2021
Sustainability
Report

Institutionalizing sustainability

yahsat اليـاه سـات
smart satellite solutions

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Message from the Chairman

In 2021, Yahsat set out to institutionalize its sustainability processes to ensure it consistently contributes towards international, United Arab Emirates (UAE) and Abu Dhabi sustainable development ambitions. Numerous governments and organizations are positioning themselves to help achieve the United Nations Sustainable Development Goals (SDGs), which continue to drive the development of a better future for current and future generations.

In the UAE, several national ambitions are aligned with the SDGs and contain multiple sustainability-related objectives. For example, the UAE's National Space Strategy 2030, which Yahsat was involved in developing, maintains specific sustainability-related objectives and contains initiatives to help achieve the SDGs. Locally in Abu Dhabi, there is the Abu Dhabi Economic Vision 2030, the Abu Dhabi Environment Vision 2030 and the environmental agency's strategies, all of which are fundamentally based on sustainable development.

Yahsat is currently structuring its own sustainability-related ambitions. These will be aligned with a range of relevant international and national ambitions, and will of course be aligned with Yahsat's overall vision and mission. Through the development of a sustainability framework and associated strategy, the intention is for Yahsat to prioritize its actions, improve its management of important sustainability-related areas and regularly disclose progress in the coming years.

When Yahsat became a publicly listed company on the Abu Dhabi Securities Exchange (ADX) in 2021, we took this opportunity to review and enhance key governance policies and processes. New board committees were formed and others were decommissioned, an Investor Relations function was established, and our Ethics and Compliance function established two key documents: our Code of Ethics and our Business Partner Code of Conduct. We hold ourselves and our business partners to high ethical standards and are proud to report no ethical, anti-competitive or human rights violations have occurred.

As a leading integrated satellite communications solutions provider, we continue to improve our customer service capabilities and to help communities in need where possible.

As a leading integrated satellite communications solutions provider, we continue to improve our wide range of offerings to provide critical connectivity and to help communities in need where possible. We are excited to see the results of the many customer-centric programmes currently being implemented to better understand and meet our customers' needs. For communities struggling with poor communications infrastructure or losing connectivity following natural disasters, we have helped them gain communications access to support recovery, such as the communities impacted by the recent Typhoon Rai in the Philippines.

2021 was a notable year for our workforce. As well as winning various industry awards, four of Yahsat's leaders were promoted to C-Level positions and have been well prepared for their new roles by successfully coming through our GROW programme. As leaders, we continue to regularly monitor employee satisfaction levels and other important workforce indicators. For example, since 2019, there have been a total of four recordable injuries, despite the total number of working hours increasing by over 100 percent, and employee grievances continue to steadily decline.

Throughout this report, we discuss in detail what is important to Yahsat in terms of sustainability, and how we are addressing, or planning to address, these important areas. I am proud to present Yahsat's inaugural 2021 ESG report and I hope you find our discussions and analysis insightful. In the future, we invite you to keep track of our ESG progress and to engage with us through our newly established Investor Relations function.

Musabbeh Al Kaabi
Chairman of the Board

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About this Report

This is the inaugural environmental, social and governance (ESG) report of Al Yah Satellite Communications Company PJSC ('Yahsat'). The reporting period is from 1st January 2021 to 31st December 2021. The aim of the report is to provide a balanced representation of Yahsat's sustainability/ESG performance by disclosing how the sustainability issues material to our business and stakeholders are addressed under each pillar of Yahsat's sustainability framework.

This report has been prepared in accordance with the GRI Standards: Core option and takes into consideration other sustainability-related standards, including SASB Standards, Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidance, the United Nations Sustainable Development Goals (SDGs) and the United Arab Emirates (UAE) National Space Policy. The GRI content index is provided in Appendix A.

The report is available on Yahsat's website.

For any inquiries or feedback regarding this report, please contact the Investor Relations Office.

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Profile of Yahsat

OVERVIEW

Yahsat was initially established in 2007 as a private joint-stock company and became a publicly listed company on the Abu Dhabi Securities Exchange (ADX) in July 2021. The company is headquartered in Abu Dhabi, UAE. With a fleet of five satellites reaching over 80 percent of the world's population,

Yahsat offers a variety of integrated satellite communications solutions across the radio spectrum, enabling critical communications across the globe. Our main service offerings include providing satellite capacity infrastructure, value-added managed solutions, mobility solutions, data solutions

and broadcasting services. To deliver these services, we maintain a range of key business partnerships. Yahsat's majority shareholder is Mudabala, one of the UAE's largest sovereign wealth funds.

VISION

To be the global partner of choice for reliable, innovative and affordable satellite solutions.

MISSION

To deliver exceptional value to our customers, shareholder and partners by focusing on the following:

Quality
Being an industry centre of excellence for our customers and partners by offering innovative, reliable and affordable satellite solutions.

Human Capital
Empowering our employees to succeed and become proud role models in their communities.

Growth
Anticipating and fulfilling the satellite communications needs of government, corporate and individual customers across regions.

Satellite Coverage and Radio Spectrums

- 🟢 Al Yah 1 & Al Yah 2 Gov. Coverage
- 🔴 Al Yah 2 & Al Yah 3 Coverage
- 🌸 Al Yah 2 Ka-Band Coverage
- 🟡 Thuraya L-Band Coverage
- 🟠 Al Yah 3 Ka-Band Coverage
- 🔵 Thuraya-4-Extended Coverage

Band	Frequency Range (GHz)	Applications
C	4 to 8	• IP Trunking • Corporate VSAT
L	1 to 2	• Secure military capacity and solutions • Handheld voice • Land mobile data • IoT/M2M solutions • Marine connectivity • Aero connectivity
Ku	12 to 18	• Broadcast
Ka	27 to 40	• Secure military capacity and solutions • Cellular backhaul • Community Wifi hotspots • Consumer broadband • Enterprise networks • In-flight connectivity

Yahsat's fleet of five satellites reach

80%

of the world's population

Core Service Offerings

Business Line	Overview of Service Offerings
yahsat البياه سات GOVERNMENT SOLUTIONS	Leases critical and secure satellite capacity. Military, government and enterprise managed solutions including consultancy, design, procurement, implementation, and operations and maintenance support.
THURAYA	Voice and data mobility connectivity services for land, marine and aeronautical applications. Services include the Internet of Things (IoT), Machine to Machine (M2M), asset tracking and monitoring, and handheld voice (including GSM roaming).
YahClick powered by HUGHES	High-speed satellite broadband for consumers, enterprise and government users. Supports high-speed internet access, cellular backhauling, Wi-Fi hotspots and networking requirements.
yahlive	Direct-to-home (DTH) television capacity and related services, predominantly for free-to-air broadcasters.

Yahsat at a Glance

8th largest satellite operator in terms of revenue (2020)

Over 1 billion people with broadband coverage

Successfully listed on ADX in 2021

Over 4 billion people with mobile coverage

USD 407.6 million revenue in 2021

Number 1 satellite broadband provider in Africa

Preferred partner for satellite solutions to the UAE Government

Over 100 million viewers on channels carried over Yahlive capacity

Over 150 countries covered by Yahsat and Thuraya satellites

416 full-time employees as at 31 December 2021

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Approach to Sustainability

Yahsat participates in numerous sustainability-related activities and, across the business, we actively seek ways to improve our overall sustainability performance.
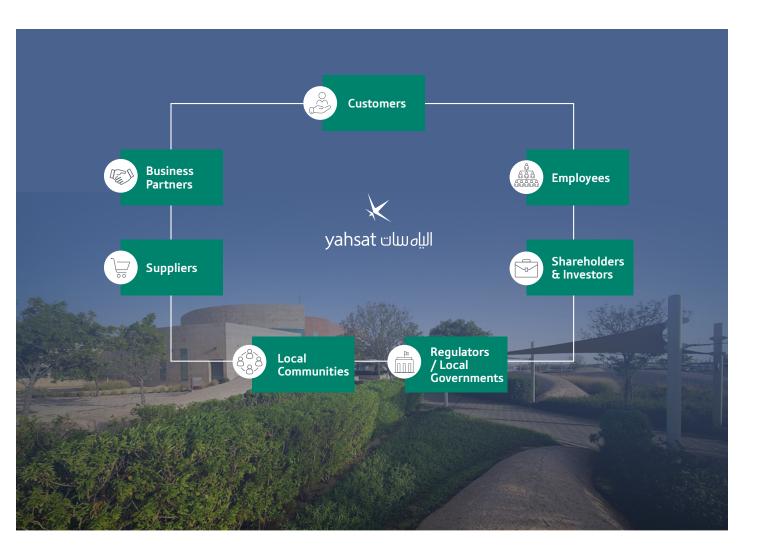
To ensure we are in the best possible position to effectively continue and, where possible, improve our contributions towards promoting sustainable development, we set out to meet three key objectives as a company in 2021 and 2022:

- Identify and understand the sustainability-related areas of most importance to Yahsat.
- Develop an appropriate approach to report on and manage these areas.
- Develop a sustainability strategy to improve our environmental, social and governance (ESG)/ sustainability performance.

We are pleased to have made progress with the first two objectives, as detailed in this report. We are now focused on developing a group-wide strategy in the first quarter of 2022 to steer our overall ESG/sustainability performance. The strategy will span three years and identify priority actions – and key opportunities to take advantage of – over this period.

STAKEHOLDERS

Through ongoing engagement with key stakeholders, we aim to understand their specific priorities, expectations and perceptions regarding Yahsat's sustainability-related activities. Stakeholders can be broadly categorized into the following groups, encompassing all those who may have an impact on, or be impacted by, Yahsat's business activities:

Stakeholder Expectations, Interests and Modes of Engagement

	Regulatory Bodies / Local Governments	Employees	Customers	Suppliers	Shareholders & Investors	Local Communities	Business Partners
Expectations & Interests	• Compliance with applicable regulations and laws • Economic performance • Nationalization • Contingency planning • Business ethics • Prevention of corruption and anti-competitive behaviour	• Personal and career development • Competitive compensation • Engaging and challenging opportunities • Equal opportunities • Impacts of COVID19- • Knowledge sharing across the organization • Human rights	• Data privacy and security • Network coverage and connectivity • Prompt resolution of service-related issues • Enhanced technology and solution offerings	• Procurement practices • Compliance with applicable regulations and laws • Economic performance • Timely payment and fair terms • Health and safety standards	• Business model and strategy • Economic performance • Allocation of capital • Compliance with applicable regulations and laws • Governance practices • ESG/sustainability strategies and practices	• Employment opportunities • Community investment and development • Education and knowledge transfer • Access to connectivity and services	• Business model and strategy • Economic performance • Compliance with applicable regulations and laws • Governance practices • Partnership opportunities • Aligned interests
Modes of Engagement	• Joint programmes and partnerships • Interviews and meetings • Press releases • Public reports • Corporate website	• Internal communications (intranet and newsletters) • Performance reviews • Training and development programmes • Employee surveys • Corporate events • Public reports • Townhall meetings and forums	• Customer care relationship managers and representatives • Customer service applications • Call centres • Industry events • Public reports • Corporate website	• Industry events • Screening and assessment • Site visits • Forums • Joint projects • Public reports	• Annual General Meeting • Press releases • Public reports • Interviews and meetings • Newsletters • Corporate website	• Press releases • Corporate website • Community partnerships and sponsorships • Forums and public consultation	• Annual General Meeting • Internal communications • Management meetings • Joint projects • Press releases • Public reporting

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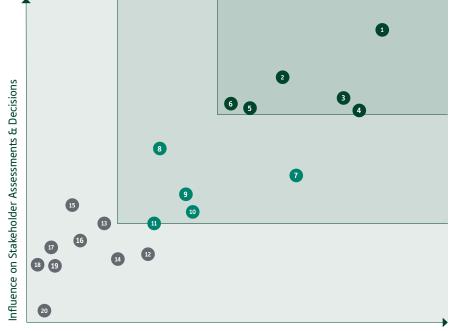
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MATERIALITY MATRIX

Materiality assessments are a valuable tool to identify and prioritize the relative importance of sustainability-related areas to a business. As a first step in conducting such an assessment, we strove to understand the sustainability-related areas where Yahsat has the greatest impact, or the greatest potential to be impacted – which are most likely to influence the evaluations and decisions of key stakeholders. To accurately capture all such areas, we reviewed reputable sustainability standards; international and national ambitions; the Abu Dhabi Securities Exchange ESG reporting requirements; sector-specific areas assessed by ESG rating agencies; the sustainability-related areas reported on by Yahsat's peers; and the interests of key stakeholders.

In total, 20 sustainability-related areas were identified. To prioritize these according to greatest potential impacts and influence over stakeholder decision-making, materiality surveys were then distributed among Yahsat's executive leadership. The surveys incorporated scoring assessments and specific stakeholder feedback for each of the 20 areas.

The resulting materiality matrix below highlights the relative significance of these sustainability-related areas to Yahsat and its stakeholders, with issues categorized from 'Important' to 'Most Important'.

Sustainability Standards

International & National Ambitions

Influence on Stakeholder Assessments & Decisions

Significance of Impacts

Most Important	
1	Business Ethics
2	Data Privacy & Security
3	Business Continuity & Risk Management
4	Access to Communications & Connecting Communities
5	Corporate Governance
6	Disaster Response

Very Important	
7	Talent Attraction, Retention & Development
8	Customer Relationship Management
9	Competitive Behaviour
10	Sustainable Use of Space
11	Health & Safety

Important	
12	Employee Engagement, Diversity & Inclusion
13	Product, Innovation & Lifecycle Management
14	Supply Chain Management
15	Human Rights
16	Community Investment
17	Controversial Sourcing
18	Environmental Management
19	Carbon Emissions & Climate Strategy
20	Energy Management

SUSTAINABILITY FRAMEWORK

Upon completing the materiality assessment, the next step was to design a robust sustainability framework to formalize and focus Yahsat's approach to promoting sustainable development, especially in terms of managing relevant sustainability-related areas; monitoring and reporting on progress; and strategy development. The framework comprises five pillars, with each pillar addressing specific sustainability-related areas. Through this structured, strategic approach, we aim to cumulatively create value for Yahsat and our key stakeholders.

- Access to Communications & Connecting Communities
- Community Investment
- Customer Relationship Management
- Disaster Response

- Business Ethics
- Business Continuity & Risk Management
- Competitive Behaviour
- Corporate Governance
- Data privacy & Security

- Controversial Sourcing & Partnerships
- Supply Chain Management

- Employee Engagement, Diversity & Inclusion
- Health & Safety
- Human Rights
- Talent, Attraction, Retention and Development

- Carbon Emissions & Climate Strategy
- Energy Management
- Environmental Management
- Product, Innovation & Lifecycle Management
- Sustainable Use of Space

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2021 Highlights

Reliable Corporate Governance

Zero instances of ethical-related violations reported.

Zero instances of anti-competitive violations reported.

Zero identified leaks, thefts or losses of customer data.

Zero substantiated complaints received concerning breaches of customer privacy.

Two major spacecraft anomalies were successfully identified and resolved through established and audited crisis management plans, communication plans and business continuity plans.

Serving Customers & Communities

Over 300 students in remote areas of the UAE gained improved internet connectivity access and subsequently met their educational needs through e-learning platforms.

Transponder availability for Yahsat's satellites has averaged 99.965 percent over the past three years, enabling us to consistently transmit customer data as needed.

Investing in People

Four newly promoted C-Level executives participated in Yahsat's GROW programme.

52.08 percent of Yahsat's full-time workforce was represented by **Emirati nationals.**

Zero employee or contractor fatalities.

Only four recordable injuries (employees and contractors) over the past three years.

Promoting Environmental Protection

We committed to developing a sustainability strategy. The strategy will incorporate climate change-related ambitions and priority action plans for other key environmental, social and governance areas.

Developing Business Partnerships

Local supplier expenditure has increased by 22 percent (or AED 32 million) from 2019 to 2021.

Establishment of centralized, **transparent and fair procurement processes.**

Chapter 1
Reliable Corporate Governance

We are committed to operating with integrity and maintaining the highest professional and ethical standards in every aspect of our business. Through our established and evolving governance structures, we aim to ensure all of our operational activities are performing as intended, including complying with local and international regulations, improving business performance, and ensuring stakeholder interests continue to be met.

Material Issues Covered

- Business Ethics
- Business Continuity & Risk Management
- Competitive Behaviour
- Corporate Governance
- Data Privacy & Security

UAE National Space Policy

- Ensure a Supporting Legislative Framework and Infrastructure to Match the Future Developments in the Sector

Abu Dhabi Economic Vision 2030

- Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

Sustainable Development Goals

8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Board of Directors

Yahsat's Charter of the Board of Directors ('Board') establishes the Board's roles, responsibilities, structures and processes. Directors are appointed by Yahsat's shareholders through a cumulative secret ballot and a majority of the Board must be independent, non-executive and Emirati citizens.

By the end of 2021, Yahsat's Board comprised only non-executive members, of which six were independent members. The categorization of an independent director adheres to the definitions used by the UAE's Securities and Commodities Authority. Moreover, Yahsat strives to maintain at least one female Board director and has achieved this goal over the past three years.

Through the leadership of the Chairperson, who is required to be an independent, non-executive director, the Board draws on a wealth of relevant and sufficiently varied experiences and skills to successfully guide Yahsat in the direction of its vision. Each Board member has held, or continues to hold, leadership positions in reputable organizations, across a collective range of industries spanning telecommunications, space, defence, security, military, manufacturing, artificial intelligence, media, finance and government.

The Board's performance is evaluated on an annual basis by the Nomination and Remuneration Committee. The evaluation assesses the functioning of the Board as a body, as well as individual directors, and is tentatively scheduled to occur during the third quarter of 2022. At least every three years, an independent and professional entity will also conduct Board evaluations (as yet still to occur, since Yahsat became a publicly listed company in 2021).

To ensure the Board sufficiently understands its duties and is adequately informed on Yahsat's activities and any industry-specific developments, newly appointed Board directors receive a comprehensive induction. Key topics included in the induction are the Group's:

- Strategy, objectives and continuing obligations as a listed company
- Financial and operational activities
- Duties, charters and responsibilities of directors, the Board and Board committees
- Corporate governance policies and delegation of authority
- Code of Ethics

Board trainings also occur depending on identified needs. In 2021, Board members received training in several topics from a reputable law firm. These topics included important UAE legislation; directors' duties; director liabilities and important obligations; corporate governance; disclosure obligations; shareholder relationships; information sharing; insider trading; and related-party transactions. For 2022, a Board training calendar will be developed.

Total number of Board members

● 2019 ● 2020 ● 2021

████████████	8
████████████	8
█████████████	9

Board Members	2019	2020	2021
Total number of Board members	8	8	9
Total number of independent members	N/A	N/A	6
Total number of non-independent members	N/A	N/A	3
Total number of executive members	0	0	0
Total number of non-executive members	8	8	9
Total Board seats occupied by men	6	6	8
Total Board seats occupied by women	2	2	1

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Board Committees

Board committees have been established to help the Board effectively discharge its responsibilities. Each Board committee has its own charter and throughout 2021, various changes occurred in response to Yahsat becoming a publicly listed company.

Specifically, the Operations Committee (OpsCom) was disbanded, and the Human Capital Committee (HCC) was relabeled as the Nomination and Remuneration Committee (NRC). OpsCom's responsibilities have since been allocated among the Board and management, and the mandate of the HCC has been enhanced to ensure alignment with regulatory requirements and best practices for a NRC.

AUDIT, RISK AND COMPLIANCE COMMITTEE

The Audit, Risk and Compliance Committee (ARCC) is governed by the ARCC Charter and assists the Board in fulfilling its governance, risk management and internal control responsibilities. The ARCC is chaired by an independent and non-executive Board director and comprises five members, including three independent and non-executive Board directors. The ARCC is required to meet quarterly and met five times during 2021. During these meetings, key areas discussed included financial statement assessments; external audit results; the adequacy of Yahsat's internal control systems; risk management activities; internal audit results; governance and regulatory audits; and compliance activities.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee (NRC) is governed by the NRC Charter and assists the Board in the efficient management of compensation and general human resources management. The NRC is chaired by an independent and non-executive Board director and was made up of four members, including an independent and non-executive Board director. The NRC is required to meet quarterly and met three times during 2021 (as the NRC was formed in July it was not possible for the NRC to meet in each quarter of its inaugural year). During these meeting, key areas discussed included remuneration for the Board and senior management, the independence of Board directors, diversity and succession planning.

Key Governance Processes

To ensure Yahsat was successfully prepared for an initial public offering (IPO) on the Abu Dhabi Securities Exchange (ADX), an IPO readiness workstream was created. This involved a comprehensive review of Yahsat's policies, processes and governance, from the perspective of separating from Mubadala, the majority shareholder of Yahsat, and meeting all relevant regulatory requirements. Several important governance structures and policies have since been updated and produced, including an independent Ethics and Compliance function; a Code of Ethics; a Nomination and Remuneration Board Committee; a Competition Law policy; and a whistle-blowing mechanism.

BUSINESS ETHICS

We strive to promote a culture of professionalism and integrity at Yahsat and to ensure ethical conduct is at the core of how we operate. The independent Ethics and Compliance (E&C) function, empowered by its E&C Charter, has developed the necessary governance structures to help Yahsat maintain its high levels of ethical conduct. Reporting directly to the Audit, Risk and Compliance Committee of the Board quarterly, the E&C function administers a comprehensive E&C programme, assesses E&C-related risks and mitigation controls, and was responsible for the development of Yahsat's Code of Ethics.

"Doing the right thing, the right way… and if you see it, say it."

Yahsat Code of Ethics

Our Code of Ethics aims to enable the Group to achieve its commercial objectives while operating at the highest levels of integrity. Everyone who works directly for, or represents, Yahsat (including controlled subsidiaries) must adhere to the Code, and it is incorporated in official company policies including the following:

- Conflict of Interest Policy
- Anti-Bribery & Corruption Policy
- Business Partner Due Diligence Policy
- Personal Trading Policy
- Securities Trading Policy
- Data Privacy Policy
- Corporate Communications Policy
- Information Security Policy
- Data Retention Policy
- Export Control and Sanctions and Compliance Policy
- Competition Law Policy

The Code of Ethics also guides our approach to selecting customers and forming strategic partnerships with governments. Consideration is given to the nature of our customers business activities and whether they are conducted professionally, ethically and comply with all applicable legislation.

Ethics and compliance training is conducted on an annual basis, educating employees on key areas such as conflicts of interest; gifts; entertainment; anti-bribery; corruption; export control and sanctions compliance; fraud awareness; and business partner due diligence. Trainings were conducted virtually during 2021 and included e-learning quizzes and a mandatory acknowledgement of the principles of the Code of Ethics from all employees.

Any violations of Yahsat's Code of Ethics and other policies can be reported through several channels, including dedicated email addresses for employees and non-employees, and an independent helpline. All matters reported to the E&C function are individually reviewed, investigated and adjudicated. During 2021, no instances of ethical-related violations were reported.

Code of Ethics Violation Channels

Internal email: **ethics@yahsat.ae**
External email: **compliance@yahsat.ae**
Helpline: **02-507 6446**

COMPETITIVE BEHAVIOUR

Across the Group, we avoid and discourage engaging in any form of anti-competitive behaviour. Such behaviour could include engaging in prohibited conduct, entering into unlawful agreements that limit or restrain trade, or inappropriately discussing and managing non-public information. To help our employees identify, prevent, and interrupt potentially anti-competitive behaviour, Yahsat's Competition Law Policy provides specific guidance for the following activities:

- Participation in trade associations (includes limiting discussions to publicly available information only).
- Business with competitors (includes conducting reviews for price-fixing agreements which negatively impact other competitors).
- Obtaining competitive information (includes reporting improperly received information to the E&C function).
- Business in a dominant market position (includes ensuring Yahsat does not abuse its market dominance – for instance, holding greater than 50 percent of market share – to negatively impact competitors or end users of satellite-related services).
- Mergers, acquisitions or joint ventures (includes assessing potential impacts on service and product prices, availability and innovation).
- Procurement practices (includes ensuring procurement decisions are made fairly and competitively.

Any violations of the Competition Law Policy can be reported to Yahsat's General Counsel and/or the E&C function. During 2021, no anti-competitive violations were reported.

Business Continuity & Risk Management

Business continuity management (BCM) is a fundamental practice at Yahsat. We periodically test and audit BCM plans and practices to ensure our business functions and services operate uninterrupted, and that we are ready and able to effectively and efficiently respond to any risks that may materialize. Key elements of BCM practices at Yahsat include threat risk assessments; business impact assessments; a crisis management plan; a crisis communications plan; and the development of business continuity plans (BCPs) for all of Yahsat's critical processes.

Assurance activities are periodically conducted on Yahsat's BCPs and overall BCM practices to ensure they are robust and reliable. Throughout 2021, we conducted tests on two BCPs to review each plan's overall effectiveness, and we have scheduled a crisis simulation in 2022 to test our crisis management plan. Our BCM practices are audited annually by the UAE's Telecommunications and Digital Government Regulatory Authority (TDRA), which audits our practices according to the UAE's National Emergency Crisis and Disasters Management Authority's (NCEMA) business continuity management standards. During our most recent audit, we received the best possible result of 100 percent.

Risks to the business are identified through a comprehensive threat risk assessment procedure that also monitors the current status of the established controls designed to mitigate each risk. During 2020 and 2021, the COVID-19 pandemic required the activation of the crisis management plan to ensure the ongoing operation of critical operations and reduce the risk of mass infection and unavailability of personnel. Two major spacecraft anomalies were also experienced in 2021, which led to the activation of the crisis management plan, communication plans and BCPs. Post-incident reviews were conducted on the spacecraft anomalies, resulting in the implementation of measures to prevent the reoccurrence of such incidents, and thankfully, no material damages were sustained.

Yahsat's key risks and mitigating controls are summarised below:

Fire	Spacecraft Anomalies	Power Outages	Unavailability of Critical Applications	Unavailability of Personnel	Cyber Security
• Fire detection and suppression systems • Site emergency management plan • Trained wardens	• Monitoring and maintenance systems • Offsite back-up control centre • Trained engineers (regular refresher training) • Support and service level agreements with manufacturers (Airbus, Boeing, HNS)	• Onsite back-up power generator • Redundancy (i.e., two or more) power supplies at all critical points • Multiple uninterruptable power supplies (UPS)	• Redundancy and back-up measures for critical applications, to avoid data loss and ensure they can continue to be used • All critical applications available at the offsite back-up control centre	• Identification of minimum required personnel • Identified primary and secondary personnel back up for all critical processes	• Incident containment through dedicated 7/24 monitoring, detection and isolation control • Security incident mitigation through third-party incident response retainer

Data Privacy & Security

At Yahsat, we take the secure protection of information extremely seriously. To ensure our information security (IS) activities are appropriately managed, comprehensive governance structures have been established and include, among other policies and procedures, an IS charter, committee and policy. The IS Charter establishes the necessary roles, responsibilities and authorities, both to prevent information security incidents from occurring and to effectively respond to such incidents should they occur. Its three main objectives are:

- Mitigate information security risks and achieve adequate protection levels for all information assets.
- Maintain compliance with all applicable local and international regulations.
- Protect information and prevent unauthorized information use or disclosure.

Key responsibilities are defined in the IS Charter for Yahsat's Information Security Committee, Chief Operation Officer, Enterprise Security Manager and others. The IS Committee comprises Yahsat's Chief Executive Officer, Chief Operating Officer, Enterprise Security Manager, the IS Manager and additional members if necessary. Its main responsibilities include overseeing the enterprise-wide security programme; the approval of IS policies; evaluating and proposing IS-related investments; monitoring IS initiatives; and periodically reporting to the Audit, Risk and Compliance Board Committee.

The IS Policy applies to all information assets and systems, and was created to ensure the

DATA PRIVACY & SECURITY

● 2019   ● 2020   ● 2021

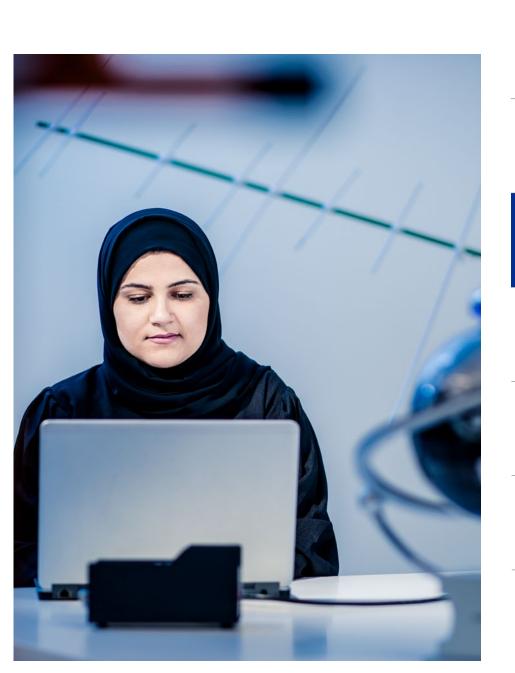**Total number of identified leaks, thefts, or losses of customer data**

ZERO
ZERO
ZERO

Total number of substantiated complaints received concerning breaches of customer privacy

ZERO
ZERO
ZERO

confidentiality, integrity and availability of information through a uniform approach and defined responsibilities. Yahsat's Data Privacy Policy is another key information security policy. This policy can be found in the Code of Ethics and sets out eight principles for handling personal data.

Other policies that have been established to support data privacy and security relate to IS awareness; IS training; IS risk management and incident management; data classification and protection; asset management; data centre code of conduct; access control; third-party security; removable media; secure systems development; and change control. During 2021, there were no identified leaks, thefts or losses of customer data.

Chapter 2

Serving Customers & Communities

Through our technological excellence and customer-centric approach, we strive to provide innovative, reliable and affordable satellite solutions to Yahsat's customers. Such solutions enable communities around the world to connect with each other, and provide Yahsat with multiple opportunities to create positive community impacts.

Material Issues Covered

- Access to Communications & Connecting Communities
- Community Investment
- Customer Relationship Management
- Disaster Response

UAE National Space Policy

- Provision of Competitive and Leading Space Services
- Development of Advanced Local Capacities in Space Technology Manufacturing and R&D

Abu Dhabi Economic Vision 2030

- Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

Sustainable Development Goals

| 4 QUALITY EDUCATION | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 11 SUSTAINABLE CITIES AND COMMUNITIES | 17 PARTNERSHIPS FOR THE GOALS |

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Meeting the Communication Needs of Communities

Working in partnership with international and regional service providers, Yahsat has helped to expand and enable internet and information access for underserved communities throughout the world.

These communities often have limited or no telecommunications-related infrastructure, or operate in areas where reliable and secure infrastructure is difficult to establish. Examples of how Yahsat has helped these types of communities through satellite communications solutions include:

The transmission of Iraqi election results

Fishing vessel monitoring capabilities for the Department of Fishery in Vietnam

Supporting telemedicine solutions for medical concerns in remote areas of Australia

Other notable instances include the UAE, South Africa, Kenya and Pakistan:

We installed and set up satellite equipment and internet services for rural communities in the UAE with limited connectivity, enabling 74 villas to gain internet access and over 300 students to gain access to e-learning platforms (see case study).

In the Eastern Cape, South Africa, we replaced costly and unstable dial-up services with satellite broadband internet services across 207 public libraries in typically remote populations.

In Kiambu County, Kenya, where 40 percent of the population reside in rural areas, our new and updated software solutions enabled 108 healthcare facilities to improve communications and share critical information related to patient inquiries, human resource requirements and medicine inventories.

In the Gilgit Baltistan province of Pakistan – a province known to have limited internet and information access and ongoing security issues – we provided satellite broadband internet services to eight learning centres, enabling over 3,000 beneficiaries to receive training in information and communication technology.

CASE STUDY

Emirates Schools Establishment and Yahsat Collaboration

In certain rural communities throughout the UAE, poor internet connectivity was preventing students from accessing various e-learning programmes and materials. To resolve this problem, Yahsat and the UAE's Ministry of Education collaborated to provide improved internet connectivity to support distance and e-learning capabilities.

In the emirates of Fujairah, Ras Al Khaimah and Sharjah, we conducted numerous internet accessibility site surveys with families to determine the approximate number of students and locations requiring improved internet connectivity. The main issues we identified related to poor internet coverage provided by traditional terrestrial networks (including hotspot capabilities and fourth generation (4G) network speeds), costly internet connectivity requirements, and population density variabilities at each location.

The solution to these issues included installing internet connectivity equipment and providing unlimited internet packages and ongoing technical support to families. With an overall investment of approximately AED 1,080,000, YahClick unlimited capacity internet packages (with 16 Mbps download and 3 Mpbs upload speeds), satellite dishes and Wi-Fi modems were provided to families in 74 villas. This resulted in over 300 students gaining improved internet connectivity access and subsequently meeting their educational needs with ease through several e-learning platforms.

> " Our collaboration with Yahsat has been part of a concerted effort by the Emirates Schools Establishment, its partners, and various education stakeholders, to maintain the gains and achievements of the education sector during the pandemic and beyond. This includes the development of a smart learning ecosystem that promises major benefits for years to come, moving the UAE's education space towards new horizons. We have seen the direct impact of this partnership on children in the UAE and we are delighted to be extending this collaboration with Yahsat into the future.

Jameela bint Salem Al Muhairi, Minister of State for Public Education

DISASTER RESPONSE

When humanitarian crises arise from natural disasters, such as floods and earthquakes, around the world, satellite operators find themselves in a position to provide immediate and vital communications solutions to help the people affected by them. Yahsat is a signatory of the United Nations Crisis Connectivity Charter, which aims to improve the way the global satellite community meets the communications needs of all stakeholders impacted by a disaster situation. We have also historically supported, and continue to support, several governments, international organizations, non-governmental organizations and others to resolve humanitarian crises where possible.

Most recently, during December 2021, Yahsat supported multiple organizations in the Philippines to help over three million people affected by the category five Typhoon Rai. Earlier in the year, Yahsat entered into a Memorandum of Understanding with the Emirates Red Crescent Authority. Through this partnership, Yahsat will deploy integrated satellite communication solutions to support remote education programmes for young people, families and schools in countries affected by disasters and crises.

Prior to 2021, Yahsat supported multiple organizations addressing various humanitarian crises in areas with limited or no communications infrastructure. By supplying satellite communications solutions, we supported the humanitarian missions of the following organizations in the conflict areas of Sudan, Yemen and Afghanistan:

The World Food Programme is the world's largest humanitarian organization, saving lives in emergencies and using food assistance to build a pathway to peace, stability and prosperity for people recovering from conflict, disasters and the impact of climate change.

The United Nations Development Programme works in 170 countries and territories to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress.

Save the Children works towards giving children a healthy start in life, the opportunity to learn and protection from harm. During a crisis, when children are most vulnerable, Save the Children is often the first organization to respond and the last to leave.

Médecins Sans Frontières brings medical humanitarian assistance to victims of conflict, natural disasters, epidemics or healthcare exclusion.

PROFILE OF YAHSAT

APPROACH TO SUSTAINABILITY

1. RELIABLE CORPORATE GOVERNANCE

2. SERVING CUSTOMERS & COMMUNITIES

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5. DEVELOPING THE RIGHT BUSINESS PARTNERSHIPS

Dependable Customer Service

We strive to continually improve customer satisfaction and service excellence at Yahsat by driving a customer-centric focus throughout all aspects of our operational services and support activities. In 2020, a centralized Customer Care Unit was established to oversee customer care operations and support services, and operational quality assurance activities. The main customer-centric programmes being implemented through the unit are:

Quality assurance of service delivery
Key elements of this programme include:

- The establishment of a dedicated Operational Quality Assurance function to reaffirm Yahsat's commitment to providing high quality services and support.

- Governance programmes to constantly monitor and measure the quality of the services we provide. Programmes include incident management, problem management and change management. (An incident typically takes the form of an unexpected service disruption, whereas problem management seeks to address the actual and potential causes of an incident. Change management involves using systematic processes to modify information technology infrastructure.)

- The establishment of Operational Level Agreements to ensure we continue to meet service and support targets. (For example, service interruption-related problems must be addressed within 30 minutes and resolved within four hours. Failing this, hierarchical escalations are followed.)

'Voice of Customer' programmes
These programmes are designed to listen to the direct experiences of our customers and include:

- Periodic customer satisfaction, net promoter score (NPS) and customer effort score (CES) questions periodically circulated to all of our service partners. An NPS assesses how likely it is a person would recommend Yahsat's services, and a CES assesses the level of effort required by a customer to resolve an issue.

- Quarterly operational reviews conducted with strategic service partner accounts,

Our Customer Care team undergo assigned customer relationship management training to ensure they are appropriately prepared to offer our customers a positive experience with us.

covering operational support activities, service requests and special projects.

- Weekly meetings with senior management to review and address escalated and unresolved customer service issues, which are reported to the executive management monthly.

Quality assessment programmes
These programmes are intended to monitor, measure and analyse customer interactions and support processes, using customer interaction scoring mechanisms and conducting calibration and alignment activities. (Calibration activities involve comparing equipment to established standards, while alignment activities involve adjustments to equipment.)

Multiple forms of customer relationship management (CRM) systems have been implemented with planned enhancements to help us capture, manage and appropriately address customer needs. On our main CRM system, '360-degree views' of customers are available, which capture all forms of customer data including basic customer information; interaction history with Yahsat; types of customer support provided; all services availed and other types of useful information. Business intelligence dashboards are used to monitor near real-time and integrated customer data, and automated business rules have been established to create system alerts and notifications. Call management systems, including interactive voice response and automatic call distribution technologies, help our customers to find information efficiently. Moreover, our Customer Care team undergo assigned customer relationship management training to ensure they are appropriately prepared to offer our customers a positive experience with us.

MONITORING OUR PERFORMANCE

We monitor several customer service metrics across the business, and we plan to expand on these from 2022 onwards, as additional customer-centric programmes become sufficiently implemented. Key metrics monitored include First Call Resolution (FCR), customer satisfaction, call success ratios and satellite transponder availability. FCR measures the ability of the Group to resolve a customer's question or problem during their first call or contact with us. Throughout 2021, monthly FCR averaged 82 percent.

Customer satisfaction surveys were sent out in 2021 to our service partners who oversee in-country sales and service operations for end-users of Yahsat's products and services. The response rate was 11.3 percent and provided us with insightful feedback regarding our products, coverage, customer care and

marketing activities. Due to the different types of customers we serve, it can be challenging to collect and accurately measure customer satisfaction data. To overcome these challenges, we aim to identify the most effective and appropriate data collection methods in the near future.
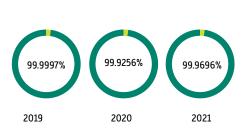
Call success ratios identify the percentage of customer calls that connected successfully to a dialled number. One of the main purposes of this metric is to assess overall customer accessibility to communications services. Across our two Thuraya satellites (TH3 and TH2), which are predominantly used for voice and data applications, call success ratios have remained broadly consistent since 2019, with 94.5 percent for TH2 and 98.5 percent for TH3 in 2021.

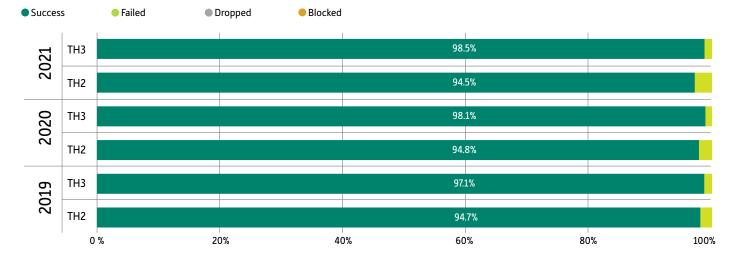**Average Satellite Transponder Availability (%)**

● Average Available ● Average Not Available

99.9997% 99.9256% 99.9696%

2019   2020   2021

Satellite transponder availability measures the time a satellite's transponders are operational to continue transmitting information. Transponders transmit information received by a satellite through a range of radio frequencies (bandwidth). Across Yahsat's satellite fleet, these radio frequencies include C, L, Ku and Ka. Issues that can cause transponders to stop working include satellite anomalies, problems with the information being received by a satellite, and/or configuration-related issues. During the past three years, the average transponder availability for each of the satellites in Yahsat's fleet has exceeded 99.9 percent.

Call Success Ratio (TH2 and TH3 Satellites)

● Success ● Failed ● Dropped ● Blocked

Year	Satellite	Success
2021	TH3	98.5%
2021	TH2	94.5%
2020	TH3	98.1%
2020	TH2	94.8%
2019	TH3	97.1%
2019	TH2	94.7%

0%   20%   40%   60%   80%   100%

99.9%

average transponder availability for each of the satellites in Yahsat's fleet

PROFILE OF YAHSAT
APPROACH TO SUSTAINABILITY
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Chapter 3

Investing in People

We know that our achievements at Yahsat are fundamentally built upon the cumulative abilities and attitudes of our workforce. We are committed to empowering our employees to succeed and to become role models in their communities. A key objective is to attract and retain highly talented employees while simultaneously promoting Emiratization. By building a diverse, egalitarian and safe working environment, we strive to maximize employee well-being.

Material Issues Covered

- Employee Engagement, Diversity & Inclusion
- Health & Safety
- Human Rights
- Talent Attraction, Retention & Development

UAE National Space Policy

- Creating Space Culture and Expertise

Abu Dhabi Economic Vision 2030

- Drive Significant Improvement in the Efficiency of the Labour Market
- Develop a Highly Skilled, Highly Productive Workforce

Sustainable Development Goals

| 3 GOOD HEALTH AND WELL-BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AN ECONOMIC GROWT | 10 REDUCED INEQUALITIES |

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Building Our Workforce

From a workforce perspective, 2021 was an important year for Yahsat. Our efforts to meet the regulatory requirements for becoming a publicly listed company led to the development of new corporate functions, such as the Investor Relations function, and the restructuring of existing teams. Certain employees with specific skill sets and experiences were reassigned to new roles and fresh talent was brought in to support emerging business needs. Compared to 2020, employee hires increased by 283 percent to fulfil these new demands, along with any needs created by employee separations (which decreased by 7 percent for full-time employees).
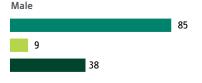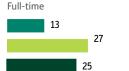
NEW EMPLOYEE HIRES

● 2019 ● 2020 ● 2021

New Employee Hires

99	
12	
46	

Male

85	
9	
38	

Female

14	
3	
8	

TURNOVER

● 2019 ● 2020 ● 2021

Total number of employees, contractors and consultants who left the company

18	
39	
30	

Total number of employees who left the company

Full-time

13	
27	
25	

Part-time

ZERO
ZERO
ZERO

Total number of contractors and consultants who left the company

5	
12	
5	

We strive to optimize our workforce and to create synergies to gain operational efficiencies where possible, as well as recognize and reward our leadership's strategic corporate achievements. Our optimization efforts resulted in a 9 percent decrease in the total number of employees from 2019 to 2020, which has since remained relatively consistent. In 2022, we plan to develop long-term employee incentive (LTIP) plans for our executive leadership. The LTIP's, yet to be approved by the General Assembly, will incorporate restricted and grant stock options and bonus cancellation mechanisms. In 2021, the total compensation ratio of our CEO to a median full-time employee was 6:1.

Workforce	2019	2020	2021
Employment Category			
Total number of employees	428	389	477
Full-time employees	351	330	416
Part-time employees	0	0	0
Total number of contractors and/or consultants	77	59	61
Gender Profile			
Female full-time employees	56	55	70
Male full-time employees	295	275	346
Employment Levels			
Full-time employees in senior management	49	50	60
Female	5	4	5
Male	244	46	55
Full-time employees in middle management	68	65	88
Female	7	6	8
Male	61	59	80
Full-time employee staff (other levels)	234	215	268
Female	44	45	57
Male	190	170	211

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DIVERSITY & INCLUSION

We understand that Yahsat's strength lies in the talent and diversity of its people and that everyone must be treated fairly, as documented in our Code of Ethics. Female employees accounted for over 16 percent of our total full-time workforce in 2021, a level which has remained relatively consistent over the past three years. Various programmes are available at Yahsat to support female employees, including work-from-home arrangements for new mothers and educational opportunities. In 2021, annual median compensation was USD $76,000 for males and USD $75,000 for females. Moreover, Yahsat's Layla Al Hayyas, who was heavily involved in Yahsat's IPO activities, proudly received the 2021 'Women Leader of the Year' award from the GCC GOV HR Summit, a key human resource event in the Gulf Cooperation Council (GCC) region.
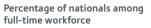
Attracting talent locally and from around the world helps Yahsat to foster a working culture that exchanges best practices and alternative perspectives, as well as contributing towards local and national workforce ambitions. UAE nationals have accounted for over 50 percent of our employees during the past three years; the remaining employees have represented up to 34 nationalities.
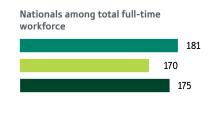
UAE nationals have accounted for over

50%

of our employees during the past three years

NATIONALIZATION

● 2019 ● 2020 ● 2021

Percentage of nationals among full-time workforce

51.65%   51.51%   52.08%

Nationals among total full-time workforce

- 181
- 170
- 175

NATIONALIZATION BY GENDER

● 2019 ● 2020 ● 2021

Female national full-time employees

- 44
- 43
- 43

Male national full-time employees
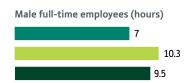
- 137
- 127
- 132

TRAINING & DEVELOPMENT

We are keen to support the continuing professional and personal development of our workforce wherever possible. Each year, performance appraisals and learning needs analysis inform the development of an annual training calendar for all employees. The training options available include in-house training, external training providers and e-learning platforms (such as Coursera and LinkedIn). Due to the social distancing precautions taken in response to the COVID-19 pandemic, the amount of training received by each employee has decreased compared to 2019 levels. Compared to 2020, the average hours of training undertaken per male and female full-time employee decreased by 8 percent and 27 percent, respectively.

Emiratization programmes are used to develop local talent, in accordance with Yahsat's needs, Abu Dhabi's Economic Vision 2030 and the UAE's 2030 National Space Strategy. Yahsat's GROW programme, which aims to develop a pool of world-class Emirati executives, has successfully helped four Deputy C-Level Officers at Yahsat to become promoted to senior leadership roles. The programme incorporates succession planning by identifying high-potential employees for leadership positions, followed by rigorous on-the-job training, advanced programme enrolment at world-leading educational institutions, and engagement with international experts to gain exposure to best practices.

Yahsat's GROW programme, which aims to develop a pool of world-class Emirati executives, has successfully helped four Deputy C-Level Officers at Yahsat to become promoted to senior leadership roles.

AVERAGE TRAINING PER EMPLOYEE

● 2019 ● 2020 ● 2021

Male full-time employees (hours)

- 2019: 7
- 2020: 10.3
- 2021: 9.5

Female full-time employees (hours)

- 2019: 19
- 2020: 11.2
- 2021: 8.2

AVERAGE TRAINING PER EMPLOYEE IN SPECIFIC AREAS

● 2019 ● 2020 ● 2021

Data privacy (hours)

- 0
- 0.75
- 1

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GROW Programme Participants

> Space is the final frontier, and there are ever so many opportunities to create value and make an impact on the future.

Adnan Al Muhairi
Chief Technology Officer
(appointed in June 2021)

Joined Yahsat in 2009 as a Senior Payload Operations Engineer

> Today opportunities are so widely available. So, grasp them. Shoot for the stars.

Eisa Alshamsi
General Manager – Yahsat Government Solutions
(appointed in June 2021)

Joined Yahsat in 2010 as a Deputy Payload Operations Manager

> Always work, with the thought that whatever good you do – even the smallest act – will contribute to the progress and prosperity of your country.

Sulaiman Al Ali
Chief Executive Officer, Thuraya
(appointed in June 2021)

Joined Yahsat in 2014 as the Director of Business Development for Yahsat Government Solutions

> Always focus on giving your customer the best possible service.

Khalid Alkaf
Chief Operations Officer
(appointed in June 2021)

Joined Yahsat in 2017 as a Senior Director of Operations

We are particularly proud of our work at Yahsat to establish the Khalifa University Space Technology and Innovation Centre, in partnership with the UAE Space Agency and Khalifa University. The Centre has multiple ambitions: to train UAE nationals in satellite design and manufacturing; conduct scientific research in the space sector; develop the UAE's satellite manufacturing capabilities; promote entrepreneurship in the space sector; and support the UAE's Space Agency

Initiatives. The Yahsat Space Laboratory (YSL) is a fundamental unit of the Centre, where Yahsat has invested over AED 5.5 million into design, manufacturing, assembly, integration and testing facilities for small satellites. In July 2021, YSL students launched 'DhabiSat', a small, square-shaped satellite or 'CubeSat' used primarily for research and educational purposes.

To date, the Centre has graduated 36 students with a Master of Science (MSc) qualification in Concentration in Space Systems and Technology; nine students with a Doctor of Philosophy (PhD) in space technologies and applications; and over 20 Bachelor of Science students, who have participated in five senior design projects.

In future, the YSL plans to increase the number of learning opportunities it offers to students by continuing to evolve. Specifically, by 2024 and 2028, YSL aims to help students meet customer and commercial design requirements, improve hardware development capabilities, enhance software capabilities, and enhance its testing facilities.

EMPLOYEE ENGAGEMENT

Through appropriate engagement, we endeavour to keep track of employee satisfaction levels and to understand and respond to the needs of our workforce. Overall employee satisfaction is monitored on an annual basis through third-party employee satisfaction surveys and annual staff retreats. An absolute employee satisfaction score of 82 was recorded for 2021, indicating average levels of both emotional and transactional (i.e., meeting minimal expectations of employer) engagement. The key focus areas that emerged from our 2021 staff retreat included:

Improving internal communication channels

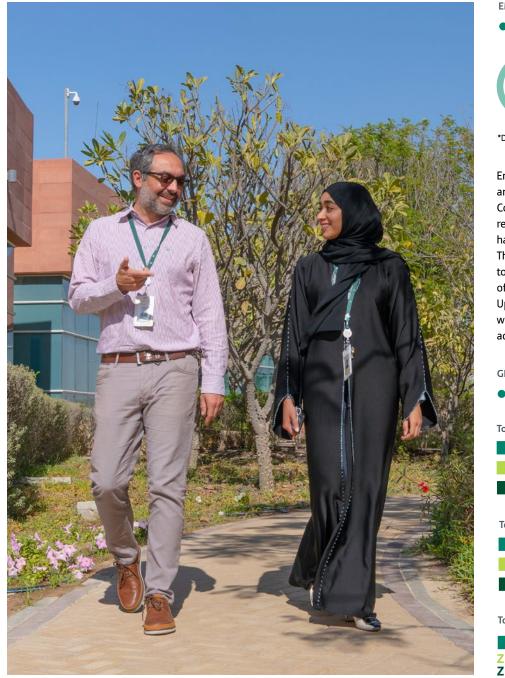Offering flexible working hours

Remote working

Digitizing processes to improve efficiencies

The information gleaned from these activities is discussed with all levels of management, and action plans are developed to increase overall engagement.

EMPLOYEE SATISFACTION

● 2019 ● 2020 ● 2021

68%*   80%   82%

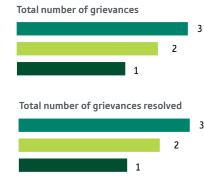*Different scoring mechanism used in 2019.

Employee grievances may be reported and investigated through our Ethics and Compliance function. The number of reported grievances has remained low and has been steadily decreasing since 2019. The few reported grievances have related to offensive language/tone, possible cases of discrimination and miscommunication. Upon completing a review of a grievance, where appropriate, a corrective action plan is administered.

GRIEVANCES

● 2019 ● 2020 ● 2021

Total number of grievances

3
2
1

Total number of grievances resolved

3
2
1

Total number of discrimination incidents

1
ZERO
ZERO

As the COVID-19 pandemic continues to impact all aspects of everyday life, we continue to adapt and respond to its challenges. A COVID-19 Committee, with members representing each key function at Yahsat, meets twice a week to oversee all related HSE matters. We have also set up a special 24/7 COVID-19 hotline for our employees to use in case of emergencies, or to ask any COVID-19-related questions. In addition, we created a Back-to-Office Guide, detailing a phased approach to helping employees safely and gradually return to our offices. The guide incorporates the

World Health Organization's directions and includes topics such as employee rotations; COVID-19 testing; mask requirements; conducting virtual meetings; and business travel.

In our internal HSE employee surveys, we also asked our employees about their levels of satisfaction with our COVID-19 protection measures. Specifically, we asked, 'During the COVID-19 pandemic period, are you satisfied with all the safety measures taken by Yahsat within the Company?', to which 93.86 percent of our employees responded, 'Yes'.

Transmission

| Contact & Respiration |

Methods

| Person to Person | Coughing, sneezing & talking |
| Touching eyes, nose and mouth | Common Surfaces |

Controls

- Temperature check
- Use of Masks and Cough Etiquette
- Sanitizing procedures
- Social Distancing
- Building Preparedness
- Personal gloves & sanitizer

| Constant awareness |

HUMAN RIGHTS

The United Nations describes human rights as the 'rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more.'[1] At Yahsat, we abide by all such international human rights principles – as clearly stated in our Code of Ethics – and we insist our business partners do the same.

Our Business Partner Code of Conduct sets out the imperative for our partners to abide by all applicable national and international human rights principles, as well as other important practices related to employment practices, fair treatment, child labour, forced labour, and health and safety in the workplace. Any violations of these principles can be easily reported using Yahsat's Ethics and Compliance helplines and email addresses. Since 2019, there have been no such violations.

[1]https://www.un.org/en/global-issues/human-rights

Chapter 4

Promoting Environmental Protection

We are committed to reducing adverse environmental impacts stemming from Yahsat's operational activities. Through reductions in our energy consumption and the exploration of incorporating renewable energy sources where possible, we are working hard to reduce our total carbon emissions. We are also seeking to reduce our resource consumption and increase material resource lifespans wherever possible.

Material Issues Covered

- Carbon Emissions & Climate Strategy
- Energy Management
- Environmental Management
- Product, Innovation & Lifecycle Management
- Sustainable Use of Space

Abu Dhabi Economic Vision 2030

- Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

Sustainable Development Goals

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Energy Management

To monitor and manage the energy consumption of Yahsat's operational activities, we have introduced a building management system (BMS) and several energy reducing initiatives. The BMS monitors seasonal energy usage; reduces energy consumption based on hours of operation; and uses occupancy sensors to efficiently provide a building's lighting needs. Heating, ventilation and air conditioning systems are carefully managed to ensure the required operating conditions of equipment are sufficiently met. A number of lighting fixtures have also been replaced with LED lights to increase our energy efficiency.

The majority of Yahsat's energy consumption comes from equipment rooms, data centres, network operations centres, antennas and various information technology infrastructure. Yahsat's total indirect energy consumption (electricity) has remained relatively consistent for the last three years, averaging 20,560,284 kilowatt hours (kWh), or 74,017 gigajoules (GJ), per year. Annual levels of direct energy consumption have stayed the same since 2019 and are accounted for by planned load generator tests, which ensure reliable power sources are available in the event of an emergency. In the future we aim to increase energy efficiencies by installing smart electricity meters and replacing uninterruptable power sources with more modern and energy efficient ones.

DIRECT ENERGY CONSUMPTION*

● 2019 ● 2020 ● 2021

Petrol consumption from operations and vehicles (litres)
- 2,255
- 2,255
- 2,255

Diesel consumption from operations and vehicles (litres)
- 15,764
- 15,764
- 15,764

INDIRECT ENERGY CONSUMPTION**

● 2019 ● 2020 ● 2021

Electricity consumption (kWh)
- 21,043,271
- 20,138,381
- 20,499,201

* For Yahsat's Abu Dhabi facilities only
** For Yahsat and Thuraya sites

Energy Consumption	2019	2020	2021
Total Energy Consumption			
Total direct & indirect energy consumption (GJ)	76,435	73,177	74,476
Energy intensity (GJ/employee)	218	222	179

Carbon Emissions & Climate Strategy

The UAE's national climate ambition is to achieve net-zero emissions by 2050, and Yahsat intends to contribute towards this ambition. We are currently in the process of developing and setting our climate change strategy and ambitions. One initiative being explored is the use of renewable solar energy for non-critical systems from a utility-scale renewable energy developer and operator, to reduce emissions and the energy consumed from the national electricity grid. Our total Greenhouse Gas (GHG) emission levels (Scope 1 and 2) over the past three years have averaged 13,946 tons of carbon dioxide (CO_2) equivalent. Almost all of Yahsat's GHG emissions are accounted for by indirect energy consumption (Scope 2). All Scope 1 emissions are generated from the planned load generator tests for Yahsat's emergency power sources.

One initiative being explored is the use of renewable solar energy for non-critical systems from a utility-scale renewable energy developer and operator, to reduce emissions and the energy consumed from the national electricity grid.

EMISSIONS

● 2019 ● 2020 ● 2021

Direct GHG emissions* (Scope 1) (tons of CO2eq)
- 48
- 48
- 48

Indirect GHG emissions (Scope 2) (tons of CO2eq)**
- 14,225
- 13,614
- 13,857

Total GHG emissions (tons of CO2eq)
- 14,273
- 13,661
- 13,905

GHG emissions intensity (tons of CO2eq/full-time employee)
- 41
- 41
- 33

*For Yahsat's Abu Dhabi facilities only
** For Yahsat and Thuraya sites.

Environmental Management

YAHSAT'S OPERATIONS

Across our business, we strive for efficiency in our consumption of material resources and for reductions in the environmental impacts originating from our operational activities. To increase the recycling rates of material resources, we segregate waste, and it is collected by an approved recycling agent of Tadweer, Abu Dhabi's waste management centre. Wastepaper and cardboard generated from internal departmental activities account for most of the materials we recycle. We also segregate and recycle e-waste, furniture, and various forms of green waste (e.g., branches). From 2020 to 2021, our consumption and recycling of wastepaper and cardboard reduced by 62 percent, mostly due to work-from-home measures implemented in response to the COVID-19 pandemic.

The majority of Yahsat's water consumption is accounted for by softscape activities, such as irrigating plants and trees on our grounds. Our total water consumption has averaged 105,157 cubic metres, approximately 15 to 20 percent of which is accounted for by employee water use (kitchens, toilets etc.). Compared to 2019, water consumption has decreased in subsequent years due to work-from-home measures implemented in response to the COVID-19 pandemic. As employees gradually returned to our offices, water consumption increased in 2021 compared to 2020.

Yahsat's Abu Dhabi facilities have generated, on average, 3,167 cubic metres of wastewater per year. As with the materials we recycle, an approved agent of Tadweer collects

Yahsat's wastewater. We currently do not have any water reclamation mechanisms, such as treating used water for other purposes. However, we plan on exploring the possibilities of using treated sewage water for irrigation purposes. We will also be increasing the scope of our wastewater monitoring activities to include Thuraya's sites in 2022.

From 2020 to 2021, our consumption and recycling of wastepaper and cardboard reduced by

62%

Resource Consumption & Waste	2019	2020	2021
Resources**			
Recycled wastepaper & cardboard (kg)	7,140	10,627	4,030
Total water consumption (m^3)	122,288	89,880	103,304
Water consumption intensity (m^3/employee)	348.40	272.36	248.33
Wastewater*			
Total volume of wastewater generated (m^3)	3,339.17	3,084.93	3,166.65

*For Yahsat's Abu Dhabi facilities only
** For Yahsat and Thuraya sites.

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PRODUCT LIFECYCLES

How end-users dispose of the hardware (products) used to avail Yahsat's satellite-related services is an area we are keen to influence. These products include satellite dishes, transceivers, modems and phones, and are typically manufactured with varying quantities of recyclable materials (metals, plastics and paper). Industry-defined product lifecycles are usually followed, and the average lifespan is approximately five years. Once obsolete, we promote the recycling of certain products by including appropriate recycling and disposal instructions on relevant product packaging.

For example, the packaging on Thuraya satellite phones displays a crossed-out wheelie bin symbol, indicating that the phones should be recycled and not disposed of as normal municipal waste. For any obsolescent stock we maintain, it is disposed of through government nominated and/or approved waste management companies.

INNOVATIVE SOLUTIONS

The nature of our business as an integrated satellite communications solutions provider brings with it the potential to create positive social and environmental impacts. As previously highlighted, Yahsat's services have enabled communities to gain improved internet access, improve the management of healthcare data, and effectively respond to natural disasters. In addition, there are many other innovative applications for our service offerings, with potentially far-reaching benefits. Some of these are outlined in the table below:

Application Type	Overview and Application Examples
Internet of Things	Enables the real-time monitoring, communication, management and control of remote assets and operations on land and in the sea. Applications can assist with security, border control, lone worker safety and more.
Encryption	Supports defence grade security solutions that are essential to communication requirements of the military, government, energy, marine and relief authorities.
Machine to machine	Enables the simultaneous collection of data from multiple points and sources including location information, data from external sensors and peripheral devices.
Aeronautical	Communication services are available for a wide range of applications including ISR (intelligence, surveillance and reconnaissance), SAR (search and rescue), relief, BLOS (beyond line-of-sight) and business aviation.
Marine	Reliable maritime voice and data products are available, from low-cost basic solutions to high-end broadband data terminals supporting voice, SMS, narrowband and broadband data connectivity, helping ship owners reduce operational costs while improving crew welfare.

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Sustainable Use of Space

Yahsat is committed to promoting the sustainable use of space. Yahsat continues to support the UAE's sustainable space agenda and strives to ensure our satellite operations are managed appropriately. The space sector in the UAE is governed by the UAE Space Law and is regulated by the UAE Space Agency. In 2020, the UAE Space Agency ratified the Artemis Accords, a set of principles, guidelines and best practices for conducting activities in space, which are intended to increase the safety of operations, reduce uncertainty, and promote the sustainable and beneficial use of space for all humankind. Key ways Yahsat supports these principles include:

Registration of our satellites with the United Nations Office of Outer Space Affairs

Procuring satellites designed to minimize the risk of debris

Launching and operating our satellites in ways that minimize the risk of space object collisions

Deorbiting and deactivation of obsolete satellites in accordance with best practices

Space debris is a growing problem for satellite operators and the sustainable use of space. It is estimated close to one million objects larger than one centimetre currently travel at 27,000 kilometres per hour in Earth's orbit . These objects pose a significant threat to satellites and other spacecraft. To help address this problem, Yahsat is committed to following the Inter-Agency Space Debris Coordination Committee (IADC) space debris mitigation guidelines, which cover the following:

- Limitation of debris released during normal operations
- Minimisation of the potential for on-orbit break ups
- Post-mission disposal
- Prevention of on-orbit collisions

We adhere to the IADC's guidelines in several ways. By procuring reliable satellites, which are built using the best available methods, this significantly reduces the risk of a component failure occurring and disabling the satellite. Through continuous satellite tracking and monitoring, we ensure our satellites are always in the correct position and are maneuvered to avoid any passing debris. For satellites reaching the end of their lifespans, remaining fuel reserves are used to deorbit the satellite where it is permanently powered down.

Yahsat's fleet of satellites have an average lifespan of approximately 19.4 years and Thuraya-2 is our oldest satellite, which could potentially be decommissioned in 2026. This will involve moving the satellite beyond the geostationary earth orbit and towards the 'graveyard orbit'[2]– an orbit that removes the risk of non-operational satellites colliding with operational satellites.

To further promote the sustainable use of space, Yahsat participates in domestic and international forums addressing the rules for the sustainable use of space. We intend to explore additional and related opportunities too. Such opportunities include joining and contributing towards the 'Net Zero Space' initiative[3], which calls for a global commitment to achieving sustainable use of outer space for the benefit of all humankind by 2030.

To further promote the sustainable use of space, Yahsat participates in domestic and international forums addressing the rules for the sustainable use of space.

[2]Space Industry Debris Statement. World Economic Forum. https://www3.weforum.org/docs/WEF_Space_Industry_Debris_Statement_2021.pdf
[3]Net Zero Space. Paris Peace Forum. https://parispeaceforum.org/en/initiatives/net-zero-space/

Chapter 5

Developing The Right Business Partnerships

Business partnerships continue to be a crucial component of Yahsat's success. By prudently forming mutually beneficial partnerships, we strive to ensure all stakeholder concerns and associated risks are sufficiently addressed and monitored, as well as contributing towards national space ambitions.

Material Issues Covered
- Controversial Sourcing & Partnerships
- Supply Chain Management

UAE National Space Policy
- Effective Local and International Partnerships and Investments in the Space Industry

Abu Dhabi Economic Vision 2030
- Develop a Sufficient and Resilient Infrastructure Capable of Supporting the Anticipated Economic Growth

Sustainable Development Goals

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

37

Supply Chain Management

Yahsat's expenditure on goods, services and capital projects is significant, and all procurement activities are managed to a set of minimum consistent standards. In recent years, the Group's Procurement function has become centralized; a new procurement system (Oracle Fusion) has been implemented with supplier management and sourcing modules; and the procurement policy and associated procedures have been reviewed and updated. Additional policies which support Yahsat's procurement management activities include our delegation of authority matrices and our Business Partner Code of Conduct.

We do our utmost to make sure our suppliers are selected in a fair and transparent manner. Our centralized Procurement function now manages all purchase requisitions and supplier management activities. Suppliers are invited to register through our supplier portal and can respond to published requests for proposals. All submitted supplier proposals are subsequently evaluated and scored based on defined business rules and automated approvals as per Yahsat's delegation of authority matrices. For higher value purchases, a tender committee must also be established with representatives (who may be C-Level, depending on the purchase value) from the relevant end-user department, Finance department, Legal department and others if necessary.

From 2019 to 2021, annual procurement expenditure has averaged AED 763 million, and annual expenditure increased by 55 percent in 2021 compared to 2020. This increase is mostly accounted for by our next generation satellite (NGS) project, Thuraya-4 NGS, that will bring many value-added services, including:

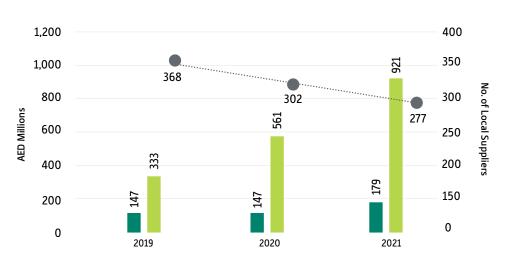> **Enabling a wider range of interoperable fixed and mobile satellite services**

> **Delivering next-generation capabilities and flexibility while increasing capacity and coverage across the Middle East, Central Asia, Europe and Asia**

> **Increasing L-band capacity**

The total number of local suppliers engaged, and the relative expenditure of local to total procurement expenditure, has declined each year since 2019. From 2019 to 2021, the total number of local suppliers engaged decreased by 25 percent. Local suppliers accounted for 16.27 percent of total expenditure in 2021, a decrease from 30.63 percent in 2019. These decreases can be attributed mainly to capital expenditure related to Thuraya 4-NGS, which has been sourced from international companies like Airbus, a leader in designing, manufacturing and delivering aerospace products and services. However, total expenditure on local suppliers has continued to increase over the same period, increasing by 22 percent, or AED 32 million, from 2019 to

2021. This expenditure has mostly related to projects to strengthen and maintain ground and network services.

For 2022, the centralized Procurement function plans to improve its supplier management activities. Specifically, it will be developing key performance indicators (KPIs) to help monitor existing supplier performance, and questionnaires for end-user feedback. Additional KPIs will also be developed for the Procurement function itself, which will relate to turnaround times of certain procurement phases, efficiency of procurement process, savings targets and more.

Procurement Expenditure

● Expenditures on Local Suppliers　● Expenditures on local suppliers　⚫--- Local suppliers engaged

22%
increase in total expenditure on local suppliers
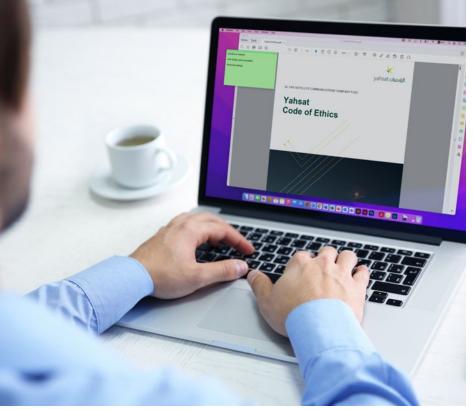
Controversial Sourcing & Partnerships

We are committed to conducting all of Yahsat's business activities in an ethical manner and with integrity, ensuring the Group complies with all applicable laws and regulations. To ensure we continue to fulfil this commitment as previously stated, all of Yahsat's business partners must comply with our Business Partner Code of Conduct and are screened through a due diligence process. When registering through our supplier portal, suppliers must confirm their willingness to comply with the Code of Conduct by checking a mandatory checkbox. The Code comprises five key components, each with defined expectations for specific areas.

Component	Areas With Defined Expectations
Respect	Human rights, employment practices, fair treatment, child and forced labour, and health and safety in the workplace.
Confidentiality	Confidential information and competitive information.
Integrity	Anti-bribery, corruption, improper payments, gifts, entertainment, supply chain factors and competition.
Transparency	Conflicts of interest, bookkeeping, records, audits and assessments.
Sustainability	Compliance with environmental laws and regulations, environmental performance and best practices.

The business partner due diligence process involves conducting a risk assessment based on numerous factors, including contract value, location, type of services and/or goods and screening criteria. This screening criteria incorporates:

- Politically exposed persons – e.g., those with a prominent public function, including heads of state, senior politicians, senior government officials and similar types of positions.
- Sanctions lists – lists of persons or entities subject to international or domestic restrictions.
- Watch lists – lists of persons or entities subject to enhanced monitoring and screening (e.g., the FBI, World Bank, Interpol).
- Other forms of screening criteria including enforcement lists, court actions, and adverse media monitors.

Appendix A:
GRI Content Index

This report was prepared according to the GRI Sustainability Reporting Standards: core option. The table below serves as the GRI content index.

GRI Standard	Disclosure	Page number(s) and/or direct answer
	GRI 101: Foundation 2016	
	General Disclosures	
	Organizational profile	
	102-1 Name of the organization	4
	102-2 Activities, brands, products, and services	3,18 - 23
	102-3 Location of headquarters	5
	102-4 Location of operations	5
	102-5 Ownership and legal form	5
	102-6 Markets served	6,19
	102-7 Scale of the organization	5,6,25
	102-8 Information on employees and other workers	25,26
GRI 102: General Disclosures 2016	102-9 Supply chain	38,39
	102-10 Significant changes to the organization and its supply chain	5
	102-11 Precautionary Principle or approach	9,14-17,36
	102-12 External initiatives	4
	102-13 Membership of associations	16
	Strategy	
	102-14 Statement from senior decision-maker	3
	102-15 Key impacts, risks, and opportunities	16
	Ethics and integrity	
	102-16 Values, principles, standards, and norms of behavior	5,15,16,39

GRI Standard	Disclosure	Page number(s) and/or direct answer
GRI 102: General Disclosures 2016	**Governance**	
	102-18 Governance structure	13-17,30,31,36,38
	Stakeholder engagement	
	102-40 List of stakeholder groups	7,8
	102-41 Collective bargaining agreements	Not applicable
	102-42 Identifying and selecting stakeholders	7,8
	102-43 Approach to stakeholder engagement	8
	102-44 Key topics and concerns raised	8
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	6
	102-46 Defining report content and topic Boundaries	2,12,18,24,32,37
	102-47 List of material topics	9
	102-48 Restatements of information	Not applicable
	102-49 Changes in reporting	Not applicable
	102-50 Reporting period	4
	102-51 Date of most recent report	Not applicable
	102-52 Reporting cycle	4
	102-53 Contact point for questions regarding the report	4
	102-54 Claims of reporting in accordance with the GRI Standards	4
	102-55 GRI content index	40
	102-56 External assurance	Not applicable

GRI Standard	Disclosure	Page number(s) and/or direct answer
	Material Topics	
	GRI 200 Economic Standard Series	
	Economic Performance	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10
	103-2 The management approach and its components	9,10
	103-3 Evaluation of the management approach	9,10
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2021 Annual Report
	Indirect Economic Impacts	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,18,19
	103-2 The management approach and its components	9,10,18,19
	103-3 Evaluation of the management approach	19,20,21
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	19
	203-2 Significant indirect economic impacts	19,20,21
	Procurement Practices	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,37,38,39
	103-2 The management approach and its components	9,10,37,38,39
	103-3 Evaluation of the management approach	38
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	38

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GRI Standard	Disclosure	Page number(s) and/or direct answer
	Anti-corruption	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,12,15
	103-2 The management approach and its components	9,10,12,15
	103-3 Evaluation of the management approach	15,39
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	39
	205-2 Communication and training about anti-corruption policies and procedures	15
	Anti-competitive Behavior	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,12,16
	103-2 The management approach and its components	9,10,12,16
	103-3 Evaluation of the management approach	11,16
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	16
	GRI 300 Environmental Standards Series	
	Materials	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,32,34-36
	103-2 The management approach and its components	9,10,32,34-36
	103-3 Evaluation of the management approach	9,10,32,34-36
GRI 301: Materials 2016	301-1 Materials used by weight or volume	34
	301-2 Recycled input materials used	34

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GRI Standard	Disclosure	Page number(s) and/or direct answer
	Energy	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,32
	103-2 The management approach and its components	9,10,32,33
	103-3 Evaluation of the management approach	33
GRI 302: Energy 2016	302-1 Energy consumption within the organization	33
	302-2 Energy consumption outside of the organization	33
	302-3 Energy intensity	33
	302-4 Reduction of energy consumption	33
	Water	
GRI 103: Management Approach 2018	103-1 Explanation of the material topic and its Boundary	9,10,32
	103-2 The management approach and its components	9,10,32,34
	103-3 Evaluation of the management approach	34
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	34
	303-2 Management of water discharge-related impacts	34
	303-5 Water consumption	34
	Emissions	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,32
	103-2 The management approach and its components	9,10,32,33
	103-3 Evaluation of the management approach	33
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	33
	305-2 Energy indirect (Scope 2) GHG emissions	33
	305-4 GHG emissions intensity	33
	305-5 Reduction of GHG emissions	33

GRI Standard	Disclosure	Page number(s) and/or direct answer
	Effluents and Waste	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,32
	103-2 The management approach and its components	9,10,32,34,35
	103-3 Evaluation of the management approach	34
GRI 306: Waste 2020	306-3 Waste generated	34
	306-4 Waste diverted from disposal	34
	306-5 Waste directed to disposal	35
GRI 400 Social Standards Series		
	Employment	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,24,25
	103-2 The management approach and its components	9,10,24,25
	103-3 Evaluation of the management approach	25
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	25
	Occupational Health and Safety	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,24,30,31
	103-2 The management approach and its components	9,10,24,30,31
	103-3 Evaluation of the management approach	30,31
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	30
	403-3 Occupational health services	30
	403-4 Worker participation, consultation, and communication on occupational health and safety	30
	403-6 Promotion of worker health	30,31
	403-9 Work-related injuries	31
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,24,30,31
	103-2 The management approach and its components	9,10,24,30,31
	103-3 Evaluation of the management approach	30,31

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GRI Standard	Disclosure	Page number(s) and/or direct answer
GRI 103: Management Approach 2018	403-1 Occupational health and safety management system	30
	403-3 Occupational health services	30
	403-4 Worker participation, consultation, and communication on occupational health and safety	30
	403-6 Promotion of worker health	30,31
	403-9 Work-related injuries	31
Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,27
	103-2 The management approach and its components	9,10,27
	103-3 Evaluation of the management approach	27
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	27
	404-2 Programs for upgrading employee skills and transition assistance programs	13,15,17,22,27
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,26
	103-2 The management approach and its components	9,10,27
	103-3 Evaluation of the management approach	28
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	25
Non-discrimination		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,24,29
	103-2 The management approach and its components	9,24,30
	103-3 Evaluation of the management approach	29
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	29

GRI Standard	Disclosure	Page number(s) and/or direct answer
	Human Rights Assessment	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,24,
	103-2 The management approach and its components	9,10,24,
	103-3 Evaluation of the management approach	9,10,24,
GRI 412: Human Rights Assessment 2016	412-2 Employee training on human rights policies or procedures	31
	Local Communities	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,18,19
	103-2 The management approach and its components	9,10,18,19
	103-3 Evaluation of the management approach	19,20,22,23
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	18-23
	Customer Privacy	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	9,10,12,17
	103-2 The management approach and its components	9,10,12,17
	103-3 Evaluation of the management approach	17
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	17

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