



Risks and Opportunities Report

2024

Risk Category	Risk Definition	Risk Management Strategies
Financial Risks	Exchange Rate Risk, risks related to tax law, risks related to the Company market value, liquidity risk	Overall financial risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on financial performance. Identifying possible tax risks in advance by obtaining information from tax advisors. Hedging foreign currency risk arising from its sales, by borrowing in the same currency.
Strategic Risks	Falling behind developments and changes in global and local competitive dynamics in climate technologies sector	Undertaking strategic planning and risk assessments to proactively address potential competitive pressures. Conducting regular competitive analysis and benchmarking to stay ahead of industry trends. Implementing adaptive strategies to leverage strategic alliances, partnerships and keeping up with technological advancements.
Operational Risks	Supply chain disruptions in climate technologies, equipment failures and project delays	Strengthening supply chain management by developing robust relationships with key suppliers and diversifying supply sources. Implementing on-time supply chain management systems to ensure the availability of critical spare parts and equipment, thereby minimizing downtime and operational disruptions. Mitigating operational risks by operational insurance coverage.
Climate Risks	Physical risks arising from acute weather events such as floods, storms, heatwaves, wildfires, and droughts, as well as chronic changes in climate patterns, including rising temperatures and changing precipitation levels. Transition risks associated with the global shift toward a low-carbon economy, including changes in regulations, carbon pricing mechanisms, market dynamics, technology developments, stakeholder expectations, and access to capital.	Identifying, assessing, monitoring, and incorporating these risks into strategic planning, investment decisions, and enterprise risk management processes. Evaluating through climate scenario analysis, asset vulnerability assessments, and resilience planning, with mitigation measures including climate-resilient design standards, preventive maintenance, emergency preparedness, and business continuity planning. Managing transition risks through ongoing monitoring of regulatory developments, carbon markets, technological advancements, and stakeholder expectations.
Technology Risks	Falling behind technological advancements in climate technologies	Attending international fairs to follow up new Technologies and to develop collaborations and strategic alliances with stakeholders, (e.g. technology partners, academics) to develop innovative technologies by actively participating in the innovation ecosystem with Sustaintech VC partnership and Innovation Sub Committee. Investing in new technologies to prevent obsolescence and maintain competitiveness.
Human Resources Risks	Talent shortages	Developing talent acquisition and retention strategies, including training and development programs to address talent shortages. Supporting STEM education to raise new generations with a vision to innovate and work for climate Technologies.

Extraordinary Events Risks	Extreme weather events/ natural disasters, pandemics, significant health incidents affecting the workforce, geopolitical tensions, and other unforeseen events	Developing emergency response plans to ensure rapid and effective actions during unusual events. Conducting regular risk assessments to identify potential inherent risks and their impacts and using insurance to cover these risks. Implementing business continuity plans and crises management protocols to minimize operational disruptions. Engaging with stakeholders to maintain open communication channels and gather insights on potential risks.
Information Security Risk	Cyberinsecurity/ cyberattacks, data breaches	Continuously implementing and updating cybersecurity measures, conducting regular security audits, backup systems in place and providing ongoing staff training on information security.
Ethical Risks	Unethical practices	Establishing a strong ethics framework with clear policies and regular training to ensure ethical practices.
Regulatory Risks	Non-compliance with regulations	Ensuring compliance with all relevant regulations through activities of our in-house and outsourced legal counsels, regular internal and external audits and regulatory updates and updating policies and procedures.

Opportunity Category	Opportunity Definition	Opportunity Management Strategies
Climate change	Climate change opportunities include Increasing demand for renewable energy assets, expansion of renewable energy generation capacity, energy storage solutions, electrification trends, green financing, carbon markets, climate technology innovation, energy efficiency services, and growing demand for low-carbon energy infrastructure. Climate-related opportunities are expected to enhance revenue generation, improve operational efficiency, strengthen competitive advantage, increase access to sustainable finance, and contribute to long-term value creation across short-, medium- and long-term time horizons.	Climate-related opportunities are identified and assessed through market analysis, stakeholder engagement, regulatory monitoring, technology evaluation, and climate scenario analysis. The Company prioritizes opportunities that support the transition to a low-carbon economy while enhancing business resilience and long-term profitability. Strategic actions may include expanding renewable energy generation capacity, investing in energy storage and digital optimization technologies, developing innovative climate solutions, improving resource efficiency, accessing green financing instruments, and exploring new markets and partnerships.
Increasing demand in renewable energy	The demand for renewable energy is expected to increase due to 2050 net-zero and COP 28 targets, enhanced legislative environments, and adoption of better sustainability strategies by companies	Participating in trade fairs as an exhibitor to showcase services and as an investor to explore potential strategic acquisition and partnership candidates. Strengthening positioning as a preferred business solution partner for modern customers by taking solid actions in sustainability and ESG reporting.
Increasing demand for energy efficiency	Increased demand for energy efficiency increases need to use	Investing in new technologies, such as battery storage solutions, AI supported power plant

	more renewable energy with advancements and innovation in climate technologies.	management systems, integrating the latest technologies and collaborating with innovative companies in the sector
EU Carbon Border Adjustment Mechanism	Corporate customers exporting to EU are increasingly turning to renewable energy consumption due to the carbon border adjustment mechanism	Maintaining position as one of the leading solution partners for corporate consumers that wish to transition to renewable energy and is increasing efforts to seize new business development opportunities.
Carbon Tax Legislation	New Climate Legislation paves the way for carbon trading markets.	As a renewable energy generator, started the process to issue carbon offsetting certifications with GCC. Once finalised, the Company plans to sell these certifications in the market to companies which plan to offset their carbon emissions. This will generate additional revenue and also will contribute to carbon neutrality and supporting sustainability goals.
Increasing Need for Innovation	Tackling with climate change requires innovation of new climate technologies and products, leading to new product, service and business opportunities.	Working with group company Sustaintech to identify and invest in new climate Technologies. Supporting STEM education to build innovation vision and raising sustainability awareness. Collaborating with technology providers for new products and services. Investing in R&D to support innovation of products and services.
Equality, Diversity and Inclusion	Equality, diversity and inclusion are principles increasingly practiced to support sustainability in corporate and social contexts.	Became a signatory for UNGC and UNWEPs. Developing equal opportunities in work place. Implementing policies to foster diversity and inclusion, actively recruit from diverse talent pools. Supporting equality for women and access to high quality education through CSR projects. Creating a motivated and loyal workforce, reducing turnover rates and increasing productivity. Promoting a diverse and inclusive workplace, driving innovation and improving company culture