



Environmental, Social, and Governance

Impact Report

2019-2020

*Sustainable Value Creation from Africa's
Natural Resources through Pioneering
Industrial Ecosystems*





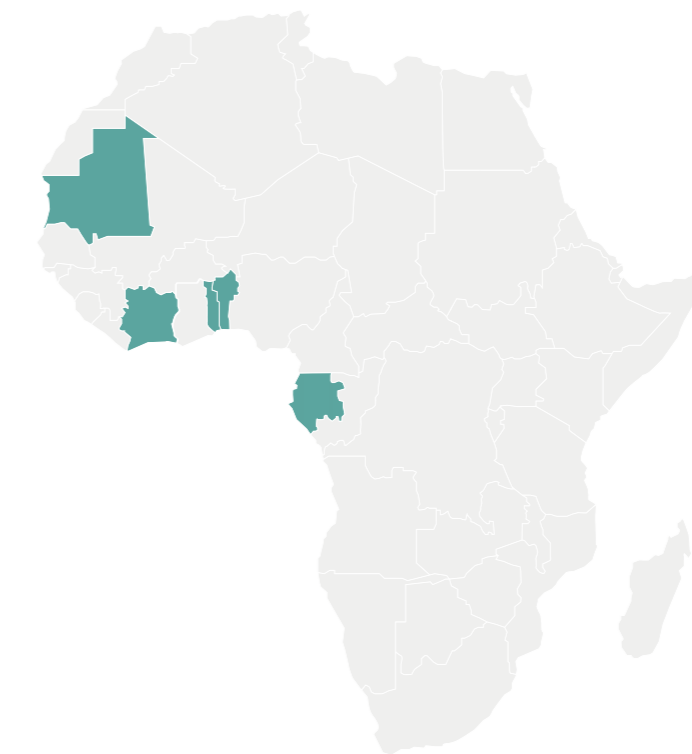
About this report

The ESG Impact report provides an overview of ARISE Integrated Industrial Platforms (IIP) and ARISE Infrastructure Services' (IS) (referred to as 'ARISE', 'us', 'we', or 'the Company' in this report) operations and our role in advancing sustainable logistical and industrial infrastructure development and operations in the western and central Africa region. The report captures ARISE's ESG commitments, our senior leaders' views on ESG's purpose and ESG's role in guiding the Company's business strategy, and how ESG is integrated into the Company's business strategy and processes.

This report provides a synopsis of ARISE's ESG function and its role in our business operations, the policies, frameworks and management systems in place to achieve ESG goals and demonstrate ARISE's commitment. The report also provides a summary of ESG projects, programs and initiatives completed in 2019 and 2020, as well as the impacts and outcomes.

This report further summarizes ARISE's ESG-related focus areas for the future, its ambitions in these areas, and projects being undertaken and planned in the coming years to meet the Company's ESG goals and targets.

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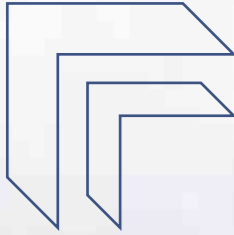
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Vision

Building globally competitive industrial & logistics ecosystems in Africa.

Mission

To enable African economic transformation and job creation through value-generating and sustainable industrial ecosystems.

Our Values



Entrepreneurship

We are bold in our vision, diligent in our design, and agile in our execution.



Sustainability

We make long term commitments where sustainability means success.



Integrity

We believe that transparency, ethics and responsibility are crucial to true success.



Partnership

We believe in shared prosperity and empowering partnerships to help every stakeholder reach their potential.



CEO's Statement



“ESG will be a key driver of our performance and success. Our aim is that whatever we build has to be truly sustainable and every stakeholder must earn their right share of profits.”

Gagan Gupta
CEO ARISE



Dear Stakeholders,

As we release our second environmental, social and governance (ESG) report, the world continues to see the social and economic impacts of the COVID-19 pandemic. COVID-19 presented unparalleled challenges to the global economy and served as a unique stress-test for businesses. In adapting and responding to these circumstances, it has become imperative to re-assess our risks, our capital, the well-being of our employees, and the way we work and collaborate. The pandemic gave us an opportunity to stop and reflect on our priorities, perspectives, and our understanding of interconnectedness between the economy and the natural world.

I am proud to say that at ARISE we were quick to mobilize resources and collaborate with local communities to address these challenges and minimize adverse impacts. From revising our business continuity plans to donating food and PPE, I believe it is the agility and nimbleness of our business processes that helped us in adapting to the new ways of operating. This was only possible through our employees' dedication, and I am forever grateful for their support. Today we are better prepared to manage and navigate the pandemic's ever-changing course. Our existing ESG management

systems and health and safety processes were critical to our timely response to the pandemic.

ESG has been and will remain a key pillar of our growth. Taking our cues from ESG perspective has given us newer perspectives and has made us seek, formulate, and implement innovative business strategies for differentiating our services from our competitors. It has helped us understand our stakeholders' expectations and how best to collaborate with them in addressing ESG risks. And these exercises have in turn helped strengthen our stakeholder relationships.

Climate change is a generational crisis, and we are committed to being part of the solution. We are therefore integrating adaptation and mitigation measures into our current operations and in our upcoming projects. Our acquisition of a 35% stake of Aera, a leading trader of CO2 emission reduction certificates in Africa, reflects our commitment to carbon neutral growth. In Togo, we are building one of the largest solar parks in the region and aim to meet all our energy needs through renewable energy sources. By making our operations energy efficient and adopting low-carbon technologies, we hope to nudge and enable our business partners, such as host companies in the industrial zones, to

transition to a carbon-neutral future. One of the foundations of our business is our commitment to create value for all our stakeholders. We believe that as we grow, all our stakeholders should benefit from our success. With regard to our employees, we are fully committed to providing a safe and healthy workplace, and promoting supporting practices. Further, we are taking steps to bridge the diversity and inclusion gaps at all levels in our workforce. For example, we provide heavy equipment operation training to female members of the local community in Gabon. We continuously engage with and support the local communities and aim to serve as a responsible member of society. We aim to respect local culture and tradition in our engagement with the communities. Our commitment to our stakeholders and ESG principles will continue to define our corporate strategy. We continuously seek to understand our role in society and how our activities foster sustainable industrialization in Africa. We aspire to be the thought leaders and stewards in sustainable growth in Africa as it transitions to an industrial economy.

This report reflects just some of the progress we have made and the initiative we have taken to support this commitment. I hope that it proves useful and insightful.

Leadership Interviews



“I believe that success can only be measured in terms of how we have made a better society and cannot solely be measured from the monetary terms. For example, are we giving people opportunities that would otherwise not have been there?”

George Olaka, CFO ARISE IIP & IS

What does ESG mean to you, and what role do you think ESG has played in ARISE's success?

ARISE provides infrastructure that enables businesses to work in a sustainable way, which will benefit generations to come. We enable our business partners to source and extract resources and conduct their operations in environmentally friendly and sustainable ways; we conduct our business in a socially responsible manner – bringing positive changes to the local communities where we operate and minimize negative impact through safer operations and resilient infrastructure.

How is ESG currently integrated into company's strategy?

Within the short period of time since we began our journey in 2010, we have conducted our business in a way that aim to minimize environmental issues and negative impacts on the community. Throughout our journey, we have taken into account social and environmental requirements before beginning any work, and we have taken deliberate steps to ensure that ESG is ingrained into our operations.

How do you see ESG supporting ARISE's business performance and success over the next 3-5 years?

I believe that success can only be measured in terms of how we have made a better society and cannot solely be measured from the monetary terms. For example, are we giving people opportunities that would otherwise not have been there? Therefore, it is important for us to demonstrate that ARISE's activities have added value and have not just taken away from the societies where we operate. We are implementing systems that add value to the local community.

“Our focus on ESG means that maximizing profits is not the only way to run business; we take into consideration the impacts on the local community and environment and use ambition around improving sustainability outcomes and inclusiveness (for all stakeholders) as a strategic and operational approach to conducting business.”



Jesper Boll, COO ARISE IIP

What does ESG mean to you, and what role do you think ESG has played in ARISE's success?

Companies should have a purpose that goes beyond making profits. Our focus on ESG means that maximizing profits is not the only way to run business; we take into consideration the impacts on the local community and environment and use ambition around improving sustainability outcomes and inclusiveness (for all stakeholders) as a strategic and operational approach to conducting business.

How is ESG currently integrated into company's strategy?

At ARISE there is a lot of focus on integrating ESG into our day to day operations, and we have engaged several experts and consultants in this area. ESG is already integrated into our business strategy to a large extent - we have a well-established ESG team, and their inputs are closely considered for all our projects. We also believe that sustainability makes economic sense as well. For example, we are investing in renewable energy. In Togo, we are building a solar power plant; the cost of solar energy is cheaper compared to the cost of purchased electricity. Therefore, investment in sustainability programs is win-win situation for all.

How do you see ESG supporting ARISE's business performance and success over the next 3-5 years?

ARISE's business model has enabled countries like Gabon to capture a greater share of the full value of their resources, increasing the value of the raw materials produced by an order of magnitude. This has created GDP impact and highly skilled jobs that are so important, while ensuring everything is being done in an environmentally sustainable manner.



“At ARISE we strongly believe that ESG is a key pillar which will differentiate our organization and the business from other players in the sector.”

Gagan Gupta, CEO ARISE

What does ESG mean to you, and what role do you think ESG has played in ARISE's success?

There are three components to ESG at ARISE – ESG as a key differentiator, thought leadership in ESG, and ESG as business foundation. At ARISE we strongly believe that ESG is a key pillar that will differentiate our organization and the business from other players in the sector.

How is ESG currently integrated into company's strategy?

ESG is fundamental to what we do and is at the core of our business strategy. The key differentiation enabled by our focus on ESG makes our strategy difficult to replicate, and thereby gives us a competitive edge. Also being a thought leader helps us assess and foresee ESG trends which in turn allows us to align our strategy to the future market dynamics further strengthening our strategy. We truly believe in its potential as a competitive differentiator for the business. When it comes to having a positive impact on society, we are not just focused on our customers, investors and local communities,

but also the governments of the country where we operate. We aim to ensure that they benefit positively from our projects, for example, minimizing revenue loss caused by excessive tax subsidies. We strive to work closely with all of our stakeholders keeping in mind the multi-dimensional outcomes of our projects to ensure that we enable everyone to grow along with us.

How do you see ESG supporting ARISE's business performance and success over the next 3-5 years?

It is the people who drive the success in any business, and therefore ensuring that we have the right human resources personnel who can think ahead of the game – and can see the ESG trends – will be key. Developing our technical capability in terms of calculating the impacts and addressing the risks is also essential. ESG will be a key driver of our performance and success. Our aim is that whatever we build has to be truly sustainable and every stakeholder must earn their fair share of profits.

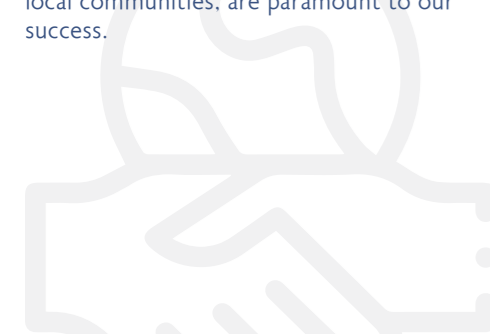
Our Commitment to ESG

As an infrastructure developer in a developing region with a large footprint in terms of area transformed, resources managed, and lives touched across the value chain through our operations, we take our responsibility of managing ESG impacts very seriously. Managing ESG impacts is not just the right thing to do, but it also provides us a different perspective and adds value to our business while reducing risk. ESG management is underpinned in our corporate values – Integrity, Sustainability, Partnership, and Entrepreneurship.

The principles of sustainable development guide every aspect of our business strategy and growth – from conceiving innovative business models, to infrastructure development, partnering with various stakeholders, and operation and maintenance, as well as the sourcing and processing of raw materials. We believe that our strong relationships with our partners including the investors, governments and local communities, are paramount to our success.

At ARISE, we are committed to managing business activities in such a way that risks to the environment and the communities where we operate are minimized and to providing a healthy and safe workplace for all our workforce. In all our projects, we align environmental, health and safety, and social and governance practices with international standards. In meeting our commitment towards ESG and sustainable development, we align our ESG management processes and programs with the following international standards:

- IFC's Performance Standards on Environmental and Social Sustainability
- World Bank Group's General Environmental, Health, and Safety Guidelines
- IFC Performance Standards and Good International Industry Practice (GIIP) Guidelines
- ILO's Fundamental and Governance Conventions.
- World Health Organization's guidelines.



Chief ESG Officer's Statement



Dear Readers,

I am delighted to share with you all the progress we have made in our ESG commitments in the years 2019 and 2020. We have been on our toes over the past two years trying to fulfill our ESG obligations and commitment while also launching some new and exciting ESG initiatives. 2020 presented us with a unique set of challenges due to the impact of COVID-19 pandemic. It did put some of our initiatives on hold albeit for a short period of time until we adapted to new ways of working. However, the pandemic gave us an opportunity to make our systems more resilient. Below is a list of some of the projects that we worked on and new ESG initiatives that we launched.

- Completed environmental and social impact assessments for several of our greenfield projects (PIA Togo textile park, GDIZ Benin industrial zone, SAG Gabon road project)
- Launched NSEZ Carbon Neutral 2030 target along with mapping and calculating GHG emissions NSEZ Gabon operations
- Released several ESG framework documents to support integration of ESG best practices into our projects such as Nkok ESG Framework, Code of Conduct for Investors at PIA Togo textile park etc.

Bhavin Vyas
Chief ESG Officer ARISE IIP & ARISE IS



- Initiated FSC certification process for forest concessions managed under GSEZ for which we are targeting achieving certification by the end of 2021
- Initiated and pilot-tested various supply chain traceability application for NSEZ and PIA Togo textile park
- Planned and implemented programs to meet sustainability-related certification requirements for PIA Togo textile park such that they can be implemented as soon as the park becomes operational
- Completed an internal diagnostic assessment and benchmarking of gender diversity in our workforce, and initiated strategic planning to address the gaps
- Completed heavy vehicle driver training for female members selected from the communities near NSEZ to address gender diversity gap in the workforce
- Expanded our ESG team to create project-specific dedicated teams to strengthen our ESG management capabilities in all of our projects.

As we move forward, the core focus areas that will drive our ESG initiatives are going to be – addressing the climate change challenge through decarbonization and

net zero initiatives, circular economy for sustainable resource management in our value chains and operations, diversity and inclusion in our workforce, and job creation within the local community. We have devised several strategies in line with these focus areas and have launched projects to integrate the same into our existing projects and within our new projects under development. We are also in the process of launching several digitalization projects for improving ESG data management and for monitoring of ESG programs such as forest management plan implementation, supply chain traceability etc. I believe this will strengthen our capabilities in monitoring our progress and will make reporting less complex.

We are proud of what we have accomplished so far. However, ESG is a continuous journey of learning and putting new knowledge into practice. We are committed to doing this so that we leave a positive impact on the society and environment, and benefit all stakeholders. This report presents a glimpse of ESG programs and initiatives, and their impacts. I invite you to read about the actions we have taken to fulfill our commitments towards sustainable development.

ARISE – Africa’s #1 and Unique Infrastructure Platform

- ARISE is a pan-African industrial ecosystem developer providing fully-integrated logistical and infrastructure solutions.
- ARISE’s goal is to strengthen and develop Africa’s natural commodity value chains by transitioning the current supply chains into sustainable value chains by attracting downstream value-adding industries into the region which in turn would help the region in earning higher revenues from its natural commodities.
- ARISE is a subsidiary of Olam Group consisting of its logistics and infrastructure business. Previously the business operated under the name Gabon Special Economic Zone SA (“GSEZ”). GSEZ was established in 2010 with a mandate to develop infrastructure, enhance industrial competitiveness, and build a business-friendly ecosystem in Gabon. GSEZ was reorganized in 2019 when it was split into three verticals - ARISE Integrated Industrial Platforms (IIP), ARISE Infrastructure Services (IS), and ARISE Ports and Logistics (P&L).

We:

- Conceive, design, and build industrial ecosystems for creating sustainable value-chains including logistical infrastructure
- Operate and maintain the built infrastructure
- Create resilient supply chains by building and operating auxiliary infrastructure for sourcing, storage, processing and transportation of raw and finished goods



ARISE Projects at a Glance



ARISE Integrated Industrial Platforms



NSEZ, Nkok, Gabon

- 1,126 Ha - Total area
- 593 Ha - Total developed area
- 698,883 m² - Total Built-up area
- 80 - Number of host companies in operation
- 26 - Host companies under development
- 60 - Total number of agreements to invest



Platform Industrielle D’Adetikope’ (PIA), Lomé, Togo

- 400 Ha - Total area
- 56,000 MT-Total Cotton fiber conversion capacity
- 2022 - Phase I expected to be partially operational



Golo-Djigbe Industrial Zone (GDIZ), Golo-Djigbé, Benin

- 1,640 Ha - Total area
- 150 Ha - Green area
- 560- Total Plots
- 2023- Phase I expected to be partially operated



Côte d’Ivoire IIP, PK 24, San Pedro, Ferkessédougou, Ivory Coast

- 1009 Ha - Total area



ARISE Infrastructure Services



Société Autoroutière du Gabon– Franceville Toll Road Project (SAG), Gabon

- 828 km- Total road length
- 2022 - Expected completion date



Léon-Mba International Airport, Libreville, Gabon

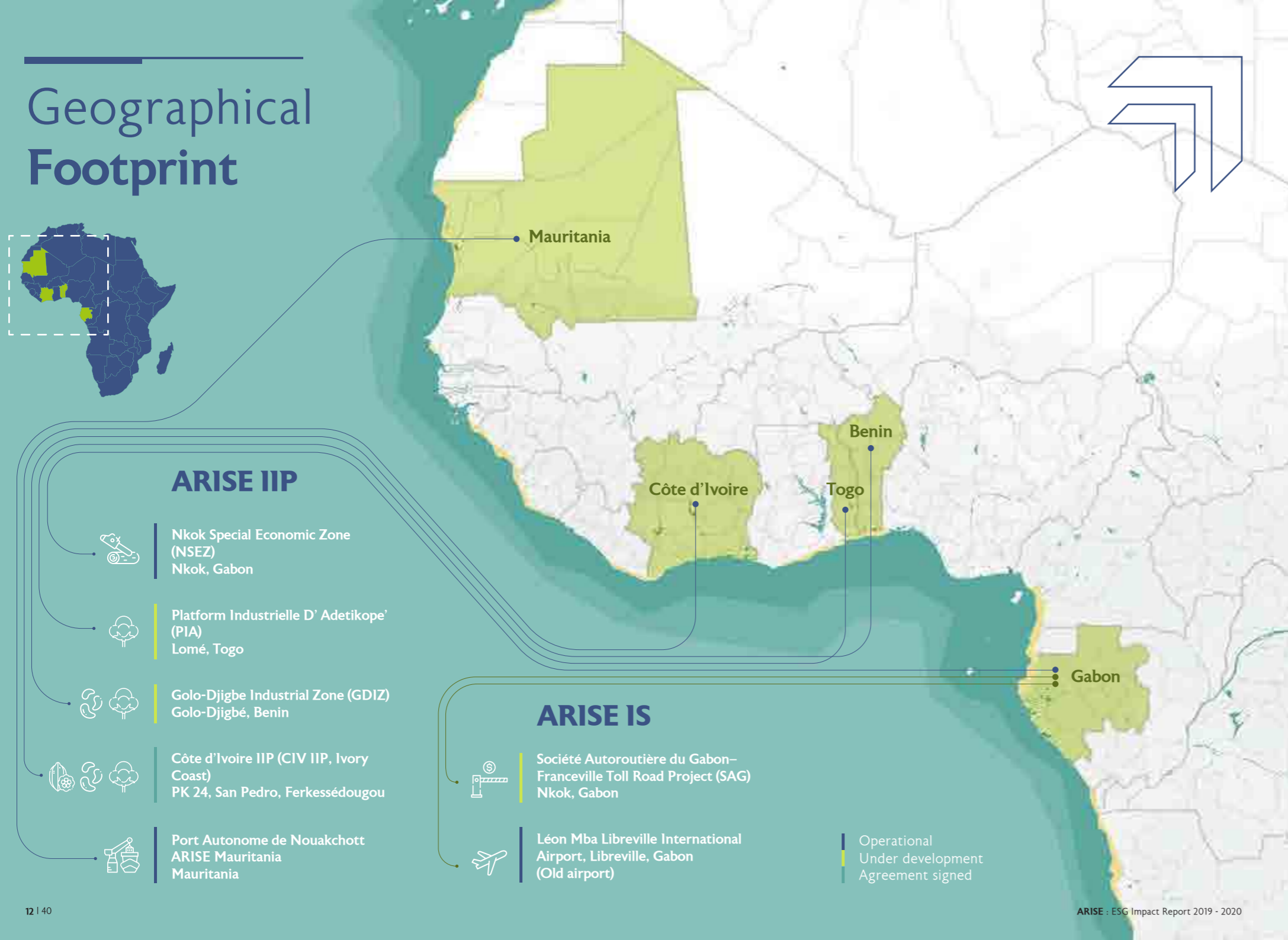
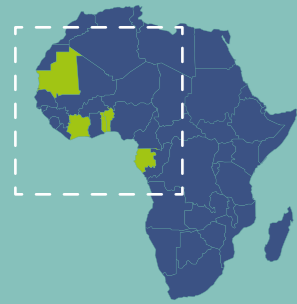
- 240 Ha - Total area
- 2 - Number of terminals
- 1 million- Annual passenger capacity
- 10,000 m² - Freight Storage capacity
- ~40,000- Annual freight processing capacity



GSEZ – Infrás (Gabon Electrical Lines)

- 711 km- Electrical lines constructed
- 6- Substations constructed
- 121 - Number of villages benefitted by electrification

Geographical Footprint



ARISE IIP

- Nkok Special Economic Zone (NSEZ)
Nkok, Gabon
- Platform Industrielle D' Adetikope' (PIA)
Lomé, Togo
- Golo-Djigbe Industrial Zone (GDIZ)
Golo-Djigbé, Benin
- Côte d'Ivoire IIP (CIV IIP, Ivory Coast)
PK 24, San Pedro, Ferkessedougou
- Port Autonome de Nouakchott
ARISE Mauritania
Mauritania

ARISE IS

- Société Autoroutière du Gabon–
Franceville Toll Road Project (SAG)
Nkok, Gabon
- Léon Mba Libreville International
Airport, Libreville, Gabon
(Old airport)

Operational
Under development
Agreement signed

ARISE Journey and Timeline

ARISE first arrived in Africa (Gabon) in 2010, establishing the Nkok SEZ in partnership with the Republic of Gabon. NSEZ became operational in 2013. Since then, NSEZ has developed auxiliary infrastructure and governance mechanisms to create a vertically integrated value chain approach for sourcing, transporting, and processing raw timber. ARISE has also attracted over 100 secondary investors and companies for setting up downstream manufacturing and processing facilities within the SEZ, which has added significant value via the ability to export higher value goods. ARISE has entered into new agreements in Togo, Benin, and Ivory Coast and is in the process of developing new industrial zones and supporting infrastructure.

2010

- Olam CEO's first visit to Gabon
- MoU signed with Gabonese Republic
- Nkok SEZ construction started



2014

- Attribution of Owendo Mineral Port (OMP) extension concession



2016

- Inauguration of OMP
- GSEZ Infrass project (Gabon electrical lines) launched



2017

- Inauguration of NOIP
- GSEZ Infrass project (Gabon electrical lines) construction started
- SAG Gabon construction started



2020

- Completed construction of GSEZ Infrass electrical lines
- GDIZ, Benin and PIA, Togo construction started



2013

- NSEZ operation started



2015

- OMP construction started
- New Owendo International Port (NOIP) construction started (GSEZ Multi-purpose Terminal)



2018

- Concession signed for Nouakchott Container Terminal (NCT)
- Started operating Léon-Mba International Airport Libreville (Gabon) airport



2019

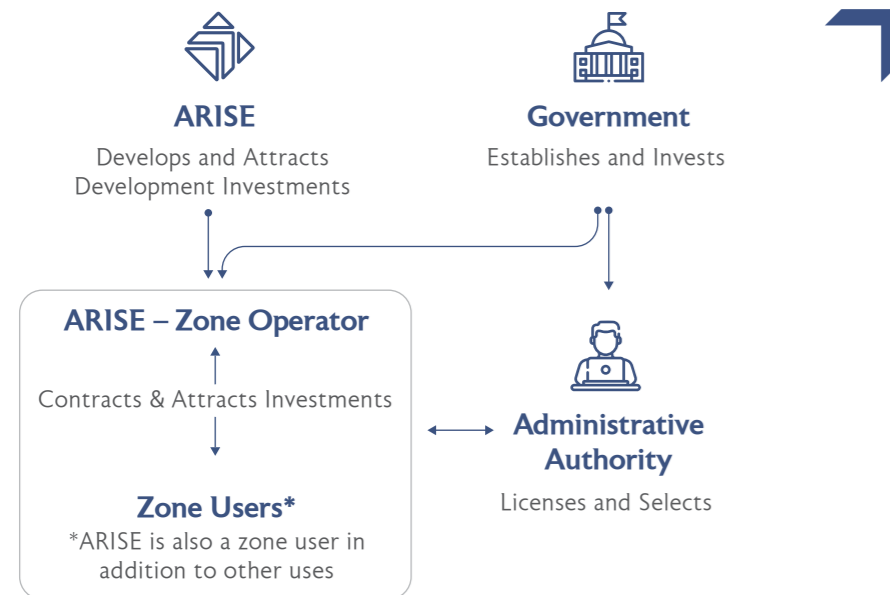
- GSEZ split into three verticals (ARISE IIP, ARISE P&L, & ARISE IS)
- San Pedro's bulk terminal (TIPSP) development concession signed with CIV
- SAG Gabon toll road project concession agreement signed
- GSEZ Infrass project (Gabon electrical lines) completed



ARISE's Role in Industrial Zone Development

ARISE participation in projects varies depending on the nature of the project. We may fulfill any or all the below-noted roles.

- **Zone Developer** Making land arrangements and building the infrastructure.
- **Zone Operator** Overseeing day-to-day operation and maintenance of common-use infrastructure, including supporting host companies in complying with SEZ governing framework.
- **Zone User** Establishing and operating warehousing and processing units.



ARISE : ESG Impact Report 2019 - 2020

ARISE Operations Through Impact Investment Lens

As an infrastructure ecosystem provider, we are addressing the massive infrastructure deficit in Africa required to develop its natural resource-based industries by connecting the local markets to global value chain platforms. Through our projects, ARISE contributes directly and indirectly to affecting positive change in socio-economic and environmental conditions locally and globally. Large infrastructure projects such as SEZs have direct and indirect economic impacts. Such projects provide opportunities for technology transfer, upgrading skill and technology within local communities, increasing value-added projects by attracting downstream industries, bringing financial stability in the local communities, attracting foreign investments, increasing government revenues, and providing an opportunity to experiment with different business models among various other benefits.

From the impact investing perspective, ARISE attracts investment into Africa by playing the role of an impact creator and enabler. By planning and developing SEZs and auxiliary infrastructure, we create value for the local economy and the host country, as well as for our investors and customers. Furthermore, by providing infrastructure, administrative, and governance support for SEZ operations including those for ESG risk management, we enable our employees, investors, host companies and governments to create a positive impact in the regions where we operate.

“We believe that as a company we are not just infrastructure developers and operators, but more importantly we also see our role as impact creators and enablers in Africa’s sustainable development journey.”

– Jasveer Singh, Chief Development Officer

ARISE : ESG Impact Report 2019 - 2020

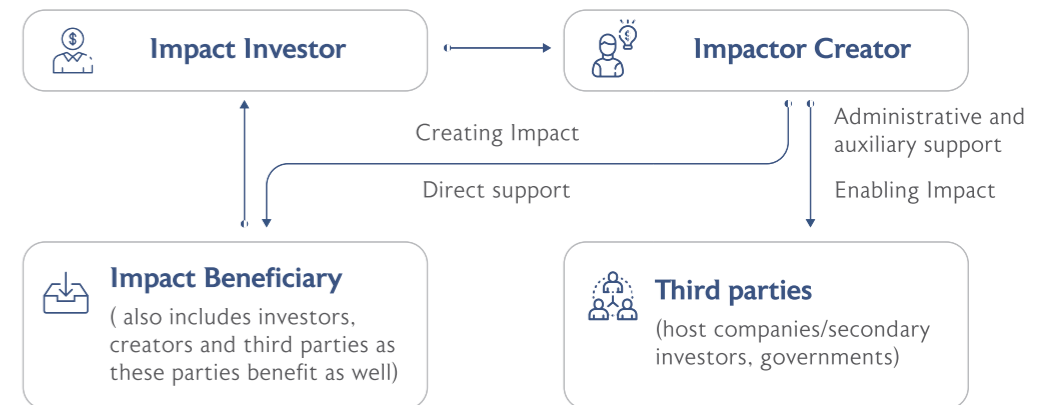


Direct benefits

- Local community** - New jobs, capacity building
- Environment** – Sustainable resource management, investment in green technologies, traceability in supply chains
- Industries** – Enhance supply chains, attract upgraded and diversified manufacturing industries, value-creation from new industries
- Economy** – Attract investments, increase in exports, higher revenue for per unit of raw material

Indirect benefits

- Local community** – Indirect jobs across the supply chain, new income from increased spending in the local community, financial stability
- Environment** – Introduction of new ESG management and sustainable practices in the local industries leading to positive influence throughout the industry
- Industries** – Diversification of products exported
- Economy** – Increase in economic productivity



ESG Management in Infrastructure Development Projects

Managing ESG Throughout Project Lifecycle

Knowing the fact that the type of risks vary with project stage, we put in place relevant strategies and systems to manage ESG risks effectively throughout a project's life cycle. The core foundations of this approach are:

- Due Diligence
- Engagement with Stakeholders
- Compliance with local & national regulations
- Adopting best international practices
- Measure, Monitor, and Report Progress

- ### 07 Closure & Rehabilitation
- Detailed closure planning & costing
 - Closure and post closure monitoring and auditing

- ### 06 Commissioning & Operation
- Compliance and monitoring
 - Sustainability reporting
 - Implementation & monitoring community investment project
 - Closure planning & costing
 - ESMP update

- ### 05 Pre construction & Construction
- Resettlement & livelihood implementation
 - Environment and social policy
 - Site supervision
 - Implementation of ESMP/ESMS
 - Compliance monitoring
 - Community investment strategy



Role of ESG

The ESG team at ARISE consists of over 40 experts with diverse skills set and representing over 10 different nationalities indicating the geographical breadth of knowledge in ESG management of the team. Their expertise includes but is not limited to environmental and social impact assessment, ecosystem and biodiversity assessment and management, environmental compliance, health and safety compliance, social impact management, carbon management, forest management, quality management, geographical information system, resettlement experts, labor relations, due diligence, compliance management, and EHS management systems. The ESG team is headed by the Chief ESG Officer at the corporate level who directly reports to the CEO. At the next level are regional managers, subject-matter experts and business units ESG managers followed by business unit and project specific teams which further consist of experts in various fields. ARISE has also outsourced a limited number of ESG team roles. Over 25% of ESG team consists of expats and approximately 75% of the team consists of local members. Approximately one-fifth of the team is made up of female employees.

Policy Framework

ESG team drafts corporate and site-specific policies which provide a framework for ESG aspect management. The corporate policies are endorsed by the members of the senior management team.



- Corporate Policies:**
- ARISE Group Policy Document (include ESG Policy)
 - ARISE Code of Conduct

- Site Level Policies:**
- Environmental and Sustainability policies
 - Health and Safety Policies

- Management Systems Documents:**
- Environmental and Social Management System Manual
 - Life-Saving Rules
 - Forest Management Plan
 - Biodiversity Management Plan
 - Stakeholder Engagement Plan
 - Environmental and Social Action Plan
 - Various charters and standard Operating procedures

Compliance Management

Ensuring that all ARISE operations from pre-development stage to operation through closure are in compliance with the local and national regulations is ESG team's one of the core responsibilities. Team performs following activities for compliance management:



- Evaluate regulatory applicability
- Implement systems to comply with the regulations
- Training and communication
- Conduct periodic monitoring
- Manage internal and external audits
- Submit periodic reports to internal and external stakeholders

In addition to compliance with local and national legislations, ESG team also supports compliance with various standards that it adheres to for external certifications which help the business in managing risks and earning customer's trust. These include:

- IFC Environmental and Social Performance Standards
- ISO 14001, OHSAS 18001, ISO 9001
- Forest Stewardship Council certification.

ESG Risk Management

ESG team drafts corporate and site-specific policies which provide a framework for ESG aspect management. The corporate policies are endorsed by the members of the senior management team.



- Preparing and implementing plans and procedures
- Training and communication
- Inspections and audits
- Emergency drills
- Stakeholder engagement
- CSR activities
- Physical risk management
 - Spill management
 - Fire safety
 - Traffic and Road safety
 - Security management
 - Construction safety
 - Equipment safety
- Reputational risk management through environmental and social management systems
- Supply chain risk management



ESG Governance

In order to oversee ESG issues and risks and to capture corresponding business opportunities, ARISE has set up a governance structure which enables us to identify and manage ESG aspects in a timely and efficient manner. Considering that ESG guides our business strategy and is embedded within our business functions, the governance structure spans from the Board of Directors to the project and site specific ESG teams.

At the Board level, ARISE has Ethics and Compliance Committee and Diversity, Inclusion and Equity Committee which oversee ESG matters. These committees meet regularly and review relevant risks, mitigation measures and progress. They are supported by the Chief ESG Officer in terms of providing the required guidance and information and escalating relevant risks and opportunities as found suitable for committees' review.

ARISE's senior leadership team consisting of CEO, CFO, COO, Chief ESG Officer and other senior leaders meets monthly to review the ESG matters. Chief ESG Officer presents the progress on ESG matters to the leadership team and takes their inputs to the leadership team and takes their inputs on measures to address any ongoing or upcoming matters. This ensures that the ESG matters are reviewed at the highest level in the company. Chief ESG Officer in turn receives inputs from and is supported by the regional ESG managers and the project and site ESG Managers.

The ARISE ESG team currently consists of over 40 members, and include experts in various fields such as environmental management, health and safety, social aspects, stakeholder engagement, forest management, ecology, biodiversity, GIS etc. ESG team is further supported by fire teams, first-aid teams, security teams, forest monitoring teams etc.

Board of Directors



Chief ESG Officer



Regional ESG Manager



Project ESG Managers



Project ESG Teams



Environmental and Social Management System – A Core Tool for Operational ESG Risk Management

ESMS is a core tool through which ARISE manages project specific ESG risks and impacts. At the corporate level, ARISE maintains a Group Policy document that consists of an ESG Policy, and a Code of Conduct which the ARISE business units are required to comply with. Further, at each business unit level, a BU-level ESMS is maintained that is specific to the business unit's operations and is based on the requirements of Group policies and Code of Conduct and supplier code. The BU-level ESMS spells out the processes and systems through with the Group-level requirements would be complied with. Further, ARISE business units also maintain a Code of Conduct which all of its business partners including new investors, suppliers and contractors are required to adhere with.

Each ARISE project within each business unit also maintains an Environmental and Social Action Plan (ESAP), which is developed

and implemented to manage the impacts during the construction phase. Once the project becomes operational, a management system (MS) in line with the business unit specific ESMS that reflects current site and project conditions is implemented to manage operational impacts. This MS spells out the corresponding controls and mechanisms to address project impacts and risks through site-specific ESG processes and procedures that are communicated to relevant project stakeholders. All contractor, suppliers and other partners are bound by project-specific ESG requirements through contractual agreements.



ARISE IIP Environmental and Social Management System ESMS Manual



ARISE PIA Environmental and Social Impact Assessment report cover

ESG Management Documentation Hierarchy

ARISE Group Policy Manual, ARISE Group Code of Conduct

ARISE BU ESMS Manuals ARISE BU Code of Conducts

Site-specific Management Systems (ISO 14001, OHSAS 18001 etc.)

ESG Procedures

Other Documents [work instructions, training material, monitoring and reporting documents, other evidence of ESMS implementation etc.]

Approach to Managing Salient ESG Impacts

Land Acquisition & Resettlement

For the development of industrial zones, ARISE works closely with the national and local governments wherein land acquisition and compensation are led and managed by the government agencies per national regulations. ARISE ensures that all processes are carried out in line with national regulations and IFC Performance Standard 5 (PS5): Land Acquisition and Involuntary Resettlement.



Biodiversity Protection

Across all ARISE projects environmental impact assessments are conducted to identify biodiversity-related risks prior to the construction phase. These E&S action plans are drafted and then reviewed and approved by respective national government agencies. Each plan details protective measures to protect and preserve the local flora and fauna species with advice on rewilding and forestry maintenance. Corresponding monitoring activities are also implemented by ARISE to ensure progress and these reports are provided to respective national governments and investors.



Labor and Human Rights

All projects include social welfare programs covering labor and human rights aligned with the IFC Performance Standards and ILO Fundamental Principles and Rights at Work. ARISE undergoes regular audits by investors, ensuring that all commitments made prior to the construction phase are being met. Our corporate policies provide a framework for protecting labor and human rights and at the industrial zones, we are implementing uniform ESG and sustainability standards which all host companies and business partners are expected to adopt and will be required to comply with.



Occupational Health & Safety

ARISE maintains policies, programs, and procedures in line with the IFC Performance Standards to ensure that the workforce is provided with a safe and healthy working environment. The flagship document being "Life Saving Rules" consisting of 12 rules that apply to all the employees, contractors, and suppliers. Our approach to contractor management ensures that they are expected to contractually comply to our health and safety standards. All health and safety requirements and guidelines are listed in the site-specific ESMS, which is implemented by respective site ESG teams. ARISE records all health and safety incidents and reports are provided to stakeholders as and when requested.



Stakeholder Engagement

A Stakeholder Engagement Plan is prepared for all projects as part of the initial environmental and social impact assessment. This includes procedures for public consultation meetings, focus group meetings with different socio-economic demographics and grievance management. The SEP helps to maintain clear lines of communication with stakeholders across all project development phases. Their inputs are taken into consideration, and any issues raised are documented, tracked, and addressed in a timely manner. We also have our own application for managing grievances and a digital dashboard for implementing the same.



TRACER for Legal Timber Sourcing

TRACER Nkok is an independent timber supply chain due diligence agency established in 2018 to ensure that timber entering the NSEZ premise are legally sourced and to provide log suppliers with free technical assistance in sourcing and supply chain due diligence. TRACER is run jointly by FRM, a French forest engineering company, and Brainforest, a Gabon-based NGO. TRACER has a staff of 30 people consisting of inspection and traceability, encoding and reporting, due diligence, and certification technical assistance teams. Since October 2019, 100% of logs entering NSEZ show low to negligible risk of illegal sourcing.

Process - Any company that plans to supply timber to the industries within NSEZ, or the host companies that engage third party timber suppliers, must ensure that timber suppliers are registered with TRACER. TRACER reviews all the information with

regard to source forests, suppliers' environmental, social, labor, health and safety and other applicable standards and practices, and also conducts on-site audits. If suppliers' standards and practices meet the minimum baseline set by TRACER, then TRACER issues a registration to the timber supplier that is valid for a period of one year. TRACER further conducts unannounced inspections at supplier locations to ensure that registered companies are following all the EHS, social, labor and supply chain norms at all times. At NSEZ, TRACER team inspects each and every log entering the GSEZ Log Park and SEZ premise, reviews all the paperwork, and maintains records. To ensure that the TRACER operations are not externally influenced or compromised and to maintain its independence, all timber processing units located within SEZ pay a fixed fee to TRACER for each cbm of timber inspected.

40

Active due diligence certificates (as of May 2021)

66

Number of due diligence field inspections (October 2018- May 2021)

2,000,000 cbm

Approximate quantity of timber inspected (October 2018 - May 2021)

201

Number of on-site audits conducted (October 2018-May 2021)



Operations and ESG Metrics At A Glance

Operations

Projects

03
Projects under operation

03
Projects under development

01
Future projects planned

Activity Footprint

Total area managed by ARISE

71,000 sq.m
Total Built-up Area Under Management

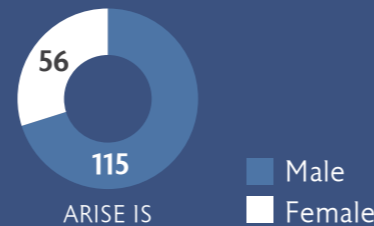
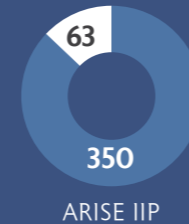
530 Ha
Area under development

3,298 Ha
Area reserved for future development

05
Presence in 5 countries (Gabon, Benin, Togo, Ivory Coast and Mauritania)

593 Ha
Under operation (Phase I NSEZ)

Total Employees



■ Male
■ Female

Impact

Investment

2.5 billion USD
Invested in Africa

Total FDI attracted *

748.3 million USD
NSEZ, Gabon (2018-2020)

711.5 million USD
PIA, Togo

Future FDI*

1,272 million USD
GDIZ, Benin

405 million USD
Côte d'Ivoire

*In order to estimate the total amount of FDIs, we considered both future tenants' investments and Arise equity injections, net from the shares owned by the governments. The total amount of investments from tenants is an internal estimate based on our informal discussions with clients at Nkok and Arise experience on the ground. Arise equity injections are estimated based on the v1 of the financial model shared with IFC and included in the data room (base case scenario 6, debt at Opco). As a reminder, Arise is responsible for the construction and the development of its SEZs, but cannot be held responsible of tenants' investments within the zones. Arise cannot be held responsible in case the real figures finally deviate from the following estimates]

Developmental Impact

711 km
Electrical lines constructed (GSEZ Infras)

121 Villages
benefitted from electrification (GSEZ Infras)

828 km
Road under development (SAG)

25 km
Road constructed at NSEZ

250,000 m³
NSEZ Log yard stacking capacity

10
Industrial units under construction at NSEZ

85
Industrial units operating at NSEZ

Jobs Created

Nkok SEZ- Operational
~**5,200**
Total employment within NSEZ

~**12,000**
Total direct jobs created at NSEZ

~**48,000**
Total indirect jobs created through NSEZ

PIA, Togo and GDIZ Benin -Under Development

~**100**
Total direct jobs created

~**2,000**
Total direct jobs created

Future Estimated Job Creation :

GDIZ, Benin
~**77,000** Direct jobs
~**133,000** Indirect jobs

PIA, Togo
~**20,000** Direct jobs
~**80,000** Indirect jobs

Operations and ESG Metrics At A Glance

Resource Transformation & Export



100+
Timber processing downstream industries attracted to Gabon

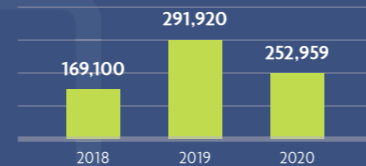
Export of Value-added Projects

544,879 cbm
Veneer

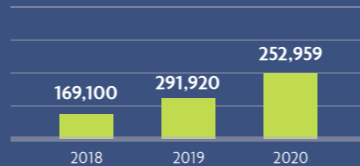
15,357 cbm
Ply-wood

225,394 cbm
Particle board

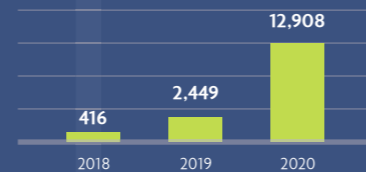
3538 cbm
Furniture



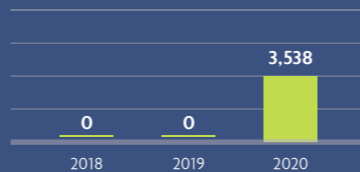
Veneer Production, cubic meter



Sawn Timber Production, cubic meter



Plywood Production, cubic meter



Furniture Production, cubic meter

Environmental, Health & Safety Metrics



07
Total number of environmental and social impacts completed (2019-2020)

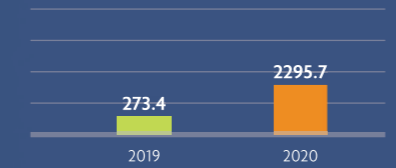
05
Other project development stage E&S plans prepared

24
External audits completed

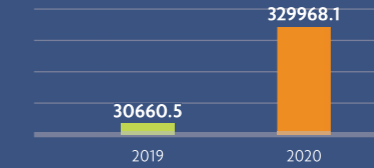
130
Number to stakeholder engagement exercises conducted

**Note – As the construction at PIA and GDIZ only began in 2020, for 2019 there is no data available for these two sites.*

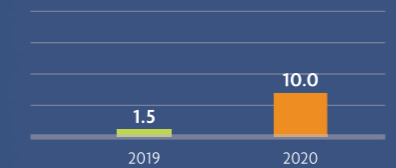
For the year 2020, GDIZ environmental data availability was limited to water consumed, number of environmental incidents. For PIA, for the year 2020, data on water metrics was not available.



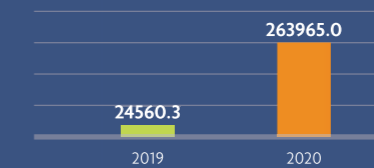
Non-Hazardous Waste Generation(MT)



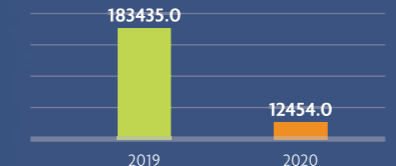
Waste Consumed (KL)



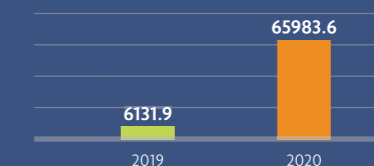
Hazardous Waste Generation (MT)



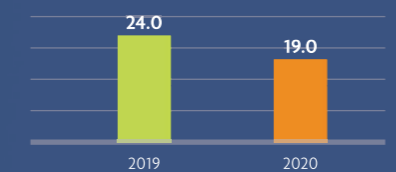
Wastewater Discharge (KL)



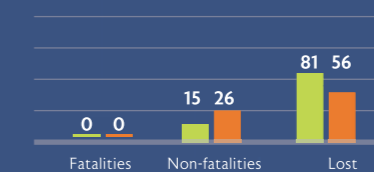
Other Waste Generation (MT)



Wastewater Recycled (KL)



Environmental Incidents (Number)



Health & Safety Incident Metrics

Lost Time Incidence Frequency Ratio		
SITE	2019	2020
NSEZ	6.3	3.9
GDIZ	NA	0
PIA	NA	0.3
SAG	0	0
ADL	-	-

Accident Free days		
SITE	2019	2020
NSEZ	320	315
GDIZ	NA	165
PIA	NA	304
SAG	68	365
ADL	-	-

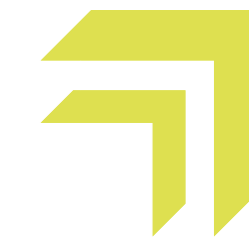
**Incapacity to work for at least one full workday beyond the day on which the accident or illness occurred*

***Lost workdays are the number of workdays (consecutive or not) beyond the date of injury or onset of illness that the employee was away from work or limited to restricted work activity because of an occupational injury or illness*

ARISE operations support nine sustainable development goals (SDGs).



Our Sustainability Pillars and Contribution to Sustainable Development Goals



Carbon Neutrality



ARISE aims to reduce our dependence on carbon-intensive energy resources, and instead would commit resources for decarbonization and climate change adaptation strategies. ARISE's strategic initiatives towards this goal will include:

- Invest in solar farms close to industrial zones
- Ensure that renewable energy resources can be used for businesses
- Provide incentives to industries that promote renewable energy

Circular Economy



By adopting circular economy principles, ARISE aims to reduce waste and manage resources sustainably. A circular economy approach would create innovative opportunities for growth.

ARISE's initiatives will include:

- Provide incentives to industries promoting circular economy
- Integrate circular economy measures into business strategy and operations
- Strive to become zero waste and effluent discharge facilities

Diversity & Inclusion



ARISE is fully committed to promoting diversity & inclusion across all levels within our workforce. ARISE's initiatives towards this goal will include:

- Increase ratio of female employees at all levels
- Increase diversity at senior management level
- Implement dedicated training program on diversity & inclusion
- Reach parity within the next 5-10 years with the industry averages

Responsible Supply Chain Management



Given that sourcing and processing of natural commodities is one of the core operations at ARISE, we recognize the importance of understanding the sustainability dimensions of each commodity's supply chain and managing the risks and opportunities along the supply chain. To support the same, ARISE will:

- Implement supply chain traceability software for each commodity
- Ensure legality through independent third-party groups such as TRACER at NSEZ
- Comply with certification schemes (CMiA, OEKO TEX, Forest Stewardship Council, etc.)

Our Vision for A Carbon Neutral Journey

ARISE recognizes that the threat from climate change is one of the most important global challenges of the century. As a company operating in Africa, a region that is particularly vulnerable to the climate change impacts, we fully endorse our responsibility to contribute towards alleviation of environmental stresses affecting the region.

Moving forward, we plan to design and implement a Carbon Neutral Strategy which will:

- Define our carbon baseline across our global operations
- Identify areas of opportunity and emission reduction
- Share our findings with our business partners: host governments, employees, contractors, and local communities.
- Use our expertise to create a Carbon Neutral Action Plan for ARISE to become carbon neutral by 2030.

NSEZ - First Low Carbon SEZ in Africa

NSEZ – Carbon Neutral by 2030

- We **aim** to reduce our greenhouse gas emissions every year to get closer to net zero emissions by 2030.
- We **pledge** to assess and report our carbon footprint every year and publish all results and assumptions in a transparent manner. We **commit** to offset all our residual emissions through Africa-based carbon reduction projects.

Our Approach

- Assess the carbon footprint and report CO2 emissions on an annual basis in compliance with GHG Protocol.
- Implement direct measures to reduce CO2 emissions through innovation, investments, technologies, process improvement.
- Offset the remaining emissions with certified carbon reduction projects in Africa.

NSEZ Carbon Footprint

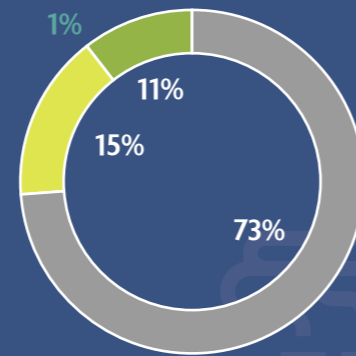
In 2019 we conducted a detailed carbon footprint calculation of GHG emissions for NSEZ operations through our subsidiary, AERA, in which ARISE maintains a 35% stake.

Per the assessment conducted by AERA, NSEZ industrial zone's total carbon footprint is

86,460 tCO2

(tons of CO2 emissions equivalent estimated for in 2019)

Our work on carbon neutrality is certified under the ISO 14064 norm.



- Energy: 63,427 tCO2e
- Transport: 13,207 tCO2e
- Waste: 9,602 tCO2e
- Purchase of goods and services: 223.82 tCO2e

Circular Economy



At ARISE, we subscribe to the idea that 'waste is not a waste but a misplaced or unused resource'. We evaluate all waste streams in our projects to check if the material can be reused, recycled, or upcycled either at ARISE facilities or through external partners. In all upcoming projects, we are committed to looking at the material resource flows from the circular economy guidepost and identifying opportunities to reduce waste and redirect the same to retain and increase the material value rather than losing the material value through disposal practices. We will also work with innovators in this area to promote innovation and to increase the adoption of circular economy practices by demonstrating successful projects and corresponding business models.

Putting Circular Economy Concept into Practice at NSEZ

Circular Wood Waste Management

In 2020, NSEZ ESG team recognized wood waste disposal as a challenge at NSEZ. In order to understand the issue, the team assessed the wood waste generating processes at the SEZ, and found that there are four types of timber processing industries at the SEZ. Wood waste generated for each cbm of timber processed was found to be -

Timber sawing industries – 0.4 cbm (resulting wood waste was sold to charcoal company, sold as boiler fuel or landfilled)

Veneer manufacturing industries – 0.35 cbm (wood waste was sold to plywood companies within NSEZ for core

veneer production, sold as boiler fuel or landfilled)

Plywood manufacturing industries – 0.1 cbm (wood waste was landfilled)

Furniture-making industries – 0 cbm (No waste as these units buy semi-finished product from sawing units.)

When the total waste disposal data was evaluated, it was found that about 10% of wood waste was being landfilled.

Solution – Why not make particle board from the wood waste?

Result - NSEZ has attracted a unit for particle board manufacturing that will become operational in 2021, and wood waste would no longer be landfilled.

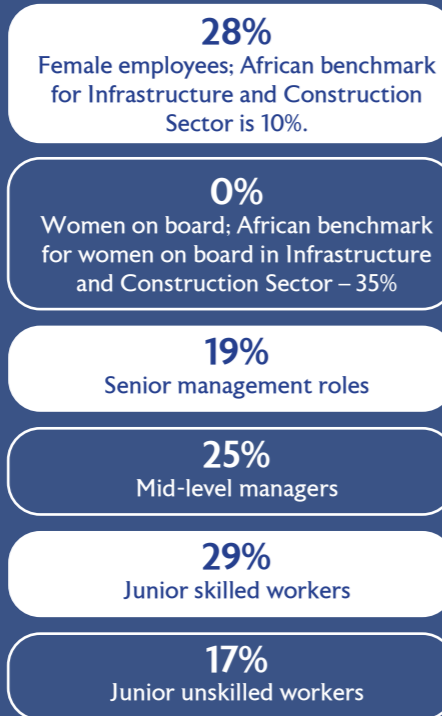


Diversity, Equality, and Inclusion



There is sufficient research to show that diverse workplaces contribute towards better performance, increased productivity and retention, smarter decision making, and innovative thinking, as well as attracting diverse talent pool. We also understand that diversity by itself does not bring positive outcomes until inclusion is made a priority at every level of the company. Employees need to feel safe expressing their thoughts and providing input, even when contrarian, and be able to fully participate in their jobs for the company to reap the benefits of a diverse talent pool.

ARISE is committed to increasing diversity at all levels in the company, from the senior management roles to the field employees. We completed an internal diagnostic assessment with the help of third-party consultant to understand the current status in terms of gender diversity. The assessment revealed the following:



ARISE acknowledges the gaps in gender diversity in our workforce, and is working towards improving it across all levels with a special focus on senior roles. In order to address the gaps, ARISE is taking following steps:

- Creating a diversity and inclusion strategy for a focused effort that will be presented to be Board for approval.
- Implementing Fair Employment Policy, Equal-Opportunity Commitment, and Bi-lingual Language Policy.

Conducting employee awareness training on anti-sexual harassment, and D&I and Unconscious Bias.

Committed to and actively working towards recruiting more female employees for the senior management roles. Of the total number of people promoted in 2020, 53% were female employees.



Driver's Training for Female Members of the Local Community

In order to address low participation of female workforce in heavy vehicle operation sector, considering it has traditionally been a male-dominated area and viewed as not being suitable for women, ARISE (including ARISE P&L business unit) partnered with CDC Plus to select and train 42 women from the local community. The goal was to:

- Challenge current stereotypes and thereby change perceptions at local, sectoral, and regional levels.
- Address access constraints to training, and create opportunities for women in heavy vehicle operation, traditionally a male-dominated sector.
- To help build a business case for increased female employment in non-traditional roles in the industry in order to address the gender diversity gap.

For this training, GSEZ hired a local Gabonese training company to provide the training. All trainees who completed the training successfully were issued a training certificate and a driving license.

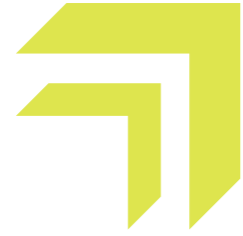
Program timeline:
September 2020 - February 2021
 Number of members trained: **42**

Due to an outstandingly positive feedback from all participants in this pilot project, we plan to conduct similar training across all project locations. Further, we plan to help the trainees with their job-search by connecting them with potential employers, and will track the number of trainees employed directly as a result of this training for up to three months after the training.

“(In this opportunity) I saw a challenge to take : to break the stereotype whereby women wouldn’t be able to do better than men”.

- Com’Elles beneficiary

Responsible Supply Chain Management



It is our core belief that we bring positive impacts not just to the communities where we operate but also along the supply chains, including to the farmers and small scale suppliers and industries along the value chain. Natural commodity supply chains are highly vulnerable to human rights and labor violations and illegal sourcing risks, and to manage the same ARISE has taken several steps and has implemented control mechanisms to manage the same. ARISE maintains project-specific Code of Conduct and supplier code based on IFC Performance Standards and cover supply chain risk management requirements. All suppliers and investors at the industrial zones are required to comply with the Code of Conduct. Further, ARISE is working on strengthening the investor compliance to the Code of Conduct by implementing the Code through the independent administrative and licensing agency at the industrial zones consisting of representatives from the local and national regulatory agencies. ARISE is also forming ESG advisory group at each industrial zone consisting of ARISE employees and experts in various area who would educate and provide technical guidance to the host companies. For example, SAFER cell at NSEZ was formed recently with the similar goal.

Moreover, at NSEZ, ARISE has an independent third-party agency, TRACER, who ensures that the timber entering the SEZ is legally sourced, and the risk of illegal sourcing is minimal. ARISE is in the process of implementing AtSource digital solution for all commodities which will improve tracking and monitoring of supply chain traceability information. Specifically, for timber ARISE has customized the AtSource application and is in the process of implementing it. Through this tool, ARISE would be able to trace origin of the product, aggregate reliable and consistent data on supply chains consisting of over 100 key indicators, and thereby also track and monitor supply chain goals. Further, the tool would support in reporting the necessary sustainability KPIs to the potential customers and also suppliers. The tool will also help track our impact on farmers, communities and environment and the associated goals. From the environmental sustainability perspective ARISE plans to conduct lifecycle analysis for all the commodities that it sources or processes at the project pre-feasibility stage. Through AtSource, ARISE plans to track the environmental sustainability indicators along with the other indicators.

Timber Value Chain at NSEZ

NSEZ has transformed the timber industry value chain in Gabon. A significant aspect of this has been introduction of strong ESG controls within the timber supply chain and processing operations adopted and implemented by ARISE.

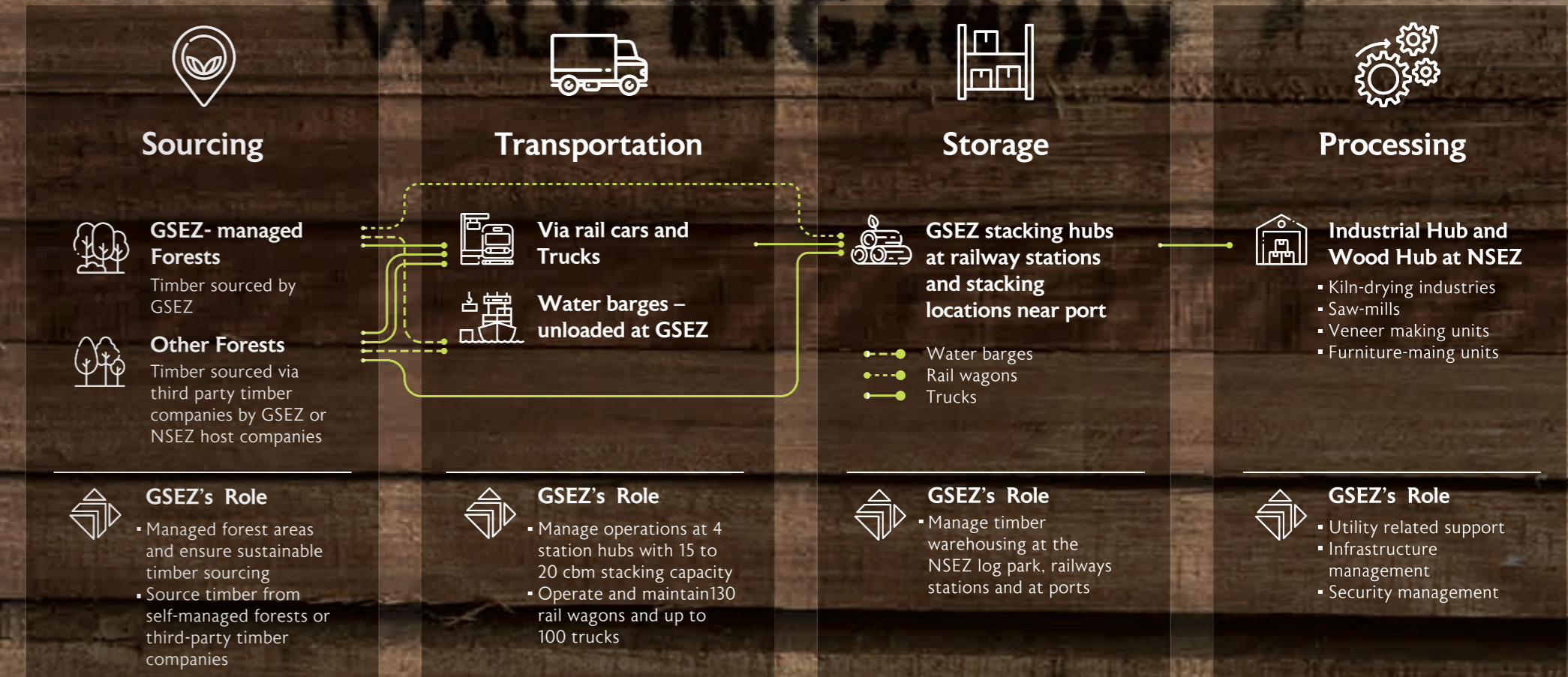
Before 2010, Gabon exclusively exported raw timber, earning low value per unit of timber exported. Moreover, the timber lacked traceability and proper sourcing controls, while the logistics infrastructure was limited and could not support desired industry growth. With the establishment of NSEZ, the timber industry in Gabon is now more diverse with new value-added products being produced at the SEZ. Gabon no longer exports low revenue-earning raw timber and instead now exports value-added timber-based products such as veneer, plywood, and boards, as well as wooden furniture, which earns higher revenues per unit of product. Furthermore, all the timber used within the SEZ is fully traceable because of the TRACER unit established by NSEZ. In order to

improve the timber value chain and its ESG performance, NSEZ took the following steps:

- Established an independent agency, TRACER, to ensure that 100% of logs entering the NSEZ are legal and the source is traceable.
- Built logistical infrastructure to ensure timely and sufficient timber supply to the host companies.
- Invested in setting up a Wood Hub to display innovative wooden products manufactured at the site, hired a furniture designer, and promoted marketing of furniture from NSEZ.
- Worked with the Gabonese government and signed an agreement to supply furniture to all Gabonese schools, which helped in attracting host companies in the furniture-making space.

There are now approximately 80 active companies within the SEZ, of which more than two-thirds fall under the wood sector.

“ARISE’s business model has enabled countries like Gabon to capture a greater share of the full value of their resources, increasing the value of the raw materials produced by an order of magnitude.”
- Jesper Boll, COO ARISE IIP



Timber Sourcing, Transportation, and Storage:

- Sustainable forest management through Timber Platform, a group within GSEZ
- Compliance with Gabon's forest management regulations, through Timber Platform
- TRACER, an independent agency, ensures that 100% of logs entering NSEZ are legally sourced.

Timber Processing

- Administrative support for Compliance to host companies
 - Guidance on permitting and licensing
 - ESG Code of Conduct and EHS standards applicable to all host companies
 - Single window clearance through AAN set up with the support of Gabonese national and local government
- Sustainable Operation Support
 - Wastewater treatment plant
 - Waste management
 - Emergency response support including security support

Social Impact Projects



Refurbishment of dispensary in Botosso (CFAD Ogooué, Province Haut-Ogooué) in Gabon.



School built in Gongue province Ogooué-Lolo, Gabon. Capacity - 50 children



EPP Centrale Primary School Renovation, Togo. Student capacity – 1,000



Female Drivers' training



Firefighting & First Aid training through AAN for personnel from industries in Nkok. Approximately 100 personnel trained



COVID-19 Response

ARISE was quick in responding to, and collaborating with, the local governments, communities, and its business partners in its our response to the COVID-19 pandemic, when the COVID-19 pandemic started engulfing the entire planet and impeding the normal life in 2020 and continues to do so. ARISE leadership was quick to see pandemic's impact on businesses across the globe, and was closely monitoring monitored local developments, including local governments' responses where ARISE businesses operate. Staying true to our company's DNA, we wanted to be a part of the solution and provide every possible support we could to the host governments and to the local communities where we operate.

As a first step, ensuring safety of our employees was the top priority, and we quickly mobilized resources for the same. Our response measures included:

- Putting our Crisis Response Plan in action including creating a Covid Response Team that was led by representatives from the senior management team
- Updating our Business Continuity Plan and prepared site-specific guidelines and plans to provide clear guidance to employees, contractors and visitors on processes to be followed
- Non-critical employees were directed to work from home
- Provided PPEs and training for correct use to our employees and others working within ARISE-operated facilities
- Implemented temperature check systems at all our facilities
- Implemented deep-cleaning and sanitizing measures across our offices and workspaces
- Conducted CEO-led global town hall meeting covering all employees to discuss and update employees on measures being taken by the company, to spread awareness on preventive measures, and to keep up employees' morale acknowledging the mental health impact of the pandemic
- Implemented a system to track employees affected by the pandemic and support them including setting up a medical helpline.



At Nkok SEZ

- Refurbished two current offices into a Hospital with 50 isolation beds, six intensive care unit beds, fully trained medical staff, a helpline, and a fully equipped lab for PCR and antibody testing.



- Supported a host company at the SEZ in jumping through the hoops for regulatory approvals for sanitizer manufacturing, and in expanding its manufacturing to meet the Gabon's increased domestic needs for sanitizers



From the start, ARISE has emphasized on building strong relationships with the local communities where we operate, and we recognize that the societies in the midst of whom we operate are an important stakeholder and their well-being is essential to us.

ARISE worked with the governments and local agencies in Gabon, Cote d'Ivoire, Benin, Mauritania, and Togo, and provided a wide-range of support:

- Shared an internally developed 'Trace and Track' mobile application with the local governments for free.
- In response to the request from Ivorian Ministry of Health for support in procuring essential PPEs, ARISE donated medical equipment worth over USD 6 million including 2 million masks, for frontline medical staff and military staff. ARISE organised charter planes to transport the essential supplies.
- Knowing that the pandemic had severely impacted low-income workers in the communities, ARISE took following measures:
 - Established a system to identify families in need and supporting them by donating food baskets.
 - Donated up to 5,000 food baskets consisting of up to 10 days of food supply on a regular basis.
 - An extra 1,500 tonnes of food were donated to food banks in the region.



COVID-19 Support to Local Communities and the Governments

10,000
smart thermometers

7 million
masks

500,000
pairs of gloves

50
medical ventilators

143,000
protective clothing

35
thermographic cameras

230,000
500ml disinfectant gels

Plans for 2021 & Beyond

At ARISE, we believe that ESG is a journey of continuous learning and improvement. To fulfill our ambition to be the thought leaders and innovators in the area of sustainable development, we at ARISE constantly benchmark ourselves with the best in the industry and aim to implement the best systems to manage risks and to create inherent business value via our ESG programs. We not only look at the best innovative solutions available but also develop and pilot-test unique sustainable business strategies to set an example and promote adoption of sustainable solutions in the sector and region where we operate. We constantly review our programs through benchmarking to understand the current gaps as well as implementation challenges. In the coming years ARISE plans to focus on the following ESG areas:

Climate Change Strategy

- Continue working on strategies and programs to meet our NetZero goals.
- Improve energy efficiency and reduce GHG emissions at all our facilities. Some of the measures we plan on taking include:
 - Energy audits at all ARISE sites
 - All buildings would aim to be LEED-certified
 - Invest in renewable energy sources at all future project sites
- Map physical risks due to climate change on ARISE assets and work towards adopting climate change adaptation measures to minimize climate change impacts
- Understand climate change risks on natural commodities supply chains and work on innovative business strategies and solutions to limit and manage the risks on supply chains and on our business.
- Conduct carbon life cycle analysis for all commodities such as cotton, cashew, and soya.
- Carbon emission offset through voluntary markets.

Digitalization

- Implement digital solutions to better track ESG data and thereby improve our data management and reporting process. We plan to work on following digital solutions:
- ESG data tracking and reporting
 - Digital solutions for sustainable forest management that will enable us to track implementation of Forest Management Plans as well the information related to FSC certification
 - At Source for traceability of product supply chain

Diversity, Equity and Inclusion

- Increase our efforts in improving the ratio of female employees at every level in the organization with a special focus at senior level roles
- Obtain approval for diversity and inclusion plan at the board level
- Set business unit and function specific KPIs for diversity and inclusion action plan
- Work towards improving diversity at the board level
- Prepare and implement supporting policies and programs

- Implement training programs on diversity and inclusion.

Supply Chain Sustainability

- Implement certification systems and apply for certifications. Some certifications that we are working on include FSC for sustainable timber sourcing and forest management, Cotton Made in Africa (CMiA) certification for cotton sourcing, OEKO TEX certification for textiles to be manufactured in Togo textile park.
- Pilot implementation of Sustainable Apparel Coalition's (SAC) Higg Index

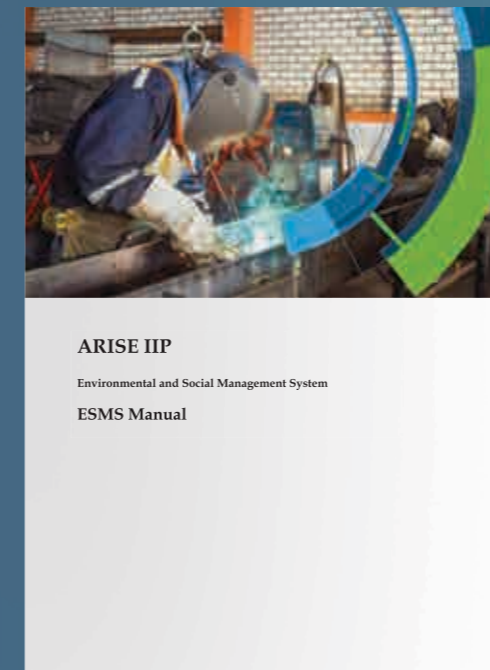
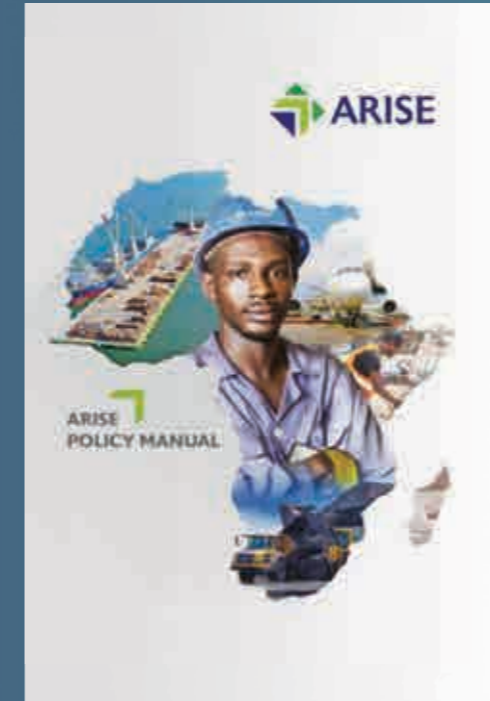
Strengthen ESG Management Systems

- Implement digital data management and tracking systems
- Strengthen ESG governance system
- Improve ESG documentation processes at the corporate, business unit and project levels
- Strengthen ESG skill sets through internal and external training programs and recruitment
- Increase ESG awareness at all levels in the organization

- Streamline external and internal reporting processes
- Obtain ISO 14001, OHSAS 18001 and ISO 9001 certifications for all projects
- Externally report ESG data
- Obtain ESG rating through a third party to benchmark our ESG strategy and program

Promote Innovative Sustainable Solutions

- Identify innovative solutions across all areas of sustainability and evaluate the same for pilot testing and adoption
- Explore best management practices and business cases around sustainable land management including looking at restorative land practices, regenerative agricultural practices, and eco-tourism hubs, and integrate restorative management principles into our business strategy. Explore innovative practices for sustainable resource management such as those for waste and wastewater management to conserve resources and its value in line with the circular economy concepts.
- Explore innovative methods for recycling green bio-mass generated during land clearing phase.





“We Stand Strong Together”