, opportunity mapping, negotiation, and coordinated management of complex multi-geography relationships. This helps move conversations from price to partnership.

Digital Commerce & E-Commerce Excellence

A dedicated programme for online sales teams covering digital product presentation, customer-experience optimisation, SEO, review management, fulfilment logistics, and e-commerce data analytics. This builds a core capability as online purchasing grows across B2B and B2C. Together, these programmes ensure Hotpack's people approach every customer interaction with technical credibility, commercial insight, and genuine pride — turning knowledge into trust, and trust into lasting partnership.

Career Development and Advancement

Hotpack believes that every individual who joins Hotpack deserves not just a job, but a pathway — a clear, supported, and meaningful journey of professional advancement that grows alongside their ambitions and contributions. We have made the most significant structural investment in career progression in Hotpack's recent history, introducing new frameworks, new tools, and new cultural practices that make internal growth a visible and accessible reality for every member of our workforce.

Structured Career Development Framework

The foundation of Hotpack's career progression agenda is a comprehensive, organisation-wide Career Development Framework, a structured system that maps every role in the organisation to a defined career ladder, with transparent criteria for advancement at each level. For the first time, employees across all functions and sites can see exactly where their current role sits within the broader organisational structure, what the next step on their career pathway looks like, and what competencies, experiences, and performance standards are required to reach it.

This transparency is transformative. It replaces informal, opaque promotion processes with a consistent, merit-based system that every employee can trust. It ensures that career conversations between managers and their teams are grounded in clear, shared expectations rather than subjective

impressions. And it sends a powerful cultural message: at Hotpack, ambition is not just tolerated — it is supported, guided, and rewarded.

Job Description and KPI Standardisation

A critical enabler of fair and effective career progression is role clarity — and Hotpack has completed a comprehensive Job Description and KPI Standardisation Programme across all functions globally. Every role now has a precisely defined scope, a clear set of accountabilities, and measurable Key Performance Indicators that provide both the employee and their manager with an objective basis for performance assessment and development planning.

This initiative eliminates one of the most common sources of workplace frustration: ambiguity about what is expected. When expectations are clear, employees can focus their energy on delivering against them rather than navigating uncertainty. When performance is measured consistently and transparently, promotion decisions earn the respect and confidence of the entire organisation — not just the individuals directly involved. The standardisation of JDs and KPIs is therefore not just an HR management initiative; it is a foundation stone of the culture of fairness and trust that Hotpack is committed to building.

Individual Development Plans — Personalised Growth Pathways

In 2025, 70% of Hotpack employees have a structured Individual Development Plan (IDP) in place — co-created between the employee and their line

manager through a guided, forward-looking conversation that considers career aspirations, current strengths, development gaps, and the learning experiences most likely to bridge them.

Each IDP sets out short-term development actions, medium-term capability goals, and longer-term career ambitions — and is reviewed and updated at regular intervals to ensure it remains relevant and responsive to changing circumstances. Employees with IDPs consistently report higher levels of engagement, a stronger sense of organisational belonging, and greater confidence in their career trajectory. In 2026, Hotpack has set a target of 85% IDP coverage — a commitment that will bring personalised career guidance to the vast majority of our global workforce.

Merit-Based Promotion Policy

The integrity of career progression depends entirely on the fairness of promotion decisions. Hotpack formalised and embedded a Merit-Based Promotion Policy that establishes clear, consistent, and transparent criteria for internal advancement across all functions and levels. Promotions at Hotpack are determined by a structured assessment of performance track record, demonstrated competency against the role's requirements, alignment with Hotpack's values, and readiness for the responsibilities of the next level.

The policy removes subjectivity from promotion decisions and replaces it with evidence. It ensures that high performers in every corner of the organisation — regardless of function, nationality, gender, or tenure — have an equal and visible opportunity to advance. A full 25% of open roles were filled through internal

promotions and lateral moves — a figure that reflects not just the effectiveness of our talent development programme, but the depth of the pipeline we are building.

Personal Development and Career Growth Workshops

Hotpack introduced a series of structured Personal Development and Career Growth Workshops — facilitated sessions designed to equip employees with the self-awareness, goal-setting skills, and career navigation capabilities needed to take active ownership of their own professional journey.

The workshops covered practical career planning methodologies, personal strengths identification using validated assessment tools, goal-setting frameworks that bridge personal ambition and organisational opportunity, and skills gap analysis techniques that help employees identify exactly where to focus their development energy. Participants left each session with a clearer picture of where they want to go, a more honest assessment of where they currently stand, and a practical action plan for closing the gap between the two.

Growth Chart Workshops — Aligning Personal Ambition to Organisational Vision

Hotpack's Growth Chart Workshops are one of the most distinctive elements of our career development offering. These facilitated, collaborative sessions bring employees together with their managers and HR partners to map their individual career trajectories against Hotpack's long-term organisational vision — creating a visible, shared understanding of how personal growth and business growth are fundamentally intertwined.

Each participant builds a personalised growth chart that plots their current position, their desired career destination, and the developmental milestones that connect the two. These charts become living documents — updated at regular intervals to reflect new achievements, evolving aspirations, and shifting organisational opportunities. By making career growth visible and structural rather than vague and aspirational, Growth Chart Workshops transform the experience of working at Hotpack from a job into a journey.

External Career Advancement Sponsorship

Hotpack's belief in career development extends beyond the boundaries of internal programmes. Thirty employees received full sponsorship from Hotpack to complete external career advancement courses at accredited academic and professional institutions. These courses ranged from technical certifications and professional qualifications to management programmes and sustainability credentials.

Hotpack's sponsorship covers course fees, study materials, and — where applicable — the necessary time flexibility to enable employees to succeed academically without compromising their professional responsibilities. This investment is one of the most tangible signals Hotpack can send to its workforce: that we see your potential, we believe in your future, and we are willing to invest real resources in making that future possible.



Building Our Culture: Employee Engagement

At Hotpack, a workforce of over 4,500 employees drawn from 33+ nationalities is not simply a headcount; it is the culture that runs our 25 manufacturing facilities. Employee engagement is how we keep that culture cohesive, motivated, and connected across geographies, languages, and job functions. Operating under the umbrella of Hotpack Happiness, our 2025 engagement calendar spanned competitive sports leagues, cultural festivities, and community celebrations, reaching blue-collar operators, office employees, and management alike. The objective is consistent throughout: to build belonging, recognise contribution, and reinforce the sense that everyone, from the shop floor to the boardroom, is part of one team.



Season 4

Hotpack Happiness sports league
fourth consecutive year

10+ events

Engagement & cultural activities
across UAE sites in 2025

33+

Nationalities celebrated across
the engagement calendar

Hotpack Happiness– Our Engagement Umbrella

Hotpack Happiness is the overarching programme under which all employee wellness and engagement activities are organised, giving a single, recognisable identity to everything from health screenings to sports tournaments and festive celebrations. In 2025, its fourth season placed particular emphasis on inclusive participation: events were designed so that employees at every level and in every role could take part, whether as competitors, supporters, or organisers. The Global Step Challenge, a 60–day activity drive that drew 681 participants from 16 countries, also ran under Hotpack Happiness in 2025.

Sports & Tournaments

The centrepiece of the 2025 engagement calendar was Happiness Season 4, a multi-discipline sports series that ran from October through December across venues in the UAE. The series combined team and individual disciplines to encourage broad participation, culminating in a grand finale that celebrated talent and togetherness across the organisation

Date	Event	Highlights
5 Oct 2025	“Super Sixers” Cricket	Held in Al Madam, bringing employees together for a day of teamwork, sportsmanship, and fun.
11 Oct 2025	“Battle of 4’s” Cricket	Held at Bright Riders School, DIP — celebrating the thrill of shots, teamwork, and sportsmanship.
19 Oct 2025	Sports Competitions	Carrom, badminton, volleyball, chess, and basketball at Greenfield International School, DIP.
2 Nov 2025	Football & Penalty Shootout	A spirited evening of competition at DIP 1, with the penalty shootout adding extra thrill.
16 Nov 2025	Cricket Finale	Held at Ajman MCC Ground, UAQ emerged champions for the third consecutive year.
14 Dec 2025	Season 4 Grand Finale 9to9 Champions Arena	Grand finals of badminton, carrom, volleyball, chess, and tug of war at Greenfield International School, with employees from across the UAE.



Cultural Festivities

Reflecting a workforce of 33+ nationalities, Hotpack's 2025 calendar celebrated diverse cultural and national occasions, creating opportunities for employees to share their traditions and making inclusion a part of everyday workplace culture.



Onam Festivities

On 6 September 2025, Hotpack celebrated Onam at many of its locations, bringing employees together through traditional games, festive activities, and special sweets. The celebrations created a lively, welcoming atmosphere that encouraged teamwork, cultural appreciation, and stronger connections among employees, while highlighting the importance of diversity and togetherness in the workplace.



UAE National Day

On 29 November 2025, Hotpack proudly celebrated UAE National Day, honouring the nation's rich heritage, unity, and achievements. Employees came together to enjoy festive activities, cultural performances, and traditional treats, creating a lively and joyful atmosphere in recognition of the country that hosts our headquarters and largest operations.



Christmas Celebration

Hotpack celebrated Christmas 2025 with warmth and togetherness across facilities, where employees joined Management to cut the Christmas cake as one team. The celebration was made more special by the presence of Miss Santa, who visited departments distributing chocolates and cake, spreading cheer and festive smiles throughout the workplace.

Iftar Gatherings 2025

During Ramadan 2025, alongside Hotpack's extensive community Iftar drives, the organisation hosted internal Iftar gatherings to bring its own workforce and their families together in the spirit of the holy month.



Blue-Collar Iftar Gathering — DIP 1

On 16 March 2025, Hotpack organised a special Iftar gathering at DIP 1 for blue-collar employees, reflecting its commitment to a caring and inclusive workplace. The event allowed employees to come together, share a meal, and celebrate the spirit of the holy month in a warm and welcoming environment, while recognising their hard work and dedication and strengthening team spirit, appreciation, and unity across the organisation.



Dubai Iftar Party - Employees & Families

On 17 March 2025, Hotpack held a special Iftar event for management, employees, and their families, bringing everyone together to celebrate the spirit of Ramadan. The gathering provided an opportunity to share a meal, strengthen bonds, and foster a sense of unity and appreciation across the organisation.

Celebrating Our People: Awards and Recognition

Recognition complements engagement by reinforcing a culture where employees feel valued for their contributions. In 2025, Hotpack strengthened this commitment through the CEO's Excellence Awards, formally recognising individuals and teams whose achievements exemplify the company's values of safety, sustainability, innovation, and operational excellence.



GLOBAL EXECUTIVE MEET

GLOBAL EXECUTIVE MEETING (GEM)

The recognition calendar opened with the Group Executive Meeting (GEM), a two-day global leadership meeting hosted at JA Resorts & Hotels, UAE, where senior executives and managers connected, shared ideas, and aligned on our Vision 2030 priorities of innovation, sustainability, and excellence. This leadership alignment set the tone for the formal recognition that followed.



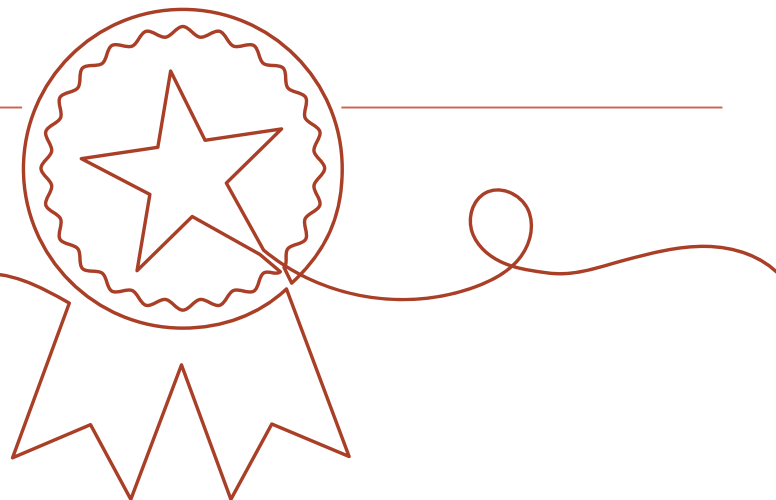
CEO's Excellence Awards

CEO's Excellence Awards 2025

At the inaugural CEO's Excellence Awards, Hotpack celebrated 27 outstanding individuals and teams whose contributions to innovation, leadership, and operational excellence stood out across the organisation. The awards spanned categories covering safety, sustainability, innovation, and lifetime achievement, alongside numerous special mentions recognising contributions beyond the formal categories.

27 Individuals & Teams Recognised

15 Award Categories & Numerous Special Mentions



Award categories

The 2025 awards recognised excellence across the full breadth of Hotpack’s operations — from the shop floor and warehouse to sales, branch management, and corporate functions:

The breadth of categories is deliberate: by recognising safety, compliance, sustainability and warehouse and fleet performance alongside sales

and management achievement, the awards signal that excellence at Hotpack is defined as much by operational discipline and frontline contribution as by commercial results. Numerous special mentions beyond these categories extended recognition further across the workforce.



2025 CEO's Excellence Award categories

- | | | |
|-----------------------------|-----------------------------|--------------------------------|
| 01
Safety Champion | 02
Compliance Excellence | 03
Intrapreneur of the Year |
| 04
Fleet Excellence | 05
Warehouse Excellence | 06
Rising Hotpackian |
| 07
Unwavering Commitment | 08
Best Woman Employee | 09
Best Retail Outlet |
| 10
Best Sales Manager | 11
Best Branch Manager | 12
Best Branch |
| 13
Best Employee | 14
Best Department | 15
Best Manufacturing |

Employee Benefits

At Hotpack, the well-being of our employees remains our highest priority — and in 2025 we deepened that commitment by evolving from a strong foundation of core protection into a broader, more inclusive benefits ecosystem. We believe that a workforce which feels genuinely secure, supported, and cared for is one that can focus on its

work with confidence and build a long-term future with the organisation. Across our workforce of 4,500+ employees representing 33+ nationalities, our benefits framework is designed to support our people at every stage of their working lives and personal journeys.

100%

Health & Life Insurance
Entire global workforce

1:1

Gender Pay Ratio
Equal pay, equivalent grades

60

Days Maternity Leave
45 full pay + 15 half pay

50

Employees Aailed Paternity Leaves
Fathers supported in 2025



Health, Insurance, and Financial Security

Hotpack provides comprehensive life and health insurance coverage to 100% of its workforce, ensuring financial security and peace of mind for all employees. This benefit is extended equally across corporate offices and manufacturing facilities, reflecting the company's commitment to protecting the well-being of every employee.

In 2025, we also reinforced our commitment to fair and transparent rewards. Hotpack maintains a 1:1 salary ratio between male and female employees in equivalent roles, a clear and measurable expression of pay equity across the organisation.



Family and Parental Support

Hotpack remains committed to supporting employees through important life milestones by providing comprehensive leave benefits that promote family well-being and work-life balance. Female employees are entitled to 60 days of maternity leave, 45 days at full pay and 15 days at half pay, ensuring both financial security and time to care for their newborns. In 2025, paternity support expanded significantly, with 50 employees availing paternity leave, reinforcing our belief that parenting is a shared responsibility. In addition to parental leave, employees are provided with annual and sick leave, enabling them to maintain their health, well-being, and personal commitments.

Employees returning from parental leave are supported through a structured reintegration process involving the employee, their line manager, and HR. This approach helps ensure a smooth transition back to work, maintains role continuity, and supports ongoing career development, enabling employees to balance family responsibilities without compromising professional growth.

60 DAYS MATERNITY LEAVE

45 days at full pay	15 days at half pay
---------------------	---------------------

Engagement Approach	2025
Employees who availed parental leave (maternity and paternity)	55
Employees who returned from parental leave	55
Employees retained 12 months after availing parental leave	52
Parental Leave Retention Rate	95%

Employee Grievance Management

Effective grievance management remains essential to maintaining a positive working environment and reinforcing organisational trust. Hotpack ensures that employee concerns are addressed promptly and fairly, empowering our people to speak openly and contribute to continuous improvement. In 2025, we continued to operate and strengthen our online feedback and grievance platform, streamlining communication and enabling the efficient, transparent, and confidential resolution of issues. This mechanism is reinforced by multiple feedback channels and our periodic function town halls, ensuring that every employee has a clear and accessible route to raise concerns and be heard.

Through this integrated and evolving benefits framework, Hotpack continues to advance the Social pillar of its sustainability strategy — protecting the health, financial security, family welfare, and inclusive well-being of every member of its global workforce.

Freedom of association and collective bargaining

Hotpack respects the right of all employees to freedom of association and collective bargaining, in line with the core conventions of the International Labour Organisation (ILO) and our own Collective Bargaining Policy. We extend the same expectation to our suppliers through the Supplier Code of Conduct.

We operate primarily in the United Arab Emirates and the wider GCC, where the legal framework for formal trade-union representation differs from that in other regions. Where formal union structures are not part of the local legal framework, we provide equivalent channels for worker voice and representation, including employee forums and councils, town-hall meetings, periodic engagement and surveys, an always-open online grievance platform, and a confidential Speak-Up whistleblowing channel that protects employees from retaliation. Feedback from these channels is reviewed by management and informs decisions affecting working conditions.



Employee Insights and Satisfaction Survey

Listening to our employees is fundamental to how Hotpack improves. Under the Social pillar of our ESG framework — and specifically our commitment to sound labour practices and employee engagement — we treat employee feedback not as an annual formality, but as a continuous, structured intelligence

system that directly shapes the decisions of our People & Culture team. In 2025, Hotpack conducted its most comprehensive Employee Engagement and Satisfaction Survey to date, capturing authentic feedback on the daily workplace experience, leadership, culture, and growth.

1,504

Survey Respondents
through Online

Across the operational footprint

83.4%

Favourable ratings

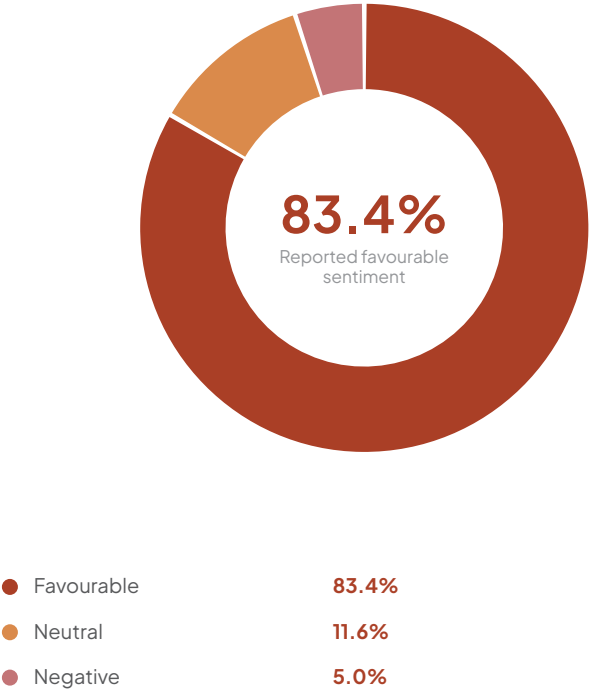
Only 5.0% negative sentiment

91.3%

Top Score: Role Clarity

Strongest dimension

OVERALL SENTIMENT DISTRIBUTION — 2025



Overall sentiment distribution from the 2025 Employee Engagement Survey (n = 1,504).

Participation and Approach

The 2025 survey gathered responses from 1,504 employees, providing a statistically meaningful view of sentiment across our operational footprint. It was deliberately designed around the employee lifecycle, evaluating experience across five core dimensions: role clarity and resources; managerial effectiveness and fairness; culture, belonging, and safety; recognition and growth; and overall workplace experience.

Each dimension was assessed through structured questions, supplemented by open-text fields inviting employees to describe — in their own words — the best aspects of working at Hotpack and the areas they most want to see improved. Over 1,000 employees chose to contribute qualitative feedback, a strong indicator of a workforce that feels genuinely able to speak openly.

FIVE CORE DIMENSIONS

- 01 Role clarity and resources
- 02 Managerial effectiveness and fairness
- 03 Culture, belonging, and safety
- 04 Recognition and growth
- 05 Overall workplace experience

What the Results Tell Us

The 2025 survey returned an overall favourability score of 83.4%, with only 5.0% of responses expressing dissatisfaction. This is a healthy and encouraging result that reflects a fundamentally positive employee experience — and, importantly, it gives us an honest, actionable baseline from which to keep improving.



FAVOURABILITY BY DIMENSION — 2025



Favourability scores across surveyed dimensions, ranked from strongest to highest-priority focus area.

Strengths Focus areas Highest priority

Our clearest strengths

Our highest scores lie in the everyday human experience of working at Hotpack:

- Role clarity was the standout at 91.3% favourable, with only 2.0% negative sentiment, clear evidence that our investment in standardised job descriptions and KPIs is being felt directly by employees.
- Team cooperation (88.5%), respect and fairness from managers (88.3%), and a sense of belonging (88.0%) all scored strongly, confirming that the day-to-day interpersonal climate across our teams is genuinely healthy and collaborative.

Where Employees See Opportunities

The areas employees identified for improvement reveal a clear and consistent pattern. We report them transparently, because acknowledging them honestly is the first step to acting on them:

- Recognition and appreciation (75.0%) received the lowest favourability and the highest dissatisfaction (9.9%).
- Workload and work-life balance (75.4%) showed the largest share of “neutral” responses (17.6%), pointing to a significant group of employees who are not dissatisfied, but not yet positively engaged.
- Growth and advancement opportunities (76.1%) completed the three areas scoring below 77%.

At Hotpack, we believe employee feedback only has value when it leads to meaningful action. We listen to understand, act to improve, and report transparently on our progress, ensuring our people see that their voices help shape the workplace.

From Insight to Action

A survey that does not change anything is merely an exercise in measurement. Hotpack translated the 2025 findings directly into action:

01

Strengthening recognition:

Discussions during the opening ceremony highlighted the importance of employee recognition, reinforcing the case for the CEO’s Excellence Awards and informing the development of a broader, more frequent recognition framework for 2026.

02

Supporting career growth:

We rolled out specialised learning and development modules aligned to career progression, expanded Individual Development Plan coverage, and reinforced structured career conversations within the annual performance cycle.

03

Reducing friction and improving balance:

We streamlined internal digital tools to reduce administrative burden — a direct response to workload feedback — and continue to review staffing and workflow at the team level.

04

Improving communication:

We established periodic function-level town halls to maintain transparent, two-way communication and ensure employees see how their feedback influences decisions.

By reporting our results honestly — celebrating genuine strengths while naming the areas we are working to improve — Hotpack demonstrates that employee feedback is taken seriously as a driver of governance, retention, and continuous improvement. This is the standard of transparency to which we hold ourselves, and it is the foundation on which lasting trust between an organisation and its employees is built.



Talent Retention and Turnover

Employee retention is one of the most reliable indicators of organisational health. A workforce that chooses to stay is one that feels valued, supported, and able to grow — and turnover, when tracked honestly and analysed with care, reveals where our people strategy is working and where it must continue

to evolve. In 2025, Hotpack delivered a strong retention performance, reflecting the combined effect of sustained investment in engagement, recognition, well-being, and career development under the Social pillar of our ESG framework.



9.58%

Turnover Rate 2025

Below the 10–15% target

54%

Aged Under 30

Share of total turnover

95%

Career Reviews Completed

A key retention driver

A strong retention record

Hotpack recorded an organisation-wide employee turnover rate of 9.58% in 2025, slightly below our internal target range of 10–15%. This rate covers our entire workforce, spanning both office-based and plant-based employees. We attribute this outcome not to chance, but to the deliberate strengthening of the employee experience across the year, from clearer career pathways to a richer programme of recognition and well-being.

This result is especially significant in context. 2025 was a year of accelerating growth, with 820 new colleagues welcomed into the organisation. Sustaining strong retention during a period of rapid expansion is a demanding test of any people strategy — and the 9.58% outcome demonstrates that Hotpack is growing without sacrificing the stability, continuity, and institutional knowledge that underpin operational excellence.

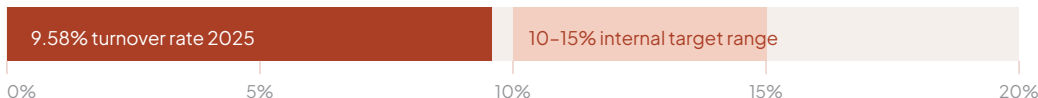
Turnover, for Hotpack, is not simply a figure to be minimised — it is a signal to be understood, and a measure of how well we honour our commitment to our people.

What drives our retention

The strong retention achieved in 2025 reflects a comprehensive people strategy, with each initiative reinforcing the others to create a supportive and engaging workplace.

- 1 Career clarity and development. With 95% of employees receiving performance and career-development reviews, and 70% supported by Individual Development Plans, our employees increasingly see a defined and supported path forward at Hotpack.
- 2 Recognition. The introduction of the inaugural CEO's Excellence Awards began to formalise the acknowledgement of contribution — a proven driver of loyalty and retention.
- 3 Engagement and belonging. The Hotpack Happiness programme, cultural celebrations, and inclusive engagement initiatives strengthen the sense of connection that makes employees want to stay.
- 4 Well-being and care. Universal health and life insurance, family-friendly benefits, and an extensive preventative-health programme signal a genuine, tangible investment in our employees' lives.

TURNOVER RATE AGAINST INTERNAL TARGET RANGE



70%

Individual Development Plans

820

New colleagues welcomed

Understanding our workforce

Hotpack is, at its core, a manufacturing organisation, and our workforce is made up of two distinct populations whose employment patterns differ. Our office-based workforce comprises professional, technical, administrative, and managerial employees, while our plant-based workforce is engaged in production and operations. Operational mobility is naturally influenced by production cycles, project timelines, and seasonal demand, whereas office-based retention is shaped by career-development and engagement drivers.

While we report a single organisation-wide turnover rate, we monitor these two populations separately behind the scenes so that we can understand what drives movement in each and design targeted — rather than generic — retention responses. This dual view helps us interpret our overall rate with greater precision.



TWO POPULATIONS, MONITORED SEPARATELY

Office-based workforce

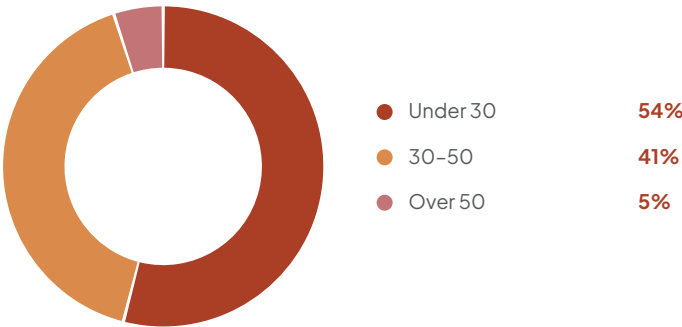
Professional, technical, administrative and managerial employees

Plant-based workforce

Engaged in production and operations

Turnover by age group

Turnover in 2025 was concentrated among younger employees: those under 30 accounted for 54% of departures, employees aged 30–50 represented 41%, and those over 50 made up 5%. This distribution is consistent with broader labour-market patterns, in which early-career professionals are naturally more mobile as they explore opportunities and define their long-term paths. It also provides clear direction for our people strategy: feedback from the 2025 employee engagement survey identified recognition and career development as priorities, particularly among our younger colleagues, and our initiatives are focused on strengthening these areas to support long-term retention.



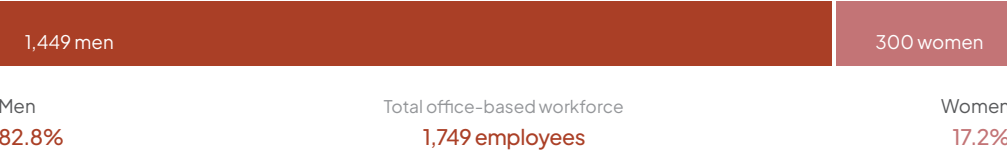
Turnover by age group, 2025 (share of total departures, whole workforce).

Age group	Share of total departures
Under 30	54%
30–50	41%
Over 50	5%
Total	100%

Workforce composition and our approach to gender

As part of our commitment to transparency and inclusion, we monitor the composition of our workforce by gender. Our office-based workforce comprised 1,749 employees in 2025 — 1,449 men (82.8%) and 300 women (17.2%). This reflects the labour-market profile of the manufacturing and industrial sector, in which men have historically formed the majority of the professional and technical workforce, and we are actively working to increase female representation over time through our diversity, equity, and inclusion initiatives.

OFFICE-BASED WORKFORCE BY GENDER — 2025



Office-based workforce by gender, 2025 (proportions).

Given the composition of our workforce, we analyse movement within each gender relative to its own group rather than as a simple ratio, and we will report gender-disaggregated turnover rates alongside our organisation-wide figure as our human-capital reporting systems mature.



An honest look ahead

We monitor and report our retention metrics transparently, recognising that honest measurement is essential to driving continuous improvement. Our retention of high-potential employees stood at 80% in 2025 against a target of 95% — a gap we take seriously. This measure tracks a specific talent segment and is distinct from our organisation-wide turnover rate; retaining our most capable employees is critical to building the leadership pipeline that Hotpack’s continued growth requires.

HIGH-POTENTIAL EMPLOYEE RETENTION — 2025



High-potential employee retention, 2025: 80% actual against a 95% target.

We are responding deliberately, with focused actions for the period ahead:

- Strengthening succession planning and accelerated development pathways for high-potential employees.
- Acting on the recognition and career-growth priorities surfaced by our 2025 engagement survey.
- Deepening structured career conversations and expanding Individual Development Plan coverage towards full reach.

By tracking turnover transparently, analysing it intelligently, and responding to it deliberately, Hotpack ensures that its growth is matched by the stability, continuity, and loyalty that sustain a resilient and forward-looking organisation.

Protecting Health, Safety, and Well-being

At Hotpack, the health and safety of our employees is fundamental to how we operate. Across our 25 manufacturing facilities and a workforce of over 4,500 employees, safety is embedded throughout our end-to-end manufacturing and supply processes. Managing occupational risks is an integral part of running a responsible, resilient, and efficient business. We believe that effective Occupational Health & Safety (OH&S) goes far beyond monitoring injury and incident statistics. It requires a robust management

system, active employee participation, systematic hazard identification, comprehensive risk assessments, and thorough incident investigations embedded into daily operations. This disciplined approach strengthens workplace safety while enhancing operational excellence, product quality, regulatory compliance, and business resilience, reinforcing the trust that employees, customers, and other stakeholders place in Hotpack.

ISO 45001

20 Certificates Covering
25 Facilities

Zero

Fatalities (2025)

100%

Sites with HSE Risk
Assessments



Our Health & Safety Management System

Hotpack’s HSE management system is built on the ISO 45001 framework and operates as a unified, group-wide structure across all manufacturing facilities, warehouses, and offices. The system is not static; it is continuously evaluated through audits, drills, and employee feedback, and updated to reflect emerging risks, regulatory changes, and operational growth.

BUILT ON THE ISO 45001 FRAMEWORK

Robust Policy & Procedures

- A structured Quality, Health, Safety and Environment (QHSE) policy addresses workplace hazards across all sites, and is communicated to employees in English and other relevant languages to ensure clarity across our multilingual, 33+ nationality workforce.
- Regular risk assessments, including OHSE HIRA (Hazard Identification and Risk Assessment), to identify, evaluate, and mitigate potential threats across production, warehousing, and logistics.
- Compliance verified against industry best practices and regulatory requirements through our Integrated Management System (IMS) certification programme.

Proactive Emergency Response & Incident Management

- Well-defined emergency response procedures across all facilities, validated through mock emergency evacuation drills and spill response drills conducted at multiple sites throughout 2025.
- A structured incident reporting and investigation mechanism, including formal incident investigation forms and near-miss reporting, ensures root causes are identified and recurrence is prevented, then and there.
- Readiness plans cover fire safety, chemical spill response, medical emergencies, and other site-specific emergency scenarios.

Investing in Employee Training & Awareness

- Ongoing Health & Safety training for plant operators, machine handlers, and quality teams, reinforcing accident prevention and safe working practices.
- Warehouse Safety Management training delivered across logistics and storage operations, addressing manual handling, forklift safety, and racking/storage hazards.
- Multilingual safety guidelines and signage ensure consistent understanding across our diverse blue-collar workforce.
- Ongoing awareness campaigns embed a culture of shared responsibility for safety at every level of the organisation.



Hazard Identification, Risk Assessment & Environmental Monitoring

Beyond standard safety inspections, Hotpack maintains a comprehensive programme of technical and environmental monitoring across its manufacturing facilities, testing the working environment itself for factors that affect employee health over time, not only acute injury risk.

Monitoring / Assessment	Coverage & Purpose
OHSE HIRA Risk Assessments	Systematic hazard identification and risk assessment across operational areas, forming the foundation of site-level safety planning
LUX (Light Intensity) Monitoring	Independent testing by verified and accredited testing laboratories across manufacturing areas, ensuring adequate illumination for safe machine operation
Workzone Noise Monitoring	Noise quality monitoring tests across production zones to manage occupational noise exposure
Air Quality / Microbial Examination	Microbial examination of air samples to verify air quality standards in production environments
Drinking Water Testing	Routine water quality testing across facilities to safeguard employee health
Infrared Thermography	Thermal imaging surveys of electrical panels and machinery to identify overheating risks before failure
HACCP / HARA Risk Assessment (CCM)	Critical Control Measure risk assessments identifying potential contamination and process risks in food-contact packaging production
Medical Examinations	Employee medical reports and health monitoring, particularly for roles with elevated occupational exposure

This monitoring programme reflects Hotpack’s recognition that, as a food packaging manufacturer, employee health, product hygiene, and food safety compliance are interconnected – environments that are safe for our employees are also environments that protect the integrity of the products we manufacture.



Emergency Preparedness in Practice

Throughout 2025, Hotpack conducted a structured calendar of mock emergency evacuation drills and spill response drills across multiple manufacturing sites, testing evacuation routes, assembly point procedures, response times, and cross-functional coordination under simulated emergency conditions. These drills are documented through formal site reports and reviewed to identify procedural improvements.

- 1
- Mock fire and emergency evacuation drills conducted across multiple sites throughout the year, with documented timing, participation, and post-drill review findings.
- 2
- Spill response drills tested employee readiness to contain and manage chemical or material spills safely, minimising environmental and health impact.
- 3
- Incident investigation forms and near-miss reports feed into a continuous improvement loop; every near-miss is treated as a leading indicator and an opportunity to prevent a future incident.
- 4
- Safety violation incidents are logged, investigated, and addressed through corrective action procedures, reinforcing accountability across all levels of the workforce.

Our 2025 Health & Safety Performance

Consistent with our 2024 baseline reporting, Hotpack tracks both lagging indicators (incidents, injuries, lost workdays) and leading indicators (near misses, drills conducted, training hours, audit coverage), recognising that a mature safety culture is measured as much by the quality of prevention activity as by the absence of incidents.

Indicator	2024	2025
Number of Fatalities	Nil	Nil
Number of Safety Incidents	102	109
Number of Workdays Lost due to Injury	50	27
Lost Time Injuries (LTI)	5	7
Lost Time Injury Rate (LTIR)	3.5	2



Risk Assessment Coverage & Certification

Metric	2025 Status
% of operational sites assessed for HSE risks	100%
% of operational sites assessed for environmental risks	100%
IMS Certification (ISO 45001, ISO 14001, ISO 9001)	20 certificates available across 25 facilities
HACCP / Food Safety Risk Assessment (HARA)	In place across all food-contact packaging production lines

Worker trainings on OHSE

In 2025, Hotpack delivered an average of 78 hours of training per employee across health and safety, HR, and sustainability, with QHSE training making up the largest share of that total. Training was conducted across all 25 manufacturing sites, delivered substantially through hands-on emergency and evacuation drills alongside structured HSE modules. Programmes were directed with particular intensity towards our blue-collar workforce, machine operators, material handlers, and others in higher-risk roles, recognising that those closest to the equipment carry the greatest exposure and benefit most directly from repeated, practical safety training. This blend of classroom instruction and live drill practice ensures that safe working procedures are not only understood but rehearsed until they become instinctive.

Our 2025 training programme spanned a structured curriculum designed to strengthen safety culture and embed best practice in workplace safety, quality, and compliance across every function. Together, these initiatives reduce operational risk, raise standards, and protect both our employees and the integrity of the products we manufacture.



01

Health & Safety Training

multiple sessions for plant operators, workers, and quality teams reinforcing workplace safety and accident prevention, including fire and safety mock drills conducted across sites.

02

QHSE Training

covering the safe handling of raw materials, minimising cross-contamination, and ensuring full traceability through the production process.

03

GMP (Good Manufacturing Practices) Training

delivered to production teams to maintain hygiene, prevent contamination, and ensure compliance with international food-safety standards.

04

Warehouse Safety Management Training

addressing manual handling, forklift safety, and racking and storage hazards across logistics and storage operations.

05

Handling & Managing Hazardous Substances

awareness sessions for employees working with chemicals and high-risk materials, reinforcing safe storage, use, and disposal.

06

HACCP Training

equipping quality and production teams to identify and control contamination risks throughout the packaging process.



Underpinning all of this, multilingual safety guidelines and signage ensure consistent understanding across our 33+ nationality workforce, while ongoing awareness campaigns embed shared responsibility for safety at every level, from the shop floor to management. By combining the breadth of this curriculum with the depth of repeated, practical drill experience, Hotpack ensures that its QHSE framework is not a set of documents but a lived, everyday discipline that safeguards employee well-being and the consistent, compliant production of its products.

Strategic Goals & Continuous Improvement

Hotpack's health and safety objectives remain consistent year-on-year, reflecting our commitment to long-term cultural change rather than short-term metric management:

- 1 Achieve zero fatalities and minimise Lost Time Incidents (LTI) across all facilities.
- 2 Minimise road traffic accidents (RTA) associated with logistics and employee transportation.
- 3 Preserve the integrity of facilities and the surrounding environment through proactive infrastructure monitoring, preventive maintenance, and predictive maintenance (including infrared thermography and equipment calibration control).
- 4 Conduct periodic audits and assessments to enhance safety standards across all sites.
- 5 Maintain employee feedback mechanisms to continuously improve workplace safety initiatives.
- 6 Apply a data-driven approach to refine HSE policies, drawing on incident data, near-miss trends, and monitoring results (LUX, noise, air quality, water quality) to direct improvement investment.

As Hotpack continues to expand its manufacturing footprint, our HSE management system will scale alongside it, extending the same monitoring rigour (LUX, noise, air and water quality, infrared thermography) to new facilities from day one of operation, and deepening the integration between our occupational health programmes and our broader QHSE and food safety systems. We remain committed to a workplace where zero fatalities is not an aspiration but the expected standard, supported by a culture in which every employee, from machine operators to management, is empowered to identify and report risk.



Annual Incident Monitoring

At Hotpack, accountability is demonstrated through action. Our Annual Incident Monitoring framework provides a structured, organisation-wide approach to capturing, analysing, and responding to incidents across workplace safety, information security, ethical conduct, and employee relations. Strengthened in 2025, the framework goes beyond reporting by using incident data to identify trends, drive corrective actions, and support continuous improvement. By learning from every incident, we strengthen

operational resilience, improve decision-making, and continually raise the standards of our performance. Our Annual Incident Report covers five key areas: information security, workplace safety, ethical conduct, employee behaviour, and whistleblowing. Each category follows a defined response process, with findings regularly reviewed by senior leadership to identify trends, address root causes, and drive organisation-wide improvements.

Cybersecurity & Information Security

Hotpack recorded zero major cybersecurity breaches across its operations in 2025, reflecting sustained investment in digital governance and security infrastructure. During the year, we strengthened our cybersecurity framework through multi-factor authentication (MFA), real-time system monitoring, enhanced patch management, company-wide phishing simulations, targeted awareness training, and data protection training aligned with GDPR requirements. While this outcome demonstrates the effectiveness of our controls, we remain committed to continuously strengthening our cyber resilience through enhanced testing, endpoint protection, and ongoing employee awareness.

Workplace Safety & PPE Compliance

Maintaining a zero-harm workplace remains central to Hotpack’s operational culture. Across all 25 facilities, our safety monitoring systems proactively identify and address risks before they lead to incidents. In 2025, PPE compliance issues and procedural deviations were promptly corrected through coaching and reinforced safety practices, while increased near-miss reporting reflected a stronger culture of proactive hazard identification. Safety improvements included enhanced PPE checks, revised equipment inspections, updated emergency response procedures, and regular safety drills. In addition, 100% of QHSE personnel received training in GMP, HACCP, fire safety, and emergency preparedness.

	Cybersecurity & IT	0 major breaches	MFA rollout, phishing simulations, and data protection training deployed across all systems.	✓ Fully Secured
	Workplace Safety	100% QHSE trained	PPE compliance enforced. Near-miss reporting system active. Zero fatalities recorded.	✓ Zero Harm
	Ethics & Anti-Corruption	10 Incidents reported	All 10 corruption incidents formally reported, investigated, and actioned through a structured process.	✓ All Resolved
	Conduct & Grievances	10 Grievances resolved	2 harassment cases — both fully resolved. 10 grievances raised and resolved. Anonymous channels maintained.	✓ All Resolved

Ethical Conduct — Anti-Corruption & Integrity Monitoring

Hotpack remains committed to the highest standards of ethical conduct. In 2025, ten corruption-related concerns were raised through our ethics channels, and each was fully investigated; none was substantiated as a confirmed incident of corruption. We view reporting as a sign of a healthy speak-up culture, where employees feel empowered to raise concerns without fear of retaliation. During the year, 75% of our operations underwent corruption risk assessments, with a target of increasing coverage to 90%, while ethics training reached 100% of employees, reinforcing awareness and strengthening our culture of integrity.

Harassment & Workplace Misconduct

Hotpack maintains a zero-tolerance approach to harassment and workplace misconduct. In 2025, two harassment cases were reported, promptly investigated, and resolved through our established grievance and disciplinary procedures, with appropriate corrective actions and follow-up awareness measures implemented. During the year, ten employee grievances were also raised, and all were resolved through our structured grievance process. Confidential reporting channels, including anonymous reporting mechanisms, remain available across all sites to ensure employees can raise concerns safely and without fear of retaliation.

Whistleblowing Mechanisms

In 2025, twelve concerns were raised through our ethics reporting channels, and each was investigated and addressed in accordance with our established procedures, demonstrating the effectiveness of our speak-up culture. No formal protected disclosures (whistleblowing cases) were reported during the year. This reflects both the integrity of our operations and the continued strengthening of a workplace culture where concerns are identified, raised, and resolved through established reporting channels before escalating to formal whistleblowing.

Hotpack’s formal, anonymous whistleblowing system — accessible to all employees across all sites — remains fully operational and is communicated regularly through onboarding, compliance training, and internal communications. The system allows any employee to report suspected violations of law, policy, or ethical standards without fear of identification or retaliation. All submissions are handled by a designated independent team, and every report triggers a documented review process regardless of the nature of the concern.

Human Rights Monitoring

100% of Hotpack’s operational sites underwent formal human rights risk reviews — covering labour rights compliance, working conditions, migrant worker protections, freedom from forced or compulsory labour, and adherence to minimum age standards. Zero child labour incidents and zero forced labour incidents were recorded across all sites and operations.

These outcomes reflect consistent policy implementation, supplier due diligence, and the cultural embedding of human rights as a non-negotiable operational standard. Hotpack’s Human Rights Policy is communicated to every employee at induction, reviewed annually, and reinforced through dedicated training sessions at all levels of the organisation.

Zero-Incident Achievements — 2025		
Cyber Breaches	0	No major incidents
Child Labour	0	Full compliance
Forced Labour	0	Zero violations
Whistleblowing	0	High-trust culture
Compliance Breach	0	All sites compliant

Incident Breakdown By Domain	
Corruption	10
Harassment	2
Safety (Monitored)	0
Grievances	10

Coverage & Compliance Progress		
Human rights site reviews		100%
Operations assessed for corruption risk		75%
Anti-corruption & code of conduct training		100%
Grievance resolution rate		100%
Harassment cases resolved		100%

Driving Continuous Improvement

The true value of Hotpack's Annual Incident Monitoring framework is not in the reporting itself — it is in the continuous improvement that reporting enables. Every incident captured contributed to a richer organisational understanding of where our systems need strengthening, where our culture needs developing, and where our processes need tightening.

The patterns identified through monitoring have directly informed our priorities for the coming period — including the expansion of corruption risk assessments to 90% of operations, the further development of our near-miss reporting culture, the enhancement of our cybersecurity infrastructure, and the continued refinement of our ethics and compliance training programmes. Incident monitoring is not the end of our accountability process — it is the beginning of the next cycle of improvement.

By systematically capturing what goes wrong, analysing why, and responding with structured, sustained corrective action, Hotpack builds an organisation that is not just compliant — but continuously becoming safer, fairer, more transparent, and more worthy of the trust that our employees, customers, and stakeholders place in us.

Key 2025 Improvements



Digital Security

MFA, real-time monitoring, and phishing simulations deployed enterprise-wide.



Near-Miss Culture

Near-miss reporting system matured — hazards flagged and resolved before escalation.



Ethics Controls

Enhanced monitoring, policy reinforcement, and tighter process controls implemented.



Whistleblower Access

Formal anonymous reporting channels active at all 25 sites — zero retaliation incidents.



Human Rights

100% of operational sites reviewed. Zero child or forced labour incidents recorded.



Corruption Risk

75% of operations risk-assessed in 2025. Target: 90% coverage by end of 2026.

Every incident captured in 2025 is a building block of a stronger Hotpack — one that learns faster, responds smarter, and continuously raises the standard of its own governance and culture.

Investing in Employee Wellness

Hotpack’s employees are central to our operations, and their health, fitness, and well-being are a year-round organisational priority. Operating under the umbrella of Hotpack Happiness, our 2025 wellness programme delivered seven structured health screening and awareness initiatives across our facilities, complemented by a global physical activity challenge spanning 16 countries. Together, these initiatives reached over 958 employee touchpoints through preventive screenings, specialist consultations, and awareness sessions, extending coverage to blue-collar workers, office employees, and management alike, in partnership with leading UAE healthcare providers.

958+ Employee Wellness Touchpoints (2025)	7 Health Screening & Awareness Programmes	53 Total Programme Hours
681 Global Step Challenge Participants (16 countries)	285.59M Steps Walked / Run Collectively	208,915 km Total Distance Covered

Preventive Health Screening Programme

Throughout 2025, Hotpack partnered with leading UAE hospitals and healthcare providers to deliver a structured calendar of preventive health screenings — covering cardiovascular health, vision, cancer awareness, and seasonal immunisation — bringing essential healthcare access directly to our facilities, with particular reach into our blue-collar workforce.



2025 WELLNESS CALENDAR

- 21 June** ● **Heart Attack & Stroke Awareness**
100 participants · 2 hours
- 21 August** ● **Annual Health Check-Up — “How Healthy Are You?”**
200 participants · 5 hours
- 13 September** ● **Annual Health Check-Up — “Be Health Aware” UAQ Medical Camp**
150 participants · 5 hours
- 23 September** ● **Annual Heart Check-Up — Happy Hearts**
100 participants · 20 hours
- 28 September** ● **Annual Eye Check-Up — “Eye Feel Good”**
207 participants · 16 hours
- 23 October** ● **Breast Cancer Awareness - “Spirit of Pink”**
91 attendees · 2 hours
- 22 November** ● **Flu Vaccination Drive**
110 participants · 3 hours

21 JUNE 2025

Heart Attack & Stroke Awareness



In partnership with Sheikh Khalifa General Hospital, Hotpack hosted an awareness session covering the causes, symptoms, and prevention of heart attacks and strokes, along with guidance on stress management and long-term wellness habits, equipping employees to recognise early warning signs.

**100 employees participated ·
2 programme hours**

In Partnership with: Sheikh Khalifa General Hospital

21 August 2025, DIP Facility

Annual Health Check-Up "How Healthy Are You?"



Hotpack partnered with 21st Century Medi Care Polyclinic and Life Pharmacy to host a Health & Wellness Check-Up Day, offering basic health screenings and one-on-one consultations, with strong participation from our blue-collar workforce.

**200 employees participated ·
5 programme hours**

In Partnership with: 21st Century Medi Care Polyclinic & Life Pharmacy

13 September

Annual Health Check-Up "Be Health Aware"



A Health & Wellness Screening Day was organised in collaboration with Amina Healthcare Group and Life Pharmacy, offering health checks and consultations to predominantly blue-collar employees, reinforcing Hotpack's commitment to a healthy, positive workplace culture.

**150 employees participated ·
5 programme hours**

In Partnership with: Amina Healthcare Group & Life Pharmacy

21 JUNE 2025

Annual Heart Check-Up Happy Hearts



Marking World Heart Day, Hotpack partnered with NMC Royal Hospital to provide free cardiac screenings, including ECGs, echocardiograms, and one-on-one consultations for employees across Dubai facilities, launching an annual heart-health initiative under Hotpack Happiness.

**100 employees participated ·
20 programme hours**

In Partnership with: NMC Royal Hospital, Dubai Investment Park 1

28 September 2025

Annual Eye Check-Up
"Eye Feel Good"



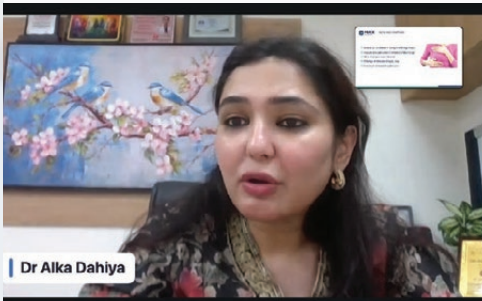
Hotpack partnered with NAAS Opticals to conduct eye check-ups across UAE facilities, providing one-to-one consultations and vision assessments for employees from Abu Dhabi, Sharjah, Al Ain, and NIP, reinforcing the importance of eye health and preventive care.

207 employees participated ·
16 programme hours

In Partnership with: NAAS Opticals

23 October 2025

Breast Cancer Awareness
"Spirit of Pink"



Hotpack partnered with Max Healthcare for the 'Spirit of Pink' webinar, Awareness is Strength: Early Detection and Support for Breast Health, led by Dr Alka Dahiya, Consultant – Surgical Oncology. The session generated strong engagement, with an active Q&A discussion on early detection and screening.

91 attendees · 72 active participants ·
43 Q&A interactions · 2 programme hours

In Partnership with: Max Healthcare

22 November 2025

Flu Vaccination Drive 2025



In collaboration with QIC, Howden Insurance, and Aster Clinic, Hotpack conducted an on-site Flu Vaccination Drive across DIP 1, DIP 2, NIP, and CCF facilities — reaching blue-collar workers, office employees and managers alike ahead of the flu season.

110 employees participated ·
3 programme hours

In Partnership with: QIC, Howden Insurance & Aster Clinic



Hotpack Happiness: Global Step Challenge

Closing out 2025, Hotpack's 60-day Global Step Challenge (November–December) brought together 681 participants from 16 countries under the Hotpack Happiness programme, encouraging physical activity and healthy living across our global workforce. The challenge featured multiple competitive categories, including the Main League, Ladies League, and Managers Sprint, designed to drive inclusive participation across all levels of the organisation.

Metric	Result
Participants	681 employees
Countries	16
Duration	60 days (Nov–Dec 2025)
Total steps logged	285.59 million
Total distance covered	208,915.16 km
Categories	Main League · Ladies League · Managers Sprint
Recognition	Gold prizes of 8g, 6g, 4g, 2g and 1g awarded to top performers



Mission:
Million Steps



208,915 km

TOTAL DISTANCE COVERED

208,915 km is equivalent to walking around the Earth's equator more than five times — a testament to the scale of participation across Hotpack's global workforce.

Giving Back: Our Community Engagement

Community is woven into Hotpack’s identity as a homegrown UAE manufacturer. In 2025, our community engagement programme spanned 11 dedicated initiatives, reaching tens of thousands of people across the UAE through volunteering, charitable distribution, environmental restoration, and inclusive sporting events. From Ramadan meal drives serving thousands of families to mangrove planting that supports the UAE’s 2030 climate goals, our community work reflects a single principle: giving back to the communities that have supported our growth for three decades.



11
CSR Initiatives in 2025

AED 1 million
Invested in CSR initiatives
and various others

198
Hotpack Volunteer
Participants

60,000+
Iftar meals distributed

23,000+
Reached at Lulu Walkathon

30
Mangrove Saplings
Planted (Al Zora)

12+
Charity & Government
Partnerships

Ramadan 2025: A Month of Giving

Ramadan remains the centrepiece of Hotpack's annual community calendar. Across five distinct volunteering drives in March 2025, Hotpack employees partnered with leading UAE charitable institutions, Beit Al Khair Society, Dubai Customs, Ne'ma, GDRFA, Dubai Charity Association, and the Model Service Society, to support Iftar distribution for low-income families, labour camp residents, and the wider community.

Date	Initiative	Volunteers	Hours	Impact
6 Mar	Beit Al Khair Iftar Drive	29	3	30-day Iftar distribution, Al Nahda Ramadan Tent
14 Mar	Dubai Customs Iftar Campaign	32	3	2,000+ meals distributed, Port Rashid
19 Mar	ne'ma 'Valuing Our Roots'	10	3	5,000 boxes donated; 18,400+ food boxes to 5,000+ families
21 Mar	GDRFA Sharing Smiles	3	3	Iftar served to camp residents, DIP 2
24 Mar	MSS Jebel Ali Distribution	30	4	3,000+ individuals served, Jebel Ali Industrial Area 1

COMBINED COLLABORATED RAMADAN REACH

200+
volunteers

60,000
Iftar meals

100,000+
food packages

12
partner organisations

Year-Round Community Spotlights

Beyond Ramadan, Hotpack supported initiatives spanning health awareness, environmental restoration, and inclusive community sport, each reinforcing our commitment to the well-being of the wider UAE community.

23 FEBRUARY 2025, MAMZAR PARK, DUBAI Lulu Walkathon 2025- Walk for Green

Hotpack sponsored and actively participated in the Lulu Walkathon, a flagship UAE community wellness event promoting healthy living and environmental sustainability. Our team engaged directly with attendees at our branded venue, contributing to the event's vibrant, inclusive atmosphere.



23,000+ participants from 127 nationalities · 14 employee volunteers

In Partnership with: Lulu Walkathon

31 JULY 2025 A Breeze of Goodness - Summer Care Campaign

During peak summer heat, Hotpack partnered with the Dubai Charity Association to distribute care packages- cold water, juices, and ice cream- to outdoor workers across Dubai, supporting their well-being during the most physically demanding months of the year.



5,000+ care packages distributed to outdoor workers · 3 employee volunteers

In Partnership with: Dubai Charity Association

20-30 AUGUST 2025 (10-DAY CAMPAIGN)

A Scoop to Beat the Heat - Ice Cream Distribution Drive

In partnership with Igloo by IFFCO, Hotpack distributed ice cream across labour camps, roadside work hubs, warehouses, and facilities in Dubai, Abu Dhabi, Sharjah, Al Ain, and Umm Al Quwain, a small gesture of appreciation for outdoor workers and Hotpack's own frontline teams during the summer's hottest weeks.



5,000+ individuals reached across 5 emirates · 15 employee volunteers

In Partnership with: Igloo by IFFCO Ice Cream

Year-Round Community Spotlights

Beyond Ramadan, Hotpack supported initiatives spanning health awareness, environmental restoration, and inclusive community sport, each reinforcing our commitment to the well-being of the wider UAE community.

20 NOVEMBER 2025

Mangrove Planting Adventure- Al Zora Reserve, Ajman

30 Hotpack volunteers took part in a hands-on mangrove restoration experience, paddling through the reserve in dragon boats and planting saplings that directly support the UAE's 2030 ecosystem restoration and carbon reduction goals.



30 saplings planted · 30 employee volunteers · ≈831.6 kg CO₂ to be absorbed over sapling lifetimes (27.7 kg/sapling)

In Partnership with: Companies for Good

16 NOVEMBER 2025, EXPO CITY DUBAI

Unity Run 2025- Walk/Run for Unity in Diversity

Hotpack sponsored the Emirates NBD Unity Run, an event celebrating inclusivity and accessibility for People of Determination. Our employees took part in the 3km, 5km, and 10km routes, while our interactive booth, featuring a Spin the Wheel activity, engaged thousands of attendees.



5,000+ participants engaged at the Hotpack booth · 24 employee runners

In Partnership with: Emirates NBD Unity Run

2 NOVEMBER 2025, ZABEEL PARK, DUBAI

Aster Heart to Heart 2025- Mega Walking Event

Hotpack joined the grand finale of Aster Volunteers' month-long heart health campaign, bringing families, employees, and volunteers together for a community celebration of wellness. Our mascots and Spin the Wheel activity added to the festive, family-friendly atmosphere.



3,000+ event participants · 8 employee volunteers

In Partnership with: Aster Healthcare

05

Governance

Governance Framework & Leadership Approach	123
ESG Recognition and Performance Rating	125
Corporate Structure & Management Oversight	127
Governance in Practice: Policies and Systems	130
Business Ethics & Code of Conduct	137
Building Compliance through Continuous Learning	142
Risk Oversight and Compliance Management	144
Responsible Supply Chain Practices	146
Responsible Supplier Code	149
Supporting Local Supply Chains	154
Supplier Engagement and Inclusion Framework	156
Digital Transformation, IT Security & Cyber Resilience	159

At Hotpack, we govern well not because regulations demand it, but because we understand that the long-term trust of our employees, customers, investors, and communities is built — brick by brick — through consistent, transparent, and accountable leadership. Our governance agenda matured significantly: moving from the establishment of foundational frameworks to their active, measurable, and deeply embedded application across every tier of our global operations.

As the complexity of our business grows — spanning 25 sites, 33+ nationalities, and markets across multiple regulatory jurisdictions — the sophistication of our governance must grow with it. We strengthened our governance architecture not by adding more policies, but by ensuring the policies we have are lived, enforced, and genuinely understood by every person who acts in Hotpack's name. Strong governance at Hotpack means that ethics are not aspirational — they are operational. And accountability is not selective — it is universal.

Governance Framework & Leadership Approach

At Hotpack, corporate governance is the foundation of how we translate our values into responsible action. We foster ethical leadership, transparent decision-making, and accountability to build lasting trust with our employees, customers, suppliers, communities, and other stakeholders.

Our governance framework aligns with globally recognised standards, including GRI Standards, the UN Global Compact, and UAE regulatory requirements. Through strong policies, clear oversight, and a culture of integrity, we continue to strengthen governance and support sustainable, long-term business resilience.

2025-Highlights of our Corporate Governance Approach



Integrity as Infrastructure

Ethics is the architecture of trust. We treat ethical conduct not as a constraint on business but as the very foundation upon which sustainable business is possible. Our ethics framework encompasses anti-corruption, fair competition, responsible tax practices, data integrity, and the ethical dimensions of emerging technology — recognising that the boundaries of ethical responsibility expand as the complexity of business grows.



Clarity as a Governance Obligation

At Hotpack, transparency is more than disclosure—it is how we operate. We are committed to providing stakeholders with honest, timely, and meaningful insights into our strategy, performance, and progress, including areas where improvement is needed. We believe genuine transparency builds trust by acknowledging both our achievements and the challenges that drive continuous improvement.

Every Voice as a Governance Input

Meaningful stakeholder engagement is fundamental to effective governance at Hotpack. We believe stronger decisions come from diverse perspectives, and we actively engage employees, customers, suppliers, communities, regulators, and investors through accessible and responsive channels. By listening, acting on feedback, and demonstrating accountability, we ensure stakeholder voices help shape our decisions and drive continuous improvement.

Together, these convictions form a governance philosophy that is principled rather than procedural, developmental rather than defensive, and oriented always toward the long-term trust of every person and community that Hotpack touches.

Governance That Learns — Adaptation as Duty

Hotpack's governance approach evolves in response to a changing world. We continuously monitor regulatory developments, emerging risks, stakeholder expectations, and operational insights to strengthen our governance framework. Through proactive planning, structured improvements, and clear accountability, we ensure our governance remains resilient, effective, and aligned with long-term business success.

Remediation as Responsibility — Harm Acknowledged, Harm Addressed

Ethical governance requires us to take responsibility when issues arise. We maintain formal remediation processes to promptly identify, investigate, and address any adverse impacts on employees, communities, or the environment. We view remediation not as reputational protection, but as a core governance responsibility and commitment to accountability.

Collective Knowledge — Governing with Informed Leadership

At Hotpack, effective governance is driven by informed leadership. We invest in developing the expertise of our leadership across ESG, finance, operations, digital transformation, human rights, and sustainability to support responsible decision-making. By strengthening leadership capabilities, we ensure effective oversight and responsible stewardship of our global operations.

Tax as a Civic Responsibility

Responsible tax practices are an important part of our governance approach. We comply with applicable tax laws across all jurisdictions, maintain transparent financial reporting, and reject aggressive tax avoidance strategies. Our approach to tax is guided by integrity, transparency, and accountability, reflecting our commitment to ethical business practices.

Climate-Informed Governance

Climate change is recognised as a material business risk and a governance priority for Hotpack. Our highest governance body oversees climate-related strategy, ensuring climate considerations are integrated into business decisions, risk management, capital allocation, and long-term planning. This approach strengthens our resilience and supports sustainable business growth.



At Hotpack, we believe that sustainable growth is built on a strong foundation of trust, integrity, accountability and respect for people. Responsible governance guides how we conduct our business, make decisions, manage risks and engage with our stakeholders across the markets in which we operate. Our commitment extends beyond compliance to promoting ethical conduct, transparency, responsible leadership and respect for human rights throughout our organisation and value chain. We are committed to fostering an inclusive workplace where diversity is valued, people are treated with dignity and respect, and individuals have the opportunity to contribute, develop and grow. By strengthening accountability and embedding responsible business practices into our decision-making, we continue to build stakeholder confidence, organisational resilience and long-term value for our employees, customers, partners, investors and the communities we serve. We see good governance not simply as a requirement, but as an essential part of building a responsible, resilient and sustainable organisation for the future.

Vyshnavi Byju | Legal Affairs & Sustainability Specialist



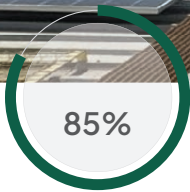
ESG Recognition and Performance Rating

EcoVadis Gold Rating

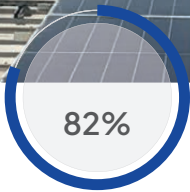
Hotpack Holding and Investment Group achieved an EcoVadis Gold Medal in July 2025, with an overall score of 80/100 — placing us in the 97th percentile globally and within the top 5% of all companies assessed by EcoVadis worldwide. This is our second EcoVadis assessment, and the Gold Medal represents a significant leap in our rated sustainability management maturity.

EcoVadis is the world’s most trusted provider of business sustainability ratings, having assessed over 150,000 companies across 175 countries. Its methodology evaluates organisations across 21 criteria grouped into four themes — Environment, Labour & Human Rights, Ethics, and Sustainable Procurement — using a structured Policies, Actions, and Results framework. Scores are benchmarked against all companies assessed globally in the preceding 12 months, making the percentile rank a true measure of performance relative to peers across industries and geographies. Gold Medal eligibility requires a minimum theme score of 30 across all four areas, with no single theme left unaddressed.

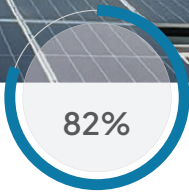
Our 2025 theme scores reflect strong, balanced performance across all four pillars:



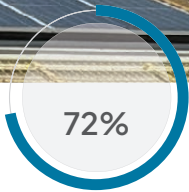
Environment



Labour & Human Rights



Sustainable Procurement



Ethics

The EcoVadis assessment was conducted at the level of Hotpack Holding and Investment Group, the parent entity encompassing all Hotpack operations globally. This group-level rating reflects the consolidated sustainability management systems, policies, and practices applied across our 25 manufacturing facilities and presence in 17 countries.

Dubai Chamber of Commerce ESG Label – Advanced

In November 2025, Hotpack Packaging Industries LLC was awarded the Dubai Chamber of Commerce ESG Label at the Advanced maturity level, with an overall score of 87% of the maximum. The Dubai Chamber ESG Label was launched in 2024 by the Centre for Responsible Business under Dubai Chamber of Commerce, as a structured framework to help organisations evaluate their ESG readiness and maturity against leading local and international standards. The label is valid for one year and is open to any organisation established for at least two years.

The Advanced maturity level recognises organisations that have demonstrated a strong, embedded commitment to sustainability — where ESG practices are not peripheral but integral to core operations. Our performance across the four assessment dimensions was as follows:

A Preparedness & Awareness score of 100% reflects the strength of Hotpack’s sustainability governance infrastructure — our documented policies, leadership commitment, and structured reporting processes. The Environmental score of 83% captures our emissions management, energy efficiency initiatives, water stewardship, and waste reduction practices. The Social score of 81% recognises our human rights framework, workforce health and wellness programmes, community engagement, and diversity and inclusion commitments. The Governance score of 83% validates the robustness of our ethics, anti-corruption, compliance, and board oversight mechanisms.

This is the first cycle in which Hotpack has applied for the Dubai Chamber ESG Label, and achieving the Advanced tier in our inaugural application is a strong baseline from which to pursue the Leader level in future cycles. The independent feedback provided as part of the assessment process — a summary of which is included in this report — also directly informs our improvement roadmap across environment, social and governance dimensions.



Corporate Structure & Management Oversight

Our governance structure

Hotpack Holding and Investment Group is led by a Board of Directors, the organisation's highest governance body, responsible for providing strategic direction, overseeing financial performance, managing risk, and supervising the Group's environmental, social, and governance (ESG) performance. The Board establishes the Group's strategic priorities and oversees executive management in delivering these objectives.

The Board comprises executive leaders with expertise in strategic leadership, global operations, manufacturing, and technology, ensuring informed and effective governance. It is supported by a senior executive management team responsible for leading key business functions, including sustainability, operations, finance, human resources, procurement, legal, information technology, and commercial activities, translating strategic direction into operational execution.

Governance is supported by a comprehensive framework of policies, internal controls, delegated authorities, risk management processes, and regular performance reviews. As a privately held organisation, detailed information on Board composition is not publicly disclosed due to commercial confidentiality. Nevertheless, Hotpack maintains governance mechanisms that ensure ethical leadership, regulatory compliance, effective oversight, and the protection of stakeholder interests.

Appointment to the governance body

As a privately held organisation, Hotpack's Board of Directors is constituted from the Group's shareholder leadership, reflecting the ownership structure of the business. Board members bring extensive experience in strategic leadership, manufacturing, finance, operations, technology, commercial management, and corporate governance, providing the expertise required to guide the Group's long-term growth and sustainable development.

The composition of the Board is reviewed periodically to ensure it continues to align with the Group's strategic priorities, operational requirements, and evolving business environment.

The Board is led by the Chairperson, who provides strategic direction, facilitates effective governance, and oversees the discharge of the Board's responsibilities. Decisions are made collectively by the Board, supported by established governance policies, delegated authorities, internal controls, and enterprise risk management processes. The Group's Conflict of Interest Policy requires the timely disclosure and appropriate management of any actual or potential conflicts of interest, reinforcing integrity, transparency, and accountability in decision-making.

Leadership of the governance body

The Board is led by a Chair who provides strategic leadership, sets the Board's agenda, and oversees the effective discharge of its responsibilities for governance, strategy, and performance. As a privately held organisation, the Chair role is held within the senior executive leadership, reflecting Hotpack's ownership structure and enabling unified, informed decision-making.

To maintain objectivity and accountability, significant decisions are supported by functional expertise and governed through established policies, internal controls, and structured risk and performance review processes. The Group's Conflict of Interest Policy requires the disclosure and appropriate management of any actual or potential conflicts, ensuring integrity and impartiality in decision-making. Hotpack regularly reviews its governance arrangements to ensure they remain effective and aligned with the organisation's evolving needs.

Board Oversight of ESG Impacts

The Board of Directors has ultimate responsibility for overseeing Hotpack's economic, environmental, and social impacts, ensuring that sustainability is integrated into corporate strategy, risk management, investment decisions, and long-term business planning. Climate change is recognised as a material business risk and is overseen as a strategic governance priority.

The Chief Executive Officer is accountable for the Group's sustainability agenda, including oversight of ESG strategy and approval of the Annual Sustainability Report. The CEO is supported by the Sustainability and Corporate Affairs function, which leads the implementation of ESG initiatives, monitors performance, and reports material sustainability risks, opportunities, and progress to executive management and the Board.

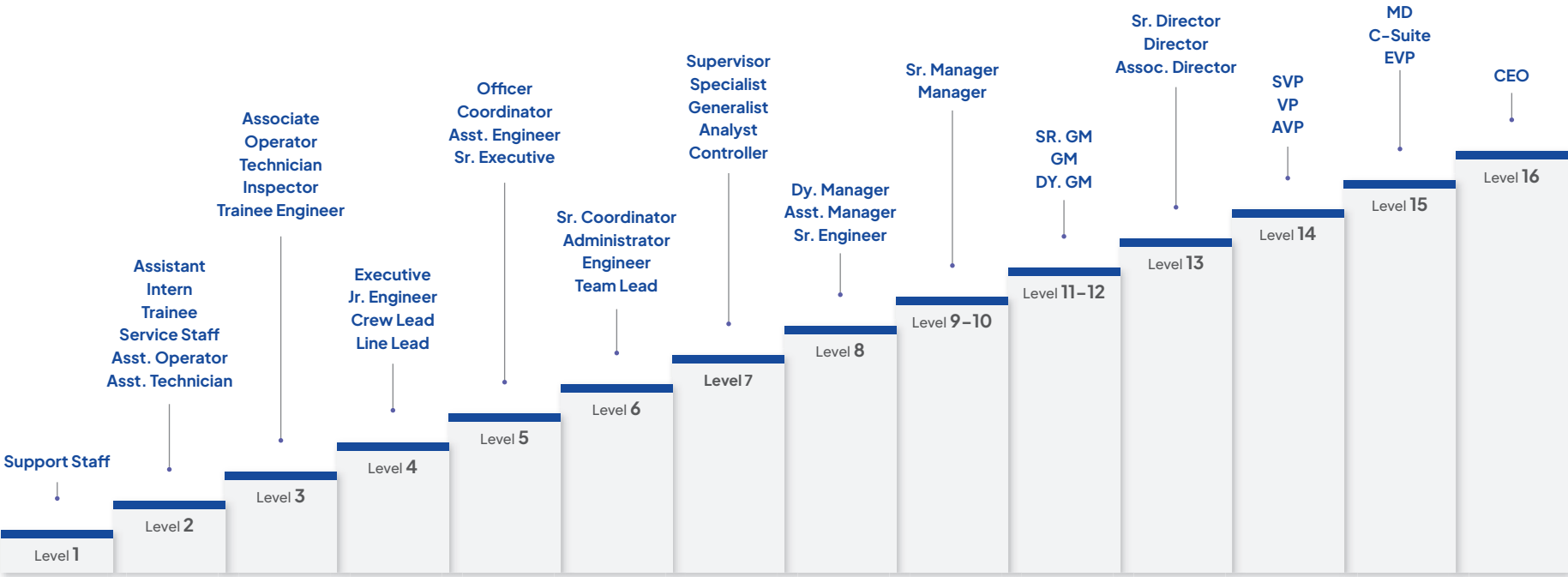
Stakeholder insights and sustainability performance are incorporated into strategic planning and regularly reported to the Board, ensuring that the interests of employees, customers, suppliers, communities, regulators, and investors are reflected in governance and decision-making across the organisation.

The Organisational Growth Ladder

A Governance Architecture

Hotpack operates a structured 16-level hierarchy that spans three distinct bands of organisational responsibility. Each level carries defined role expectations, clear reporting lines, and progressively greater governance accountability — creating a system in which authority is earned through demonstrated competency and integrity, not simply accumulated through tenure.

Organisational Level
Growth Ladder



Tier	Role in Governance & Accountability
Executive & governance authority (highest level, incl. Level 16)	Ultimate responsibility for strategy, governance, risk, and ESG oversight; approval of Group policies and the Annual Sustainability Report
Senior leadership	Group and regional leadership of principal functions; translating strategy into functional objectives; ownership of major risks
Management	Functional and site leadership; implementation of policies, controls, and performance targets
Professional & specialist	Technical, functional, and specialist roles delivering defined responsibilities within established controls
Operational	Front-line and operational roles delivering day-to-day activities to defined standards

Through this structure, Hotpack maintains clear lines of authority and accountability from the Board to the wider organisation, supporting effective oversight of strategy, performance, risk, and sustainability while safeguarding the confidentiality appropriate to a privately held group. The appointment of the Board, the leadership of the Board, and the Board’s oversight of ESG impacts are described in the sections that follow.

Band One: The Operational Foundation — Levels 1 to 7

The Operational Foundation: Governance in Everyday Action

Employees across Levels 1–7 form Hotpack’s operational foundation, translating policies and commitments into daily practice across production, logistics, customer-facing, and administrative functions.

Governance at Hotpack is embedded in everyday work, with effectiveness depending on how employees apply standards related to quality, ethics, safety, human rights, and sustainability.

All employees in these levels complete mandatory training on the Code of Conduct, ethics, anti-harassment, human rights, diversity and inclusion, and health and safety. Progression through the Growth Ladder is merit-based, assessing both behavioural and technical performance.

By integrating governance into training and career development, Hotpack embeds accountability, integrity, and compliance at every level of the organisation.

Band Two: The Management Layer — Levels 8 to 12

The management tier, from Deputy and Assistant Managers (Level 8) to General and Senior General Managers (Levels 11–12), bridges strategic intent and operational execution. These leaders translate organisational priorities into measurable outcomes and ensure consistent application of governance standards across functions and sites.

Managers play a key role in embedding values into daily decision-making, reinforcing ethics, monitoring performance, and driving accountability within teams. In 2025, all managers participated in governance and sustainability training, including ethics refreshers, ESG reviews, and safety updates.

They also oversee performance management, with 95% of employees completing evaluations and development reviews during the reporting period.

Senior managers are accountable for integrating sustainability, risk, ethics, and compliance into site-level operations, ensuring governance is embedded across the organisation.

This approach strengthens the link between governance commitments and operational execution across Hotpack.

Band Three: The Executive and Governance Layer — Levels 13 to 16

Hotpack’s executive tier (Levels 13–16), comprising Directors through the CEO, holds ultimate governance accountability, setting strategic direction and ensuring ethics, risk management, sustainability, and long-term value creation are embedded in decision-making.

The CEO has overall responsibility for the sustainability agenda, including strategy oversight and approval of the Annual Sustainability Report, ensuring alignment between sustainability and business priorities.

The C-Suite and senior executive leadership provide portfolio-level oversight across functions and regions, integrating ESG, compliance, and risk considerations into strategic planning. In 2025, executives completed ESG and governance leadership programmes to strengthen capability.

Directors and Senior Directors translate strategy into functional execution, ensuring consistent implementation of governance and sustainability commitments.

This structure reflects Hotpack’s stewardship model of leadership, ensuring accountability, ethical oversight, and stakeholder-focused decision-making at the highest level.

Governance in Practice: Policies and Systems

At Hotpack, policies express our values and provide a structured framework for responsible decision-making across the organisation.

Our policy framework translates ethical, operational, and regulatory requirements into consistent standards covering ethics, human rights, environmental responsibility, workplace conduct, health and safety, risk management, and compliance.

It is regularly reviewed to reflect evolving risks and sustainability priorities, and is informed by frameworks such as GRI Standards, the UN Global Compact, and Principles on Business and Human Rights.

By embedding clear standards and accountability, the framework supports ethical conduct, compliance, and sustainable business practices.



How the Policy Framework Is Organised

Hotpack's policies are organised across five interconnected pillars — each addressing a distinct but mutually reinforcing dimension of the organisation's governance responsibilities. These pillars are not silos. A decision made under the Environmental pillar has social consequences; a procurement policy under the Operations pillar carries governance implications; a digital ethics policy sits at the intersection of governance, risk, and social responsibility. The five-pillar structure provides clarity of ownership, not separation of purpose.



PILLAR I

ENVIRONMENTAL STEWARDSHIP

At Hotpack, environmental responsibility is embedded in governance due to the scale of our operations and associated environmental impacts and risks.

Our Environmental pillar integrates sustainability into operations, procurement, and risk management, covering water stewardship, circular economy and waste management, emissions reduction, and climate resilience.

Aligned with international sustainability frameworks, this approach ensures environmental considerations are embedded in both strategic and operational decision-making, supporting efficiency, risk management, and long-term resilience.



Policy / Procedure	Scope & Purpose
ESG Policy	The overarching framework integrating environmental, social, and governance considerations into all strategic and operational decisions across Hotpack's global operations
Environment Policy	Sets binding requirements for environmental impact management across all 25 operational sites — covering air emissions, land use, biodiversity, and resource consumption
Energy Management Policy	Governs energy consumption measurement, reduction targets, renewable energy sourcing strategy, and site-level energy performance accountability
GHG Emissions Policy	Establishes Hotpack's approach to measuring, reporting, and reducing Scope 1, 2, and 3 greenhouse gas emissions, aligned with the GHG Protocol
Biodiversity Policy	Defines obligations to protect and restore natural ecosystems affected by Hotpack's operations, sourcing, and facility development decisions
Chemical Management Policy	Governs the safe handling, storage, use, and disposal of chemical substances across all manufacturing facilities in compliance with applicable regulations
Sustainability Policy	The organisation's foundational statement of sustainability intent — linking environmental, social, and governance commitments to Hotpack's long-term business strategy
Water Stewardship Policy	Establishes targets and management standards for water consumption, wastewater treatment, and water risk assessment — reflecting the growing global scarcity of fresh water as a material operational risk
Waste & Circular Economy Policy	Commits Hotpack to systematic waste reduction, material recovery, and the progressive adoption of circular economy principles across product design, manufacturing, and end-of-life management
Carbon Neutrality Policy	Defines Hotpack's pathway to reducing greenhouse gas emissions — including interim milestones, carbon reduction investment priorities, and the organisation's position on the use of offsets
Climate Risk & Resilience Policy	Formalises the governance of physical and transitional climate risks within Hotpack's enterprise risk framework — ensuring that climate-related scenarios are assessed, disclosed, and integrated into strategic planning

PILLAR II

SOCIAL RESPONSIBILITY & PEOPLE

At Hotpack, our people and our respect for human rights are central to how we operate. The Social pillar governs the way we treat our employees, contractors, supply-chain workers, and the communities in which we work — embedding fairness, safety, dignity, and opportunity into everyday decision-making.

This pillar brings together our commitments on human rights, health and safety, diversity, equity and inclusion, fair and equal remuneration, freedom of association, and the prohibition of child, forced, and trafficked labour. It applies not only to our own workforce but, through our Contractor & Third-Party Labour Policy and Supplier Code of Conduct, to everyone who works on Hotpack's behalf.

Aligned with the UN Guiding Principles on Business and Human Rights and the core conventions of the International Labour Organisation, the Social pillar ensures that social considerations are embedded in operational and strategic decisions — strengthening well-being, protecting rights, and building an inclusive, high-trust workplace across all 25 sites and 33+ nationalities.

Policy / Procedure	Scope & Purpose
Human Rights Policy	Embeds the UN Guiding Principles on Business and Human Rights into all employment, procurement, and operational practices — applicable to employees, contractors, and supply chain partners
Health and Safety Policy	Establishes zero-harm as the organisation's non-negotiable safety standard, with mandatory risk assessment, incident reporting, and emergency response protocols across all sites
QHSE Policy	Integrates Quality, Health, Safety, and Environmental management into a unified operational framework — covering GMP, HACCP, and site-level compliance obligations
Customer Health and Safety Policy	Governs product safety, labelling accuracy, food contact compliance, and the organisation's obligations to protect consumer health across all product categories
Diversity, Equity & Inclusion Policy	Defines Hotpack's commitment to building a genuinely equitable workplace — with specific obligations on inclusive hiring, pay equity, representation targets, and anti-bias practice
Non-Discrimination Policy	Prohibits discrimination in any employment decision on the basis of nationality, religion, gender, age, disability, or any other protected characteristic
Freedom of association & Collective Bargaining Policy	Upholds employees' right to freedom of association per ILO core conventions, providing equivalent worker-voice and grievance channels where formal unions are not part of the local legal framework, and requiring the same of suppliers
Living Wage Policy	Commits Hotpack to paying wages that meet the cost of living — not merely minimum legal wages — across all operational jurisdictions
Child Labour Policy	Establishes absolute prohibition of child labour, mandatory age verification, and due diligence obligations extending to the full supply chain



Policy / Procedure	Scope & Purpose
Forced Labour Policy	Prohibits all forms of forced, bonded, or compulsory labour — including practices relating to document retention, recruitment fees, and restriction of movement
Career Growth Policy	Formalises Hotpack's commitment to internal mobility, merit-based promotion, and structured career development pathways for all employees across the 16-level Growth Ladder
Medical Insurance Policy	Establishes minimum standards for employee health coverage — ensuring that every member of the workforce has access to medical care without personal financial barrier
Corporate Social Responsibility Policy	Governs Hotpack's community investment, volunteering, philanthropy, and social impact activities — ensuring CSR is strategic, measurable, and aligned with local community needs
Modern Slavery & Human Trafficking Policy	Requires active due diligence to identify, prevent, and remediate modern slavery risks across Hotpack's operations and supply chains — with annual disclosure obligations
Equal Remuneration Policy	Establishes binding pay equity standards — ensuring that male and female employees receive equal pay for equivalent roles, with regular audit and transparent reporting
Grievance Mechanism Policy	Formalises accessible, confidential, and retaliation-free grievance channels for all employees — with defined response timelines, investigation standards, and remedy obligations
Contractor & Third-Party Labour Policy	Extends Hotpack's labour standards and human rights obligations to contractors, agency workers, and third-party service providers — ensuring that the protections afforded to direct employees are not circumvented through indirect employment

PILLAR III

GOVERNANCE, ETHICS & COMPLIANCE

Hotpack’s Governance Policy defines the principles and standards that guide how the organisation governs itself, ensuring consistent and ethical conduct across all jurisdictions.

It establishes clear frameworks for decision-making, accountability, risk management, escalation, and assurance, supporting effective oversight across complex global operations.

The policy strengthens stakeholder accountability beyond shareholders, reinforces transparency in executive remuneration, and aligns leadership incentives with long-term performance.

It also integrates business continuity and crisis management to maintain operational stability and governance effectiveness during disruption, supporting a structured and resilient governance system.



Policy / Procedure	Scope & Purpose
Corporate Governance Policy	Establishes the principles, structures, and processes through which Hotpack exercises authority, fulfils its obligations to stakeholders, and maintains the accountability of its leadership
Anti-Bribery Policy	Prohibits all forms of bribery and corrupt conduct in Hotpack’s commercial relationships — covering gifts, hospitality, facilitation payments, and relationships with public officials
Anti-Money Laundering Policy	Establishes controls to prevent the use of Hotpack’s commercial activities for money laundering or terrorist financing — with know-your-customer requirements and suspicious activity reporting obligations
Conflict of Interest Policy	Requires disclosure and management of any personal, financial, or professional relationship that could compromise an employee's ability to act in Hotpack’s best interests
Whistleblowing Policy	Provides protected, anonymous reporting channels for employees to disclose concerns about legal violations, ethical breaches, or governance failures — with explicit anti-retaliation guarantees
Risk Management Policy	Defines Hotpack’s enterprise risk identification, assessment, prioritisation, and response framework — covering financial, operational, environmental, reputational, and technology risk
Taxation Policy	Establishes Hotpack's commitment to responsible tax conduct — full compliance with applicable tax law across all jurisdictions, with explicit rejection of aggressive avoidance structures
Confidentiality Policy	Governs the protection of commercially sensitive information, trade secrets, and confidential stakeholder data across all business operations and employee relationships
Integrated Management System	Provides the operational framework for unified implementation of ISO 9001, ISO 14001, and ISO 45001 management standards across Hotpack’s quality, environmental, and safety functions



PILLAR IV

DIGITAL, TECHNOLOGY & INFORMATION

Hotpack’s Digital Pillar positions digital operations as a core element of enterprise risk, performance, and governance. It provides a structured framework for information governance, technology resilience, and the responsible adoption of emerging technologies, including AI. The pillar emphasises secure and ethical data management, protection of critical systems, and transparency, accountability, and responsible technology use. Overall, it enables secure, ethical, and resilient digital transformation aligned with Hotpack’s organisational values and governance standards.

Policy / Procedure	Scope & Purpose
Trade Policy	Governs compliance with applicable import/export regulations, trade sanctions, and customs obligations across all international commercial operations
ESG Investment Policy	Defines the criteria by which Hotpack evaluates and manages its investments, partnerships, and capital allocation decisions through an ESG lens
Stakeholder Engagement Policy	Formalises Hotpack’s obligations to identify, engage, and respond to the perspectives of all material stakeholders — employees, customers, suppliers, communities, investors, and regulators — in a systematic and transparent manner
Business Continuity & Crisis Management Policy	Defines the protocols, responsibilities, and minimum operational standards that enable Hotpack to maintain critical business functions and governance obligations during disruption — whether operational, environmental, technological, or reputational in nature

Policy / Procedure	Scope & Purpose
Data & Cybersecurity Policy	Establishes the technical and behavioural standards for protecting all data assets and digital infrastructure against unauthorised access, breach, or misuse — with specific requirements for access management, encryption, monitoring, and incident response
IT Policy	Governs acceptable use of Hotpack’s technology assets — including hardware, software, network access, cloud services, and digital communication tools — across all employees and contractors
Responsible AI & Digital Ethics Policy	Establishes Hotpack’s governing principles for the development, procurement, and deployment of artificial intelligence tools — addressing transparency, fairness, data privacy, human oversight, accountability, and the prohibition of AI applications that could cause harm to employees, customers, or communities

PILLAR V

OPERATIONAL EXCELLENCE & SUPPLY CHAIN

Hotpack recognises the supply chain as a critical driver of its environmental and social impact, extending governance beyond its own operations to suppliers and partners.

Sourcing decisions are guided by governance principles that consider labour conditions, environmental impact, and community outcomes across the value chain.

The framework strengthens responsible marketing and product communication through accurate and transparent environmental claims, and embeds environmental due diligence into supplier selection and performance monitoring.

These measures extend accountability across the supply chain, aligning sourcing practices with ethical standards and sustainability commitments.

Policy / Procedure	Scope & Purpose
Sustainable Procurement Policy	Establishes binding ESG criteria for supplier selection, contract terms, and ongoing performance assessment — ensuring that procurement decisions advance Hotpack’s sustainability commitments rather than undermining them
Supplier Code of Conduct	Sets the minimum ethical, labour, environmental, and compliance standards required of all Hotpack suppliers — with explicit anti-corruption, human rights, and environmental management obligations
Smart Office and Facilities Policy	Governs the design, operation, and management of Hotpack’s physical workplaces to minimise energy consumption, optimise resource use, and create environments that support employee productivity and well-being
Chemical Management Policy	(Also in Environmental Pillar) — Governs chemical substance handling, labelling, storage, and disposal at operational level with specific HSE obligations for facility managers
Responsible Marketing & Labelling Policy	Governs the accuracy, transparency, and ethical standards of all product marketing, sustainability claims, and packaging labelling — explicitly prohibiting greenwashing, misleading environmental assertions, and unsubstantiated eco-credentials
Environmental Due Diligence Policy	Requires formal environmental risk assessment as part of all significant procurement, partnership, and investment decisions — ensuring that Hotpack’s environmental obligations extend through the supply chain and are not terminated at the point of purchase



Business Ethics & Code of Conduct

Hotpack's Code of Conduct defines the organisation's core ethical standards, guiding behaviour, decision-making, and accountability across all levels.

It goes beyond compliance, addressing both regulatory requirements and day-to-day ethical decision-making across global operations. The Code applies universally to employees, contractors, managers, and leadership, establishing a shared baseline of integrity and accountability.

Grounded in internationally recognised standards, it includes commitments to human rights, ethical labour practices, respectful conduct, and responsible use of data and digital technologies.

Together, these principles provide a governance foundation that strengthens ethical decision-making and aligns operations with global standards of responsible business conduct.

01

INTEGRITY & ETHICAL CONDUCT

We hold every business activity — every transaction, every conversation, every decision — to an unconditional standard of honesty. Integrity at Hotpack is not context-dependent. It does not flex under commercial pressure, soften in unfamiliar jurisdictions, or make exceptions for seniority. We refuse bribery and corruption in every form, disclose conflicts transparently, and act in the organisation's best interests even when no one is watching.

02

CONFIDENTIALITY & DATA PROTECTION

We treat every piece of information entrusted to us — by employees, customers, suppliers, and business partners — with the discretion it deserves. Confidential data is shared only on a legitimate need-to-know basis, stored securely, and never leveraged for personal advantage. In an age where data is among the most valuable assets an organisation holds, protecting it is not merely a legal obligation — it is a form of institutional respect.

03

LEGAL COMPLIANCE

Compliance with applicable law is the minimum standard, not the aspiration. We operate within the full scope of law across every jurisdiction in which Hotpack does business — and where our own ethical standards exceed what the law requires, we apply the higher bar. No commercial objective justifies a violation of law, and no instruction from a superior provides a defence for knowingly unlawful conduct at any level of the organisation.

04

ENVIRONMENTAL STEWARDSHIP

Our business has a measurable impact on the natural environment, and every employee carries a share of the responsibility to manage it. We conserve energy and water, reduce waste at source, follow chemical handling protocols without exception, and proactively raise concerns when environmental standards are not being met. Environmental responsibility is not delegated solely to the Sustainability function — it lives in the daily conduct of every person who works here.



05

HEALTH, SAFETY & WELL-BEING

Every person who arrives at work should leave in the same condition — or better. Physical safety is non-negotiable: we follow protocols, report hazards before they become incidents, and never allow output targets to override personal safety. And we extend our care to mental health and emotional well-being — because a genuinely healthy organisation is one in which people feel safe not just physically, but psychologically.

06

QUALITY & CUSTOMER EXCELLENCE

Our customers trust Hotpack's products to protect food, preserve hygiene, and perform to specification in conditions that matter. That trust is not abstract — it is renewed or broken with every product that leaves our facilities. We do not compromise quality to reduce cost, misrepresent product capabilities to close a sale, or allow a schedule to override a safety standard.

07

FAIR COMPETITION

Hotpack competes on the merit of its products, the quality of its service, and the strength of its innovation — not through practices that undermine the integrity of markets. We comply with applicable competition law in every jurisdiction, prohibit price-fixing, bid-rigging, and market allocation in all forms, and refuse to participate in any commercial arrangement that harms consumers, competitors, or the broader market ecosystem.

08

COMMUNITY & SOCIAL RESPONSIBILITY

The communities surrounding Hotpack's facilities are relationships, not locations. We aim to be a presence that communities benefit from — as an employer of choice, a responsible neighbour, and a meaningful contributor to local economic and social development. We listen to community concerns, minimise the impacts our operations create, and invest in social programmes that generate genuine, lasting value well beyond our commercial footprint.



09

CONFLICT OF INTEREST

A conflict of interest exists when a personal, financial, or professional relationship — real or apparent — has the potential to compromise a business decision. We do not wait for conflicts to crystallise into problems. We disclose proactively, recuse ourselves from decisions where our objectivity could be questioned, and seek guidance when uncertain. The obligation to disclose extends to potential conflicts, not only actual ones.

10

WHISTLEBLOWER PROTECTION

Speaking up about a concern takes courage, and Hotpack commits to making that courage safe. Any employee who raises a genuine concern about unethical conduct, legal violations, or governance failures is protected from retaliation — regardless of who the concern involves, regardless of the investigation's outcome, and regardless of whether the concern is ultimately substantiated. Raising a concern in good faith is never a disciplinable act at Hotpack.

11

HUMAN RIGHTS & DIGNITY

Every individual within Hotpack's sphere of influence — employees, contractors, supply chain workers, and community members — holds rights that are inalienable. We prohibit child labour, forced labour, and human trafficking absolutely. We protect freedom of association and collective bargaining. We ensure that every worker in our operations is treated with dignity, compensated fairly, and works in conditions that meet or exceed internationally recognised labour standards — obligations that extend beyond our own facilities into every tier of our supply chain.

12

DIGITAL RESPONSIBILITY & AI ETHICS

The digital tools and artificial intelligence systems embedded in our operations carry ethical implications that this Code explicitly governs. We use technology responsibly, only for legitimate business purposes, and never to surveil, manipulate, or infringe on the rights of any individual. AI tools must be deployed with transparency, human oversight, and without discriminatory effect. Where technology evolves faster than regulation, our ethical standards fill the gap — proactively, not reactively.



Hotpack’s Code of Conduct is reviewed annually by senior leadership in line with evolving international standards, regulatory requirements, and internal governance learnings.

It is communicated to all employees at induction, reinforced through regular training, and enforced through a structured incident response framework. Confirmed violations lead to corrective action and a review of underlying system factors to strengthen governance and prevent recurrence.



100%
Employees trained on Code of Conduct at induction

100%
Anti-corruption & anti-bribery training coverage

100%
DEI, harassment prevention & human rights training



Building Compliance Through Continuous Learning

Policies define intent, but training ensures execution. At Hotpack, the gap between commitment and practice is addressed through structured capability building across the workforce.

In 2025, nine training programmes were delivered across 25 operational sites, reaching over 4,500 employees of 33+ nationalities. Each programme aligned with Hotpack’s governance framework and GRI Standards, translating ethical, environmental, and compliance requirements into practical, role-specific application.

100% Anti-Corruption Training	100% Code of Conduct Training	100% DEI & Ethics Training	100% Procurement & Safety Training
78 hrs Avg. Training Hours per Employee (1:1 ratio for women and men)	25 Sites with Active Training Programmes	80% Climate & Energy Training Coverage	30 Employees Sponsored Externally

Anti-Corruption, Anti-Bribery & Code of Conduct

All employees underwent mandatory training on Hotpack’s Code of Conduct, anti-corruption policies, and anti-bribery obligations as part of structured induction and annual refresher cycles. Training reinforced zero-tolerance standards across all 25 operational sites and 33+ nationalities.

Diversity, Equity, Inclusion & Harassment Prevention

All employees completed training on workplace diversity, non-discrimination, and anti-harassment standards. Sessions equipped employees to identify, prevent, and report inappropriate conduct, fostering a respectful and psychologically safe work environment across all locations.

Business Ethics & Workplace Conduct

A comprehensive ethics training programme was delivered to all employees at induction, covering ethical decision-making, conflict of interest, confidentiality obligations, and professional conduct standards aligned with the Hotpack Code of Conduct.

Sustainable Procurement & Supplier Standards

All procurement and supply chain employees were trained on Hotpack’s Sustainable Procurement Charter, responsible sourcing criteria, ESG supplier assessment processes, and Supplier Code of Conduct obligations. Sessions covered practical application through LPO and FPO workflows.

QHSE, Safety, GMP, HACCP & Fire Safety

All QHSE personnel across all manufacturing and operational sites completed mandatory safety training covering Occupational Health & Safety standards, Good Manufacturing Practice, HACCP protocols, fire emergency procedures, and PPE compliance.

Sustainability Leadership & Accountability

At Hotpack, governance is embedded in decision-making, accountability, performance management, and risk oversight across the organisation.

It is built on three pillars: leadership accountability, organisational capability, and risk oversight, ensuring sustainability is integrated into strategy, operations, and performance evaluation.

This integrated approach strengthens a proactive and transparent governance culture that translates sustainability commitments into measurable outcomes and long-term value creation.

Advancing Sustainability Through Capability Development

Governance effectiveness depends on the capability of employees to implement it. While policies set expectations, outcomes are shaped by knowledge, judgement, and behaviour.

Hotpack's capability development approach equips employees with sustainability-related skills and awareness, including responsible sourcing, safety, environmental stewardship, and ethical conduct.

By embedding these competencies across the workforce, the organisation strengthens informed decision-making, accountability, and consistent application of governance principles in daily operations.

01

Leadership ESG & Strategic Governance

Eight dedicated full-day sessions were delivered exclusively to senior management, covering ESG strategy integration, sustainability disclosure standards, stakeholder engagement methodology, and governance accountability. A further 30 employees were sponsored for external accredited programmes in sustainability, leadership, and professional development.

02

Human Rights, Dignity & Modern Slavery

An expanded programme covering the UN Guiding Principles on Business and Human Rights, migrant worker protections, freedom of association, and supply chain due diligence obligations. The programme moved beyond awareness to practical application — with scenario-based exercises drawn from real manufacturing and procurement contexts.

03

AI, Digital Ethics & Cybersecurity Awareness

A mandatory company-wide programme covering phishing identification, data protection obligations, multi-factor authentication, and the responsible use of AI tools. The Human Firewall webinar — facilitated by external cybersecurity specialists — reached employees across all geographies through a live interactive format.

04

Climate Action, Waste & Circular Economy

Employees were trained to connect their daily operational decisions to Hotpack's environmental targets — covering energy conservation, waste sorting, water use reduction, and the principles of circular economy in packaging design and procurement. 80% of the global workforce completed the programme in 2025.

These four capability streams together represent Hotpack's most comprehensive internal governance development investment to date. The organisation recognises that an 80% coverage rate on climate training and the absence of full cybersecurity programme completion reflect real delivery constraints across a globally distributed manufacturing workforce — and has committed to closing both gaps through adapted delivery methods in 2026.

Risk Oversight and Compliance Management

Effective governance requires the ability to identify, assess, and manage risks across environmental, social, operational, and compliance areas.

At Hotpack, risk management is integrated into decision-making and operational planning through structured processes, internal controls, and continuous monitoring. This ensures emerging risks are addressed proactively, and governance commitments are consistently implemented.

By embedding risk oversight into its framework, Hotpack strengthens resilience, accountability, and the delivery of both business and sustainability objectives.



75%

Operations Assessed for Corruption Risk

In 2025, 75% of Hotpack’s operations — spanning IT, HR, Administration, Finance, Sales, and Procurement — underwent formal corruption risk assessments against a 90% target. Assessments identified functional vulnerabilities and informed targeted controls. Expanding coverage to 90% is a confirmed commitment for the 2026 governance agenda.

100%

Human Rights Site Review Coverage

All 25 operational sites completed formal human rights risk reviews in 2025 — covering labour rights compliance, migrant worker protections, freedom of expression, and prohibition of child and forced labour. Zero violations were recorded across the entire operational footprint.

Risk Indicator	2025 Target	2025 Actual	Status
Human Rights Risk Review (all sites)	100%	100%	On target
Corruption Risk Assessment (operations)	90%	75%	Below target
Business Ethics Internal Audit (sites)	100%	6 sites completed	Ongoing — 2026 priority
Child Labour Incidents	Zero	Zero	On target
Forced Labour Incidents	Zero	Zero	On target
Corruption Incidents Reported & Resolved	Zero	10 reported · 100% resolved	Resolved in full
Harassment Incidents Reported & Resolved	Zero	2 reported · 100% resolved	Resolved in full
Whistleblowing Incidents	Zero	Zero	On target
Workplace Compliance Incidents	Zero	Zero	On target
Major Cybersecurity or Data Breaches	Zero	Zero	On target

Incidents Reported Through Ethics Channels

In 2025, Hotpack recorded 12 ethics-related cases, including corruption and harassment concerns, all of which were resolved, reflecting a 100% resolution rate.

Each case was addressed through structured investigation, corrective action, and process improvements. The absence of whistleblowing escalations indicates that concerns were effectively raised and resolved through established internal reporting channels.

Responsible Supply Chain Practices

Hotpack’s supply chain includes raw material suppliers, manufacturers, logistics providers, and service partners across multiple markets, requiring structured governance across the value chain. Sustainability is embedded into procurement and supplier management through assessments, performance monitoring, and ongoing engagement to ensure environmental, social, and ethical standards are upheld. This approach strengthens responsible sourcing, accountability, and compliance, extending Hotpack’s ESG commitments beyond its own operations into its broader supply ecosystem.



Sustainable Sourcing & Procurement Commitments

Hotpack’s Sustainable Procurement Strategy positions procurement as a governance function that shapes the environmental and social impact of its products. It is implemented through the Responsible Procurement Charter, Supplier Code of Conduct, and ESG criteria applied across the supplier lifecycle, from qualification to performance review.

ESG requirements are embedded into standard contracting processes, with acceptance of Hotpack’s standards integrated into purchase orders, making each transaction a binding governance commitment. As a result, procurement decisions are guided not only by cost, quality, and delivery, but also by shared accountability for environmental and social standards.



Charter

Responsible Procurement
Annual supplier acknowledgement

Code

Supplier Code of Conduct
14 focus areas

Binding

ESG in Purchase Orders
Every transaction

Lifecycle

Supplier Code of Conduct
Qualification to review

Responsible Procurement Charter — 2025

The Responsible Procurement Charter governs the ESG standards that Hotpack expects of itself and its suppliers in every commercial relationship. All suppliers, subcontractors, service providers, and business partners working with Hotpack — irrespective of scope or geography — are required to acknowledge and operate within the principles of this Charter annually. The 2025 Charter was updated with Circular Economy obligations, reflecting the organisation's expanded environmental policy framework.

Environmental Stewardship

- Carbon reduction and climate action across the supply chain
- Sustainable use of water, energy, and materials
- Biodiversity and ecosystem protection; pollution prevention at source
- Circular economy — recyclable and reusable materials prioritised
- Water stewardship obligations (new — 2025)

Human Rights & Labour Practices

- Fair wages, benefits, and employment conditions
- Absolute prohibition of child labour, forced labour, and trafficking
- Transparent, clear contractual terms of employment
- Freedom of association and collective bargaining rights
- Non-discrimination, equal opportunity, and migrant-worker protections

Data Protection, Confidentiality & Integrity

- Compliance with data-protection and cybersecurity legislation
- Secure handling of all Hotpack confidential information
- Employee training on data-protection obligations
- Timely notification of any data-security incidents
- Responsible AI use in supplier-side digital systems

Health, Safety & Employee Well-being

- Full compliance with applicable health and safety legislation
- Adherence to international OH&S best practices
- Incident reporting and corrective-action protocols
- Regular risk assessments and worker safety training
- Mental health and psychosocial safety considerations

Ethics, Integrity & Tax Governance

- Compliance with all anti-bribery and anti-corruption laws
- Effective anti-fraud measures and internal controls
- Accurate financial records and tax compliance
- Adherence to applicable competition law
- Transparent disclosure of beneficial ownership

Assurance & Continuous Improvement

- Participation in Hotpack supplier audits when requested
- Disclosure of certifications (ISO, FSC, PEFC, EcoVadis, SEDEX)
- Setting measurable ESG improvement targets
- Annual reporting against the ESG questionnaire
- Collaborative innovation on sustainable packaging

2025 — Our Baseline Year for Supplier Sustainability

During 2025, Hotpack significantly strengthened the governance of its sustainable procurement programme by embedding ESG principles into supplier selection, onboarding, and contract management. The year focused on developing the policies, governance structures, supplier-engagement mechanisms, and digital reporting systems required to support consistent, Group-wide sustainability data collection.

As this was the first year of implementation, comprehensive quantitative performance reporting was not yet available across all operations. 2025 therefore serves as the Group's baseline year for supplier sustainability performance measurement. Beginning in 2026, Hotpack will implement standardised supplier ESG screening, sustainability audits, climate-related disclosures, supplier risk assessments, and responsible-sourcing performance indicators across all operating companies — aligned with the GRI Standards, the UN Global Compact, and the EcoVadis assessment methodology.

Sustainable Procurement KPI	2025 — Baseline Year Progress	2026 Target
New suppliers screened against environmental/social criteria	Group-wide screening framework established and ESG evaluation built into onboarding; data systems rolled out progressively, with consolidated reporting from 2026.	80% of newly onboarded suppliers ESG-screened prior to approval
Priority suppliers signing the Supplier Code of Conduct	Code of Conduct developed, approved, and progressively incorporated into engagement and contracting; compliance tracking begins 2026.	100% of identified priority suppliers to sign the Code
Contracts including ESG & Human Rights obligations	ESG, ethical-conduct, and human-rights provisions incorporated into standard procurement documentation; implementation ongoing across existing agreements.	90% of priority supplier contracts to include ESG & Human Rights clauses
Supplier sustainability audits (incl. on-site)	Assessments initiated through risk-based evaluations and selected supplier visits; structured audit programme fully implemented from 2026.	≥25 priority suppliers audited, including 15 on-site assessments
High-risk suppliers identified via ESG assessment	Supplier risk-categorisation methodology developed to flag suppliers needing enhanced due diligence; baseline assessment completed in 2025 and supplier evaluation in progress.	100% of priority suppliers risk-assessed; corrective plans for all high-risk suppliers
Targeted suppliers completing ESG questionnaires	Standardised ESG self-assessment questionnaire developed and introduced; participation monitored systematically from 2026.	Completed questionnaires from 90% of targeted suppliers
Procurement spend with local suppliers	Local and regional sourcing prioritised wherever commercially and operationally feasible; centralised spend-tracking established for future reporting.	≥60% of procurement spend with local/regional suppliers (where feasible)
Certified wood & fibre-based materials (FSC/PEFC)	Procurement of responsibly sourced fibre-based materials expanded; engagement with certified suppliers strengthened; formal tracking from 2026.	80% of eligible paper & wood-based products from FSC® / PEFC sources
Recyclable, reusable or compostable raw materials	Use of recyclable and responsibly sourced materials increased in line with customer and regulatory expectations; reporting mechanisms introduced.	95% of purchased packaging raw materials recyclable, reusable or compostable (where feasible)
Suppliers disclosing carbon / science-aligned climate commitments	Supplier engagement on climate-related disclosures initiated; climate considerations built into supplier programmes.	40% of strategic suppliers disclosing carbon/CDP data or equivalent, improving annually

Responsible Supplier Code of Conduct

Hotpack extends its environmental, social, and governance expectations across its entire value chain, requiring all suppliers, contractors, logistics providers, and service partners to meet the same standards applied internally. The Responsible Supplier Code of Conduct establishes minimum requirements across 14 areas, covering environmental stewardship, human rights, labour practices, health and safety, business ethics, and governance. Aligned with GRI Standards, UN Guiding Principles, ILO Conventions, EcoVadis, and SEDEX, it reflects global best practice. Compliance is mandatory and contractual, with non-conformance subject to corrective action, suspension, or termination.

Supplier Expectations — 14 Governance Dimensions

The following framework sets out Hotpack's expectations from all supply chain partners across 14 governance dimensions — each aligned to internationally recognised GRI Standards and grounded in the operational realities of global manufacturing procurement.

Focus Area	Our Expectation from Suppliers	Key Commitments
Legal & Regulatory Compliance	All entities operating within Hotpack’s supply chain are required to conduct their business in full conformity with the laws, regulations, and international standards applicable to their operating jurisdictions. Compliance forms the minimum baseline — Hotpack expects suppliers to proactively monitor legal developments and adapt their practices accordingly, without waiting for enforcement action.	• Adherence to all applicable local, national and international laws • Compliance with sector-specific regulatory requirements • Maintenance of all legally required licences, permits and certifications • Anti-corruption and anti-bribery compliance across all jurisdictions • Trade sanctions, import/export controls and customs compliance • Competition law and fair market conduct obligations
Climate Action & GHG Management	Hotpack recognises that climate change represents a material risk to its supply chain and expects suppliers to take measurable, documented steps to reduce their greenhouse gas emissions, improve energy efficiency, and align with the goals of the Paris Agreement. Suppliers are encouraged to set science-aligned emissions reduction targets and disclose their climate performance data transparently.	• Measurement and disclosure of Scope 1 and Scope 2 GHG emissions • Active reduction programmes aligned with Paris Agreement temperature goals • Energy efficiency improvements and transition towards renewable energy • Climate risk assessment integrated into business planning • Disclosure of climate-related financial risks and opportunities • Participation in carbon reporting initiatives such as CDP where applicable

Focus Area	Our Expectation from Suppliers	Key Commitments
Water Stewardship & Conservation	Fresh water is a finite and increasingly scarce resource. Hotpack expects suppliers to manage their water consumption responsibly – implementing water efficiency practices, monitoring discharge quality, and assessing their operations' exposure to water-related risks, particularly in geographies experiencing water stress.	• Monitoring and reduction of total water withdrawal and consumption • Treatment and responsible management of wastewater before discharge • Assessment and disclosure of water-related operational risks • Water efficiency programmes in manufacturing and processing operations • Sourcing practices that protect local water catchments and aquifers • Compliance with water quality regulations and discharge standards
Waste Management & Circular Economy	Hotpack expects suppliers to minimise waste generation at source and to adopt circular economy principles wherever operationally feasible. This includes designing for recyclability, maximising material recovery, and progressively eliminating single-use materials that cannot be managed responsibly at end of life.	• Waste minimisation through process optimisation and material efficiency • Segregation, recycling and recovery of all recyclable waste streams • Responsible disposal of hazardous waste in compliance with applicable law • Adoption of circular design principles – recyclable, reusable and compostable inputs • Elimination of unnecessary single-use plastics from operations and packaging • Disclosure of total waste generated, recovered and sent to landfill
Occupational Health, Safety & Well-being	Every worker in Hotpack's supply chain deserves a workplace that does not put their physical or psychological health at risk. Suppliers are required to implement and maintain effective safety management systems, foster a culture of proactive hazard identification, and ensure that mental health and worker well-being are addressed alongside physical safety.	• OH&S management systems aligned with ISO 45001 or equivalent standards • Documented risk assessments and systematic hazard identification and control • Mandatory safety induction, training and ongoing competency verification • Timely incident reporting, root-cause investigation and corrective action • Provision of appropriate PPE and maintenance of safe working environments • Worker access to occupational health services and mental well-being support • Zero-tolerance for retaliation against workers who raise safety concerns

Focus Area	Our Expectation from Suppliers	Key Commitments
Human Rights & Worker Dignity	Respect for human rights is the non-negotiable foundation of every supplier relationship Hotpack maintains. Suppliers are required to uphold the rights of all workers in their operations and supply chains — treating every individual with dignity, ensuring freedom from exploitation, and actively monitoring for human rights risks in the contexts in which they operate.	• Adherence to the UN Guiding Principles on Business and Human Rights • Respect for freedom of association and the right to collective bargaining • Fair and equitable treatment — non-discrimination in all employment decisions • Protection of workers' rights to organise and engage in peaceful collective action • Living wage commitment — wages that meet workers' basic needs and aspirations • Safe, dignified and respectful working conditions for all workers • Human rights due diligence extending to the supplier's own supply chain
Modern Slavery, Forced Labour & Trafficking	Hotpack maintains a zero-tolerance position on all forms of modern slavery, forced labour, debt bondage, human trafficking, and compulsory labour. Suppliers are required to implement active due diligence processes to identify and eliminate these risks from their operations and sub-supplier networks — not merely to assert that such practices do not exist.	• Absolute prohibition of forced, bonded, indentured and compulsory labour • Prohibition of document retention, movement restriction and recruitment fee practices • Age verification at recruitment — absolute prohibition of child labour • Transparent, written employment contracts in a language workers understand • Freedom for workers to terminate employment without penalty or financial burden • Supplier due diligence extending to labour brokers, agencies and sub-contractors • Annual modern slavery risk assessment and disclosure where required by law
Equal Opportunity & Inclusion	Hotpack expects its suppliers to create workplaces where all individuals — regardless of gender, nationality, ethnicity, religion, disability, age, or any other characteristic — have equal access to employment, development opportunities, and fair treatment. Diversity and inclusion are not aspirational goals; they are operational standards.	• Non-discrimination in recruitment, promotion, compensation and termination • Equal pay for equivalent work — regardless of gender or background • Active measures to address barriers to inclusion for underrepresented groups • Anti-harassment policies with accessible, confidential reporting channels • Reasonable accommodation for workers with disabilities • Gender-disaggregated workforce data disclosed where requested

Focus Area	Our Expectation from Suppliers	Key Commitments
Business Ethics, Anti-Corruption & Tax Integrity	Hotpack’s commercial relationships are built on a foundation of integrity. Suppliers are expected to refuse bribery and corruption in every form — in interactions with public officials, in relationships with Hotpack personnel, and across their own commercial conduct. Tax compliance and accurate financial disclosure are equally non-negotiable obligations.	• Zero-tolerance anti-bribery and anti-corruption policy — no facilitation payments • Conflicts of interest identified, disclosed and managed proactively • Accurate financial record-keeping and transparent tax compliance in all jurisdictions • Anti-fraud internal controls and independent audit mechanisms • Whistleblower protection for employees reporting unethical conduct • Compliance with applicable anti-money laundering regulations • No participation in anti-competitive conduct, price-fixing or market manipulation
Data Protection, Cybersecurity & Digital Ethics	Suppliers who handle Hotpack data — including customer information, product designs, commercial terms, and employee records — must safeguard that data with security standards appropriate to its sensitivity. As AI and digital automation become more prevalent in supply chain operations, responsible and ethical use of these technologies is also expected.	• Compliance with applicable data protection legislation including GDPR and UAE PDPL • Secure data handling, encrypted storage and controlled access management • Immediate notification of any data security incident affecting Hotpack data • Employee training on data protection, phishing awareness and cybersecurity conduct • Responsible and transparent use of AI and automated decision-making systems • No unauthorised use, sharing or sale of Hotpack confidential information • Cyber incident response capabilities and business continuity planning
Grievance Mechanisms & Remediation	Workers throughout Hotpack’s supply chain must have access to safe, accessible, and credible mechanisms through which they can raise workplace concerns without fear of retaliation. Suppliers are required to establish and maintain grievance channels, investigate concerns promptly and impartially, and provide effective remedy where harm is substantiated.	• Accessible, confidential and retaliation-free grievance channels for all workers • Documented grievance investigation process with defined response timelines • Impartial investigation of all reported concerns — including those against management • Effective remedy provided to workers where harm or rights violations are substantiated • Anti-retaliation protections explicitly communicated to all workers • Anonymous reporting mechanisms where culturally and operationally appropriate • Grievance data tracked and reviewed to identify systemic patterns requiring action

Focus Area	Our Expectation from Suppliers	Key Commitments
Supply Chain Transparency & Traceability	Hotpack expects visibility into the key tiers of its supply chain — not just direct suppliers, but the sub-suppliers and raw material sources that contribute to the products it purchases. Suppliers are required to disclose their own supplier networks to a degree commensurate with the ESG risk profile of the materials and services they provide.	• Disclosure of primary sub-suppliers and material sourcing origins on request • Traceability documentation for high-risk materials — timber, minerals, bio-materials • No undisclosed sub-contracting of Hotpack-related production activities • Participation in supply chain mapping exercises conducted by Hotpack • Support for technology-enabled traceability tools as they are deployed • Annual self-declaration of any material changes to supply chain structure
Certification, Audit & Verification	Hotpack requires suppliers to participate in structured certification, auditing, and ESG reporting processes as a condition of continued commercial engagement. Audit readiness, transparent disclosure, and professional cooperation during assessments are expected as a matter of course — not as extraordinary requests.	• Annual completion of Hotpack’s ESG questionnaire with accurate, verifiable data • Participation in scheduled and unannounced supplier audits when requested • Disclosure of all relevant certifications — ISO, FSC, PEFC, EcoVadis, SEDEX • Maintenance of audit-ready records on labour, safety, environmental and ethical matters • Third-party verification of material ESG claims where requested by Hotpack • Timely correction of audit findings within agreed remediation timelines
Continuous Improvement & ESG Innovation	Hotpack does not expect perfection — it expects progress. Suppliers are required to set measurable ESG improvement targets, monitor performance against those targets, and engage constructively with Hotpack in identifying opportunities for collaborative sustainability innovation across the shared value chain.	• Documented ESG improvement targets with measurable milestones and timelines • Annual ESG performance review shared with Hotpack’s procurement function • Active participation in collaborative sustainability initiatives with Hotpack • Investment in employee ESG training and sustainability capability development • Adoption of cleaner technologies, processes and materials as they become viable • Engagement with emerging sustainability standards and industry best practices • Contribution to joint innovation on sustainable packaging and circular materials

Supporting Local Supply Chains

At Hotpack, sourcing location is as important as sourcing material. With operations across 25 facilities, procurement decisions influence local economies, supply chain emissions, and operational resilience. In 2025, Hotpack strengthened its focus on local and regional sourcing to reduce value chain emissions, support local communities, and enhance supply chain agility, transparency, and reliability.

Why Local Sourcing Matters to Our Strategy



Global supply chains can create efficiency at scale but also introduce higher transport emissions, exposure to disruption, and reduced local economic value retention.



Hotpack prioritises suppliers near its manufacturing sites to reduce upstream transport emissions within Scope 3, support local economies, and improve visibility, quality control, and supply continuity across its value chain.

01

Lower Value-Chain Emissions

Sourcing closer to our facilities cuts the transport distance of inbound materials, directly reducing the upstream logistics emissions within our Scope 3 footprint and supporting our 1.5°C-aligned reduction trajectory.

02

Supply-Chain Resilience

A regional supplier base reduces dependence on long, vulnerable international shipping routes — improving lead times, lowering disruption risk, and enabling Hotpack to respond quickly to changes in customer demand.

03

Local Economic Value

Directing procurement spend to local and regional businesses creates employment, supports SME growth, and builds shared prosperity in the communities that host our operations — advancing GRI 203 indirect economic impacts.

04

Transparency & Control

Shorter, local supply chains are easier to audit and engage, strengthening our ability to verify ESG compliance, responsible sourcing, and quality standards across our supplier network.

Our 2025 Approach to Localisation

Hotpack's commitment to local supply chains is embedded in our Responsible Procurement Charter and Sustainable Procurement Policy, which formally prioritise local suppliers within our sourcing decisions wherever they can meet our quality, ESG, and commercial standards. In 2025, this principle was applied through several deliberate actions:

In-region manufacturing to replace imports. Where commercially and technically viable, Hotpack brought production of selected products in-house and in-region, eliminating long-distance imports and the emissions associated with them — most notably demonstrated by our Kraft Window Pouch initiative (below).

Local-first supplier evaluation. Employees within the Procurement function were trained to factor proximity and local availability into supplier selection alongside ESG and quality criteria, ensuring localisation is considered systematically rather than incidentally.

Regional raw-material sourcing. Hotpack continued to prioritise regionally available inputs and recycled-feedstock suppliers within the GCC, reducing reliance on distant sources and supporting the development of a regional circular-materials ecosystem.

Local supplier development. Through our SME Supplier Acceleration Pathway and Network & Ecosystem Partnerships, Hotpack actively builds the capability of local and regional businesses to meet the standards required to join our supply chain — widening the pool of qualified local partners over time.



Case Study — Kraft Window Pouch: Replacing Imports with Local Production

A clear example of localisation delivering both environmental and commercial value in 2025 was the Kraft Window Pouch initiative. Previously dependent on imported supply, Hotpack brought production in-house, eliminating the transport emissions associated with long-distance international shipping while improving supply reliability and responsiveness for customers.

Beyond the immediate carbon saving, in-house regional production gave Hotpack greater control over material specification, quality, and lead times — demonstrating that localisation is not a trade-off against performance, but a lever that strengthens environmental, operational, and commercial outcomes simultaneously.

Supplier Engagement and Inclusion Framework

Hotpack's Supplier Diversity Initiative expands procurement participation to include women-owned businesses, enterprises led by people of determination, and minority-owned suppliers. In 2025, over 10 diverse suppliers were onboarded across manufacturing and trading units following full qualification, compliance verification, and ESG alignment assessments. This approach ensures supplier diversity while maintaining quality, sustainability, and commercial standards.

Programme Objectives



Widen Access to Hotpack's Supply Chain

Create structured, transparent pathways through which women-owned, minority-owned, people of determination-led, and SME businesses can qualify for and access Hotpack's procurement pipeline — removing the informal barriers that exclude capable businesses from consideration.

Generate Measurable Economic Inclusion

Direct procurement spend towards enterprises from underrepresented groups, generating economic opportunity that extends beyond the transaction — supporting business growth, employment creation, and financial independence for communities that benefit most from commercial inclusion.

Build Supplier Capability Alongside Compliance

Support diverse suppliers in meeting Hotpack's ESG, quality, and operational standards through active guidance, capacity-building engagement, and mentoring — ensuring that inclusion creates lasting commercial capability, not just short-term contracts.

Establish Transparent Diversity Measurement

Develop and implement a procurement spend tracking framework that measures the proportion of purchasing directed to diverse supplier categories — creating the baseline data needed to set credible targets, monitor progress, and report results honestly.

Enabling Programmes

01



SME Supplier Acceleration Pathway

A structured fast-track qualification pathway was established for small and medium enterprises seeking to engage with Hotpack's procurement function. The pathway reduces the administrative complexity of supplier onboarding for businesses without dedicated compliance teams — providing simplified documentation requirements, guided ESG self-assessment tools, and direct access to a procurement relationship manager during the qualification process. The intent is to lower the practical threshold for SME participation without reducing the ESG and quality standards required of all suppliers.

02



Women-in-Business Supplier Engagement Programme

Hotpack initiated a dedicated engagement programme targeting women-owned and women-led enterprises across its primary sourcing markets. The programme combines proactive outreach through business networks and chambers of commerce with a mentorship component in which qualified Hotpack procurement specialists provide guidance on the documentation, compliance standards, and commercial expectations involved in becoming an approved Hotpack supplier. The programme is designed to build a pipeline of credentialed, ESG-aligned women-owned businesses ready for active procurement engagement.

03



Diverse Supplier Spend Tracking Framework

Hotpack began developing the internal reporting infrastructure needed to track and disclose procurement spend disaggregated by supplier ownership category — including women-owned, minority-owned, people of determination-led, and SME businesses. This framework, targeted for full deployment in 2026, will create the data foundation for meaningful diversity targets and enable Hotpack to report its progress with the same transparency it applies to environmental and social performance metrics.

04



Network & Ecosystem Partnerships

Partnerships were established with industry associations, chambers of commerce, and NGOs that support diverse and underrepresented businesses across the UAE and wider GCC region. These partnerships extend Hotpack's outreach beyond its existing supplier network, enabling the identification of businesses that would not typically appear through conventional procurement channels, and positioning Hotpack as an active participant in the broader ecosystem of economic inclusion.

Inclusive Supplier Engagement Programme

Hotpack's inclusive procurement strategy is executed through a structured framework that governs how diverse suppliers are identified, qualified, integrated into the supply base, developed over time, and measured against defined performance expectations. The framework ensures that inclusion is systematic and repeatable — not dependent on individual initiatives or one-off decisions — and that it generates durable commercial relationships rather than symbolic gestures.

Identification & Outreach:

Actively sources diverse suppliers through direct outreach, industry networks, NGO partnerships, procurement forums, and government-supported programmes to expand the qualified supplier base.

Qualification & Onboarding:

Applies the same capability, quality, and ESG criteria to all suppliers, supported by the SME Acceleration Pathway, with mandatory onboarding covering Code of Conduct, ESG standards, and commercial processes.

Capability Development & Mentorship:

Provides targeted support to help SMEs meet ESG and quality requirements, strengthening supplier capability rather than excluding based on initial gaps.

Performance Monitoring & Integration:

Evaluates suppliers on delivery, quality, ESG compliance, and documentation, with high performers progressively integrated into the core supply base.

Measurement, Reporting & Accountability:

Developing formal systems to track diverse supplier spend, with first disclosure planned for 2026 to enable transparent reporting and evidence-based target setting.

Digital Transformation, IT Security & Cyber Resilience

Hotpack’s digital infrastructure is a core governance system that connects its manufacturing facilities, sales centres, and offices, enabling seamless commercial and operational processes across the Group. In the reporting period, the cybersecurity programme achieved zero material data breaches, reflecting a proactive and continuously strengthened security posture amid an increasingly complex global threat landscape. This was supported by the deployment of five major technology and governance initiatives, the integration of AI-enabled security and compliance systems, and the attainment of formal Cybersecurity Competency Certification.

15

Minor Security Incidents

All confirmed · 100% resolved

45 min

Mean Response Time

Alert to full containment

73%

Cybersecurity training

Global Workforce Completion Rate

CCC

Certification Achieved

Cybersecurity Competency Cert.

ZERO MATERIAL DATA BREACH

No corporate data, intellectual property, employee records, or customer data assets were compromised, exfiltrated, or accessed by an unauthorised party at any point during the reporting period.

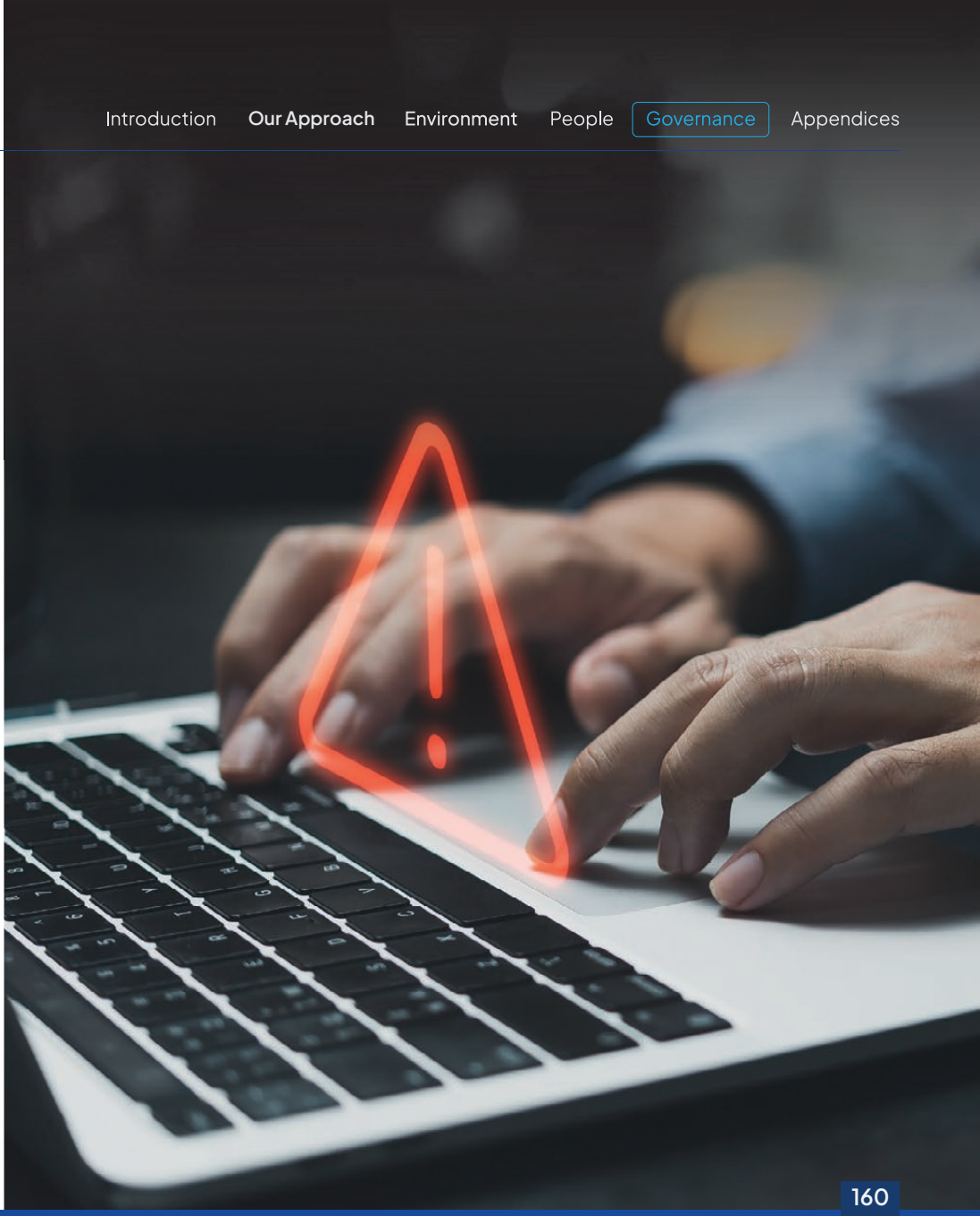
This outcome — achieved while managing 15 minor confirmed security incidents and deflecting thousands of automated threat probes — validates the effectiveness of Hotpack’s layered defence architecture and the speed of its Security Operations Centre. It provides Hotpack’s customers, employees, and commercial partners with independent assurance that the data entrusted to this organisation is protected.

Threat Landscape & Incident Analysis — Reporting Period

Hotpack’s security monitoring infrastructure logged and evaluated a broad spectrum of threat activity throughout the reporting period — consistent with global trends towards increasingly automated, targeted, and persistent cyberattacks. The organisation’s multi-layered defence architecture ensured that the vast majority of threats were neutralised before reaching a stage requiring human intervention. The following table presents validated incident data across all threat categories.

Threat Category	2025 Incidents	Action taken
Phishing & Social Engineering	0 successful	All neutralised
Malware & Endpoint Threats	790 blocked	EDR containment
Lost / Stolen Devices	2 reported	Remote wipe executed
Ransomware / Lateral Movement	0 occurred	Perimeter held
All Confirmed Incidents	15 total	100% resolved

Managed firewall solutions are deployed and actively connected across all branch locations. Endpoint security has been implemented on every end-user device across the enterprise. These foundational controls, combined with AI-driven monitoring and automated response mechanisms, ensure that no individual incident is able to propagate laterally across the corporate network.





05 TECHNOLOGY MILESTONES

AI-Driven Email & Collaboration Security

The legacy email security platform was upgraded to an advanced AI-powered security solution, providing continuous protection against phishing, malware, business email compromise, and account takeover. Supported by machine learning, behavioural analytics, and 24x7 managed threat monitoring, the solution enhances real-time cyber resilience while reducing the operational workload of the internal security function.

Policy & Procedure Communication Portal

A centralised, version-controlled governance documentation platform was implemented on the corporate intranet to serve as the single source of truth for all policies, procedures, and compliance documents. It replaces fragmented storage systems with a controlled, always-current repository accessible across all 25 sites, ensuring employees operate on the latest approved versions. The platform also strengthens audit readiness by maintaining full version histories with time-stamped records of all updates.

AI-Powered Policy Search Assistant

An AI-powered search assistant was deployed on the Policy Portal to enable employees to retrieve policies and procedural guidance using natural-language queries. The tool interprets user intent and returns relevant, up-to-date policy content directly, improving accessibility across a multilingual workforce of 33+ nationalities. It enhances compliance by making governance information easier to access and reduces reliance on HR and compliance functions for routine policy queries.

Automated Enterprise Patch Management

An advanced automated patch management solution was deployed across the enterprise to address cybersecurity risks associated with delayed or inconsistent patching. By automating patch discovery, testing, and deployment, while providing continuous vulnerability monitoring and real-time compliance visibility, the solution strengthens security governance and reduces exposure to known vulnerabilities.

Cybersecurity Competency Certification (CCC) – Achieved

Hotpack attained the Cybersecurity Competency Certification during the reporting period, following an independent assessment of its security governance framework, including policies, architecture, incident response, risk management, and employee awareness. The certification provides external assurance that Hotpack's cybersecurity practices meet established industry benchmarks and establishes a baseline for ongoing improvement in security maturity.

Cybersecurity Awareness

The most sophisticated technical controls in the world cannot compensate for a workforce that is susceptible to social engineering. Recognising that the human layer of cybersecurity is both the most significant vulnerability and the most powerful defence, Hotpack delivers a structured security awareness programme designed to build the knowledge, vigilance, and behavioural habits that prevent human-vector attacks from succeeding.

The Human Firewall Webinar:
External expert-led interactive training on social engineering, phishing, credential theft, and secure digital behaviour, with live Q&A, scenario-based learning, and recorded access for global employees with tracked completion.

Social Engineering Awareness Programme:
Training on manipulation techniques such as pretexting, vishing, spear-phishing, and business email compromise, enabling employees to identify and respond to suspicious interactions.

Mandatory Phishing Simulations:
Company-wide simulated phishing tests to assess vulnerability and deliver targeted awareness training; results are used for risk analysis and improvement, not for punishment.



06

Appendices

Glossary of Abbreviations & Acronyms	164
GRI Content Index	170

Glossary of Abbreviations & Acronyms

Sustainability, ESG & Reporting frameworks

Abbreviation	Definition
CDP	Carbon Disclosure Project — a global environmental disclosure system for carbon, water, and forests
CoP	Communication on Progress — the annual disclosure required of UN Global Compact participants
CSR	Corporate Social Responsibility
DEI	Diversity, Equity and Inclusion
ESG	Environmental, Social and Governance
GRI	Global Reporting Initiative — the international sustainability-reporting standards applied in this report
KPI	Key Performance Indicator
SDG	Sustainable Development Goal (United Nations)
UNGC	United Nations Global Compact
UNGP	United Nations Guiding Principles on Business and Human Rights

Climate, Energy & Emissions

Abbreviation	Definition
CO ₂ / CO ₂ e	Carbon dioxide / carbon dioxide equivalent (common unit for greenhouse-gas emissions)
GHG	Greenhouse Gas
GJ	Gigajoule (unit of energy)
IE4	International Efficiency Class 4 ('Super Premium Efficiency') — a high-efficiency electric-motor standard
LCA	Life Cycle Assessment
LED	Light-Emitting Diode (energy-efficient lighting)
MW	Megawatt (unit of power; e.g. installed solar capacity)
MWh	Megawatt-hour (unit of energy generated or consumed)
SBTi	Science Based Targets initiative
Scope 1	Direct GHG emissions from owned or controlled sources
Scope 2	Indirect GHG emissions from purchased electricity, steam, heating and cooling
Scope 3	Other indirect GHG emissions across the value chain
tCO ₂ e	Tonnes of carbon dioxide equivalent
VFD	Variable Frequency Drive — a motor-control device that improves energy efficiency

Materials, Products & Circular Economy

Abbreviation	Definition
ABS	Acrylonitrile Butadiene Styrene (a rigid plastic)
GSM	Grams per Square Metre (measure of material weight, e.g. paper/film)
MT	Metric Tonne
PCR	Post-Consumer Recycled (content)
PE	Polyethylene
PET	Polyethylene Terephthalate
PIR	Post-Industrial Recycled (content)
PLA	Polylactic Acid (a compostable bioplastic)
PP	Polypropylene
PS	Polystyrene
rPET	Recycled Polyethylene Terephthalate
RECAPP	A UAE recycling-collection initiative/app for post-consumer plastic recovery (partner programme)

Quality, Health, Safety & Environment

Abbreviation	Definition
GMP	Good Manufacturing Practice
HACCP	Hazard Analysis and Critical Control Points (food-safety management)
HARA	Hazard Analysis and Risk Assessment
HIRA	Hazard Identification and Risk Assessment
HSE / QHSE	(Quality,) Health, Safety and Environment
IMS	Integrated Management System
ISO	International Organization for Standardization (e.g. ISO 9001, 14001, 45001)
LTI / LTIR	Lost-Time Injury / Lost-Time Injury Rate
OH&S / OHSE	Occupational Health and Safety (and Environment)
PPE	Personal Protective Equipment

Certifications, standards & compliance

Abbreviation	Definition
FDA	(United States) Food and Drug Administration
FSC	Forest Stewardship Council
GDPR	General Data Protection Regulation
ILO	International Labour Organization
PEFC	Programme for the Endorsement of Forest Certification
SEDEX	Supplier Ethical Data Exchange

Business, People & Operations

Abbreviation	Definition
AED	United Arab Emirates Dirham (currency)
AI	Artificial Intelligence
B2B	Business-to-Business
CEO	Chief Executive Officer
FMCG	Fast-Moving Consumer Goods
GEM	Group Executive Meeting
HR	Human Resources
IDP	Individual Development Plan
IT	Information Technology
L&D	Learning and Development
MoU	Memorandum of Understanding
NBD	National Bank of Dubai
R&D	Research and Development
SME	Small and Medium-sized Enterprise

Geographies, Facilities & Institutions

Abbreviation	Definition
APMEA	Asia Pacific, Middle East and Africa
GCC	Gulf Cooperation Council
HCT	Higher Colleges of Technology (UAE)
KSA	Kingdom of Saudi Arabia
NIP	National Industries Park (Hotpack manufacturing location, Dubai)
UAE	United Arab Emirates
UAEU	United Arab Emirates University
UAQ	Umm Al Quwain (UAE emirate)
UK	United Kingdom
USA	United States of America
RWTH	RWTH Aachen University (Germany) – LCA research partner

GRI Content Index

Statement of use, foundation & sector standard

Statement of use Hotpack has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.	Applicable GRI Sector Standard(s) No GRI Sector Standard is currently applicable to Hotpack’s activities (packaging manufacturing). This will be reassessed as GRI publishes further sector standards.
GRI used GRI 1: Foundation 2021	Reporting period / frequency / contact Period: 1 Jan — 31 Dec 2025 · Frequency: annual Contact: feedback@hotpackglobal.com

GRI 2: General Disclosures 2021

GRI STANDARD / DISCLOSURE	DISCLOSURE TITLE	LOCATION	OMISSIONS, RESTATEMENT & EXPLANATORY REMARKS
2-1	Organizational details	01 Introduction - About This Report, Pg 4	
2-2	Entities included in the organisation's sustainability reporting	01 Introduction - About This Report / Reporting Boundary (all entities under operational control), Pg 4-6	
2-3	Reporting period, frequency and contact point	01 Introduction - About This Report (annual; 1 Jan-31 Dec 2025; third report), Pg 6	
2-4	Restatements of information	01 Introduction - About This Report (annual; 1 Jan-31 Dec 2025; third report), Pg 6	Restatement: 2025 recalculated GHG base year; Scope 1/2/3 revised vs 2024 (see 305-1/-2/-3)
2-5	External assurance	01 Introduction - About This Report (Assurance & Internal Review), Pg 6	Not externally assured for 2025; integrity supported by internal multi-level review (Sustainability team → Group CTO → Group CEO). External assurance under consideration for future cycles
2-6	Activities, value chain and other business relationships	01 Introduction - About This Report; 05 Governance - Responsible Supply Chain Practices, Pg 8-13, Pg 146	
2-7	Employees	04 People - Our People Strategy, Pg 68-71	
2-8	Workers who are not employees	04 People - Strategic Talent Acquisition & Workforce Growth, Pg 71	

2-9	Governance structure and composition	05 Governance – Governance Framework & Leadership Approach, Pg 123, 127–129	
2-10	Nomination and selection of the highest governance body	05 Governance – Corporate Structure & Management Oversight, Pg 127–129	
2-11	Chair of the highest governance body	05 Governance – Governance Framework & Leadership Approach, Pg 127–129	
2-12	Role of the highest governance body in overseeing the management of impacts	05 Governance – Corporate Structure & Management Oversight, Pg 127–129	
2-13	Delegation of responsibility for managing impacts	05 Governance – Governance in Practice: Policies and Systems, Pg 130–136	
2-14	Role of the highest governance body in sustainability reporting	01 Introduction – About This Report (Internal Review: Group CTO initial approval; Group CEO & leadership final approval), Pg 6	
2-15	Conflicts of interest	05 Governance – Business Ethics & Code of Conduct, Pg 137–140	
2-16	Communication of critical concerns	05 Governance – Risk Oversight and Compliance Management; 04 People – Annual Incident Report Monitoring, Pg 144–145, 108–111	
2-17	Collective knowledge of the highest governance body	05 Governance – Building Compliance through Continuous Learning, Pg 142	
2-18	Evaluation of the performance of the highest governance body	05 Governance – Corporate Structure & Management Oversight, Pg 127	

2-19	Remuneration policies	05 Governance - Governance in Practice; 04 People - Employee Benefits, Pg 90	Confidentiality constraints: detailed remuneration policy is commercially confidential; approach described qualitatively
2-20	Process to determine remuneration	04 People - Employee Benefits (reward governance), Pg 90	Confidentiality constraints: detailed process is confidential; governance described qualitatively
2-21	Annual total compensation ratio		Confidentiality constraints: total-compensation-ratio figures are commercially confidential and not disclosed
2-22	Statement on sustainable development strategy	01 Introduction - Management Letters, Pg 14-17	
2-23	Policy commitments	05 Governance - Governance in Practice: Policies and Systems, Pg 130-136	
2-24	Embedding policy commitments	05 Governance - Building Compliance through Continuous Learning, Pg 142	
2-25	Processes to remediate negative impacts	05 Governance - Risk Oversight and Compliance Management, Pg 144-145	
2-26	Mechanisms for seeking advice and raising concerns	05 Governance - Business Ethics & Code of Conduct (Speak-Up platform), Pg 92	
2-27	Compliance with laws and regulations	05 Governance - Risk Oversight and Compliance Management (no material non-compliance / fines stated), Pg 144	
2-28	Membership associations	02 Our Approach - Upholding Our Commitment to the UN Global Compact, Pg 47	

2-29	Approach to stakeholder engagement	02 Our Approach - Engaging Our Stakeholders and Understanding Their Priorities, Pg 23-25	
2-30	Collective bargaining agreements	04 People - Fostering Diversity, Equity & Inclusive Culture, Pg 40, 92	

GRI 3: Material Topics 2021 — process

GRI STANDARD / DISCLOSURE	DISCLOSURE TITLE	LOCATION	OMISSIONS, RESTATEMENT & EXPLANATORY REMARKS
3-1	Process to determine material topics	02 Our Approach - Reassessing What Matters Most: 2025 Materiality, Pg 32-33	
3-2	List of material topics	02 Our Approach - Reassessing What Matters Most: 2025 Materiality, Pg 34-40	

Material topics — disclosures

GRI STANDARD / DISCLOSURE	DISCLOSURE TITLE	LOCATION	OMISSIONS, RESTATEMENT & EXPLANATORY REMARKS
1. Carbon emissions & climate action			
3-3	Management of material topic	03 Environment - Emissions Management, Air Quality & Climate Action, Pg 56	
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	03 Environment - Emissions Management, Pg 59	
305-2	Energy indirect (Scope 2) GHG emissions	03 Environment - Emissions Management, Pg 59	
305-3	Other indirect (Scope 3) GHG emissions	03 Environment - Emissions Management, Pg 60	
305-4	GHG emissions intensity	03 Environment - Emissions Management, Pg 62	
305-5	Reduction of GHG emissions	03 Environment - Emissions Management, Pg 62-63	

2. Sustainable packaging & circular economy			
3-3	Management of material topic	03 Environment - Our Approach to Sustainable Packaging; Materials & Circular Design, Pg 50-52	
GRI 301: Materials 2016			
301-1	Materials used by weight or volume	03 Environment - Materials & Circular Design, Pg 50-52	
301-2	Recycled input materials used	03 Environment - Materials & Circular Design, Pg 50-52	
301-3	Reclaimed products and their packaging materials	03 Environment - Closing the Loop: Waste, Recycling & Reuse, Pg 64-66	
3. Waste management & recycling			
3-3	Management of material topic	03 Environment - Closing the Loop: Waste, Recycling & Reuse, Pg 64-66	
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	03 Environment - Closing the Loop: Waste, Recycling & Reuse, Pg 64-66	
306-2	Management of significant waste-related impacts	03 Environment - Closing the Loop: Waste, Recycling & Reuse, Pg 64-66	

306-3	Waste generated	03 Environment - Closing the Loop: Waste, Recycling & Reuse, Pg 64-66	
306-4	Waste diverted from disposal	03 Environment - Closing the Loop: Waste, Recycling & Reuse, Pg 64-66	
306-5	Waste directed to disposal	03 Environment - Closing the Loop: Waste, Recycling & Reuse, Pg 64-66	
4. Energy management			
3-3	Management of material topic	03 Environment - Using Resources Wisely: Energy Management, Pg 56	
GRI 302: Energy 2016			
302-1	Energy consumption within the organisation	03 Environment - Using Resources Wisely: Energy Management, Pg 56	
302-3	Energy intensity	03 Environment - Using Resources Wisely: Energy Management, Pg 56	
302-4	Reduction of energy consumption	03 Environment - Using Resources Wisely: Energy Management, Pg 56	
5. Water & effluents			
3-3	Management of material topic	03 Environment - Using Resources Wisely: Water, Pg 56	

GRI 303: Water and Effluents 2018

303-1	Interactions with water as a shared resource	03 Environment - Using Resources Wisely: Water, Pg 56	-
303-2	Management of water discharge-related impacts	03 Environment - Using Resources Wisely: Water, Pg 56	-
303-3	Water withdrawal	03 Environment - Using Resources Wisely: Water, Pg 56	-
303-5	Water consumption	-	baseline being established, to report from 2026

6. Supplier environmental assessment

3-3	Management of material topic	05 Governance - Responsible Supply Chain Practices; Environmental Compliance & Supplier Assessment, Pg 66, 146	
-----	------------------------------	--	--

GRI 308: Supplier Environmental Assessment 2016

308-1	New suppliers screened using environmental criteria	05 Governance - Responsible Supply Chain Practices (supplier ESG screening process), Pg 147-155	Information incomplete: % of suppliers screened not yet measured; 2025 baseline year, to report from 2026
308-2	Negative environmental impacts in the supply chain and actions taken	05 Governance - Environmental Compliance & Supplier Assessment, Pg 66	Information incomplete: no supplier environmental audits conducted in 2025; risk-based programme to commence 2026

7. Occupational health & safety

3-3

Management of material topic

04 People - Protecting Health, Safety, and Well-being (OH&S), Pg 102

GRI 403: Occupational Health and Safety 2018

403-1

Occupational health and safety management system

04 People - Protecting Health, Safety, and Well-being (management system, ISO 45001-aligned), Pg 102-111

403-2

Hazard identification, risk assessment, and incident investigation

04 People - Protecting Health, Safety, and Well-being (HIRA / incident investigation), Pg 102-111

403-3

Occupational health services

04 People - Protecting Health, Safety, and Well-being , Pg 102-111

403-4

Worker participation, consultation, and communication

04 People - Protecting Health, Safety, and Well-being, Pg 102-111

403-5

Worker training on occupational health and safety

04 People - Protecting Health, Safety, and Well-being (safety training), Pg 102-111

403-6

Promotion of worker health

04 People - Investing in Employee Wellness, Pg 102-111

403-7

Prevention and mitigation of OH&S impacts linked by business relationships

04 People - Protecting Health, Safety, and Well-being (contractor safety), Pg 102-111

403-8

Workers covered by an OH&S management system

04 People - Protecting Health, Safety, and Well-being (coverage across 25 facilities), Pg 102-111

403-9	Work-related injuries	04 People - Protecting Health, Safety, and Well-being (LTIR 3.5→2; zero fatalities), Pg 102-111	
403-10	Work-related ill health	04 People - Protecting Health, Safety, and Well-being (ill-health outcomes), Pg 102-111	
8. Employment & labour practices			
3-3	Management of material topic	04 People - Strategic Talent Acquisition & Workforce Growth, Pg 72	
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	04 People - Talent Retention and Turnover, Pg 98	
401-2	Benefits provided to full-time employees	04 People - Employee Benefits, Pg 90-92	
401-3	Parental leave	04 People - Employee Benefits (parental leave & return-to-work), Pg 91	
9. Training & development			
3-3	Management of material topic	04 People - Learning, Upskilling & Professional Development, Pg 77	

GRI 404: Training and Education 2016

404-1	Average hours of training per year per employee	04 People - Learning, Upskilling & Professional Development, Pg 78, 80	-
404-2	Programs for upgrading employee skills and transition assistance	04 People - Learning, Upskilling & Professional Development (academies; R&D-linked learning), Pg 78-82	-
404-3	Percentage of employees receiving career development reviews	04 People - Learning, Upskilling & Professional Development (95% career reviews; 70% IDPs), Pg 81, 98	-

10. Diversity, equity & inclusion

3-3	Management of material topic	04 People - Fostering Diversity, Equity & Inclusive Culture, Pg 73	
-----	------------------------------	--	--

GRI 405: Diversity and Equal Opportunity 2016

405-1	Diversity of governance bodies and employees	04 People - Fostering Diversity, Equity & Inclusive Culture (women 6.6% total /17.2% office-based); Advancing Women's Empowerment and Inclusion at Hotpack, Pg 73-76	
405-2	Ratio of basic salary and remuneration of women to men	04 People - Advancing Women's Empowerment and Inclusion at Hotpack (1:1 salary ratio),Pg 73-76	

GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	04 People - Annual Incident Report Monitoring (harassment concerns raised & resolved), Pg 108-111	-
11. Community & social responsibility			
3-3	Management of material topic	04 People - Giving Back: Our Community Engagement, Pg 117	
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	04 People - Giving Back: Our Community Engagement (Ifar drives, volunteering, education), Pg 117-120	
413-2	Operations with significant actual and potential negative impacts on local communities	04 People - Giving Back: Our Community Engagement (impact management), Pg 117-120	Not applicable: no operations identified with significant negative community impacts in 2025
12. Supplier social assessment			
3-3	Management of material topic	05 Governance - Responsible Supplier Code; Supporting Local Supply Chains, Pg 149	
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers screened using social criteria	05 Governance - Responsible Supplier Code, Pg 147-155	Information incomplete: % screened not yet measured; 2025 baseline, to report from 2026
414-2	Negative social impacts in the supply chain and actions taken	05 Governance - Supplier Engagement and Inclusion Framework, Pg 156-158	Information incomplete: no supplier social audits conducted in 2025; programme to commence 2026

13. Customer health, safety & product quality

3-3

Management of material topic

02 Our Approach - Customer Engagement & Satisfaction; 03 Environment - R&D Strides & Innovation, Pg 27-31, 53

GRI 416: Customer Health and Safety 2016

416-1

Assessment of the health and safety impacts of product and service categories

Stakeholder engagement; Governance policies - Social responsibility and People, Pg 24, 132

416-2

Incidents of non-compliance concerning health and safety impacts of products and services

05 Governance - Risk Oversight and Compliance Management (product compliance; none stated), Pg 144-145

14. Marketing, labelling & customer privacy

3-3

Management of material topic

05 Governance - Digital Transformation, IT Security & Cyber Resilience; Responsible Supplier Code, Pg 159

GRI 417: Marketing and Labeling 2016

417-1

Requirements for product and service information and labeling

03 Environment - R&D Strides & Innovation (labelling & product information), Pg 81, 136

417-2

Incidents of non-compliance concerning product and service information and labeling

05 Governance - Risk Oversight and Compliance Management (none stated), Pg 144-146

417-3

Incidents of non-compliance concerning marketing communications

05 Governance - Risk Oversight and Compliance Management (none stated), Pg 144-146

GRI 418: Customer Privacy 2016

418-1

Substantiated complaints concerning breaches of customer privacy and losses of customer data

Governance - Data Privacy / IT security (none substantiated stated), Pg 159-162

15. Anti-corruption & business ethics

3-3

Management of material topic

05 Governance - Business Ethics & Code of Conduct, Pg 137

GRI 205: Anti-corruption 2016

205-1

Operations assessed for risks related to corruption

05 Governance - Risk Oversight and Compliance Management (corruption-risk assessment: 75% coverage; 90% 2026 target) Pg 144-146

205-2

Communication and training about anti-corruption policies and procedures

04 People - Annual Incident Report Monitoring (ten corruption-related concerns raised; none substantiated as a confirmed incident), Pg 109

205-3

Confirmed incidents of corruption and actions taken

04 People — Annual Incident Report Monitoring (ten corruption-related concerns raised; none substantiated as a confirmed incident)

GRI 206: Anti-competitive Behavior 2016

206-1

Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

05 Governance - Risk Oversight and Compliance Management (none stated), Pg 144-146

16. Sustainable procurement

3-3

Management of material topic

05 Governance - Responsible Supply Chain Practices; Supporting Local Supply Chains, Pg 146

GRI 204: Procurement Practices 2016

204-1

Proportion of spending on local suppliers

05 Governance - Supporting Local Supply Chains (local sourcing approach), Pg 154-155

Information incomplete: % local procurement spend not yet quantified; 2025 baseline, to report from 2026

17. Economic performance & indirect impacts

3-3

Management of material topic

01 Introduction - About This Report; 05 Governance - Governance Framework & Leadership Approach, Pg 123-124

GRI 201: Economic Performance 2016

201-1

Direct economic value generated and distributed

01 Introduction - Achievement and Accreditation (economic value generated & distributed), Pg 18-21

Confidentiality constraints where detailed financials are not publicly disclosed (privately held); described qualitatively

201-2

Financial implications and other risks and opportunities due to climate change

05 Governance - Risk Oversight and Compliance Management (climate risk); 03 Environment - Emissions Management, Pg 124

Information incomplete: quantified financial implications to develop with TCFD/IFRS S2 alignment

GRI 203: Indirect Economic Impacts 2016

201-1

Infrastructure investments and services supported

04 People - Giving Back: Our Community Engagement (infrastructure & investment), Pg 117-120

Confidentiality constraints where detailed financials are not publicly disclosed (privately held); described qualitatively

201-2

Significant indirect economic impacts

04 People - Giving Back: Our Community Engagement; 01 Introduction - About This Report (local economic contribution), Pg 117-120

Information incomplete: quantified financial implications to develop with TCFD/IFRS S2 alignment



Our progress today is shaping the impact we want to create tomorrow. By advancing sustainable packaging, reducing our environmental footprint, supporting our people and communities, and strengthening responsible governance, Hotpack continues to turn commitment into measurable action. Guided by innovation, transparency and accountability, we are building a more resilient and responsible business while contributing to a circular future. Every improvement we make, every partnership we strengthen and every responsible choice we take brings us closer to a future where sustainable packaging is not simply an option, but the standard.

SUSTAINABILITY REPORT 2025



HOTPACK PACKAGING IND. LLC
Dubai Investment Park - 1, Dubai, UAE
Tel: +971 4 805 1888
hotpackglobal.com