

SUSTAINABILITY REPORT

Securing the Future Responsibly

2025 · IN REFERENCE TO GRI



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01
— CHAPTER ONE

Introduction

Introduction

SETTING THE SCENE FOR OUR SUSTAINABILITY REPORT

About the Report

The Malca-Amit Group of Companies (hereafter referred to as 'Malca-Amit') is proud to present its first Sustainability Report 2025, a significant milestone in our journey toward greater transparency and responsibility. In this report, we provide a consolidated overview of our business and the steps we are taking to address the environmental, social, and governance topics that influence our operations and long-term resilience. As a first report, it also reflects where we are today in our sustainability journey: strengthening foundations, building consistency across a global network, and improving how we measure and communicate performance.

In 2025, Malca-Amit made significant strides toward advancing its sustainability efforts, including conducting its first Materiality Assessment to help identify and prioritise the topics most relevant to Malca-Amit and its stakeholders. This work informed the report's focus areas and will continue to support our approach and reporting as we refine them over time.

Unless stated otherwise, this report covers the calendar year from 1 January to 31 December 2025 and applies to Malca-Amit and its subsidiaries. The content includes both qualitative and quantitative information, recognising that in some areas our reporting remains under development as we continue to strengthen data collection processes.

Reporting Standards

This report has been prepared with reference to the *Global Reporting Initiative (GRI) Standards* and has been acknowledged by the CEO.



Message from the CEO

Dear Malca-Amit Family,

At the heart of our company lies a profound commitment to trust, integrity, and care. For over six decades, these values have guided us as we've grown into a global leader in secure logistics. Today, as we navigate an ever-changing world, that unwavering dedication extends not only to safeguarding our clients' most valuable assets, but also to protecting the planet and empowering our people.

Sustainability: Our North Star

Sustainability is not just a buzzword at Malca-Amit – it is a fundamental necessity for our long-term success. As a global logistics powerhouse, we recognize our responsibility to minimize our environmental footprint. But more than that, sustainability is about building resilience – for our business, our communities, and the world we share.

By integrating sustainable practices across our operations, we ensure that the global landscape we serve remains vibrant for generations to come. This reflects our steadfast commitment to conducting business with the utmost integrity, balancing operational excellence with ethical stewardship.

Celebrating Our Achievements

Our journey is defined by the milestones we reach together as a team. I am immensely proud of the strides we've made in greening our vehicle fleet and packing processes, as well as the long-standing tenure of our dedicated employees. We are not just colleagues, but a close-knit community where many have built their entire careers.

Equally inspiring is our "open door" culture, where I have the privilege of hearing directly from our couriers, vault managers, and coordinators. This keeps us grounded and agile, ensuring that we remain responsive to the needs of our people and our clients.

Navigating Challenges, Envisioning the Future

We know the path ahead has its challenges. Decarbonizing high-security transport and navigating complex global regulations require constant innovation. But our commitment to being the fastest, most secure, and most sustainable logistics provider in the world will guide us forward.

Our vision for the future involves further investment in electric vehicles, renewable energy for our facilities, and fostering a workplace where every employee feels seen, heard, and valued. We will continue to treat every shipment as if it were our own and every employee as a member of our family.

Because our culture is our greatest asset. It is the "invisible" security layer that makes Malca-Amit what it is today: a company that cares deeply about its footprint and about its people.

Thank you for being part of this journey. We are proud of where we've been, but we are even more excited about where we are going – together.

Amit Eytan

Chief Executive Officer





02
— CHAPTER TWO

About Malca-Amit

A Global Leader in Secure Logistics

— ABOUT US

Our Industry

The luxury goods industry has long been a cornerstone of cultural heritage and global commerce, facilitating the movement of diamonds, fine jewellery, precious metals, and timepieces that represent both centuries of craftsmanship and extraordinary financial value. With an increasingly interconnected global market, secure logistics is essential to preserving these treasures and maintaining the integrity of supply chains that serve the world's most discerning clients. This industry demands more than traditional logistics. It requires specialised expertise, unwavering security, and a deep understanding of our clients' unique needs.

Nevertheless, while security and precision remain non-negotiable across our industry, environmental and social responsibility must be integrated into how we operate, across every link in our value chain. For Malca-Amit, sustainability is a core part of how we protect and safeguard value and operate responsibly in a sector defined by trust. It is part of how we manage risk, support our people and communities, and build a more resilient business for the long term. As global trade in high-value goods continues to expand and become more complex, the standards governing their safeguarding and cross-border movement must evolve as well. Balancing secure global trade with a strong commitment to sustainability strengthens the integrity of our operations and helps ensure we create lasting value for customers, employees, and the wider society in which we operate.

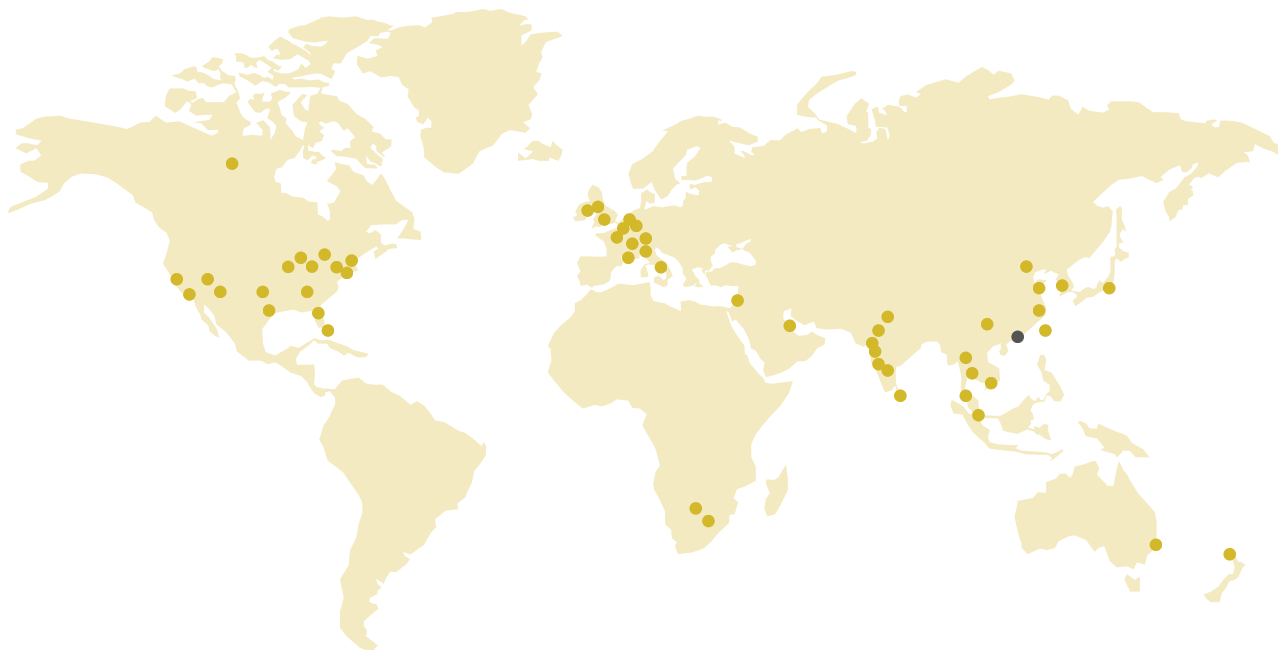


Our Company

Malca-Amit is a leading provider of secure logistics solutions for the luxury goods industry, international banks, and high-net-worth individuals, with a proven track record of safeguarding some of the world’s most valuable assets. With over 60 years of experience, we operate at the forefront of specialised logistics, supporting a diverse customer base with high security and compliance needs, and are committed to expertise, credibility, and innovation.

Malca-Amit combines deep industry expertise, technological innovation, and an unwavering focus on client needs to deliver a comprehensive portfolio of services spanning overnight secured delivery, vaulting, trade show logistics, and third-party fulfilment. Our global network spans key markets, including Bangkok, Hong Kong, London, New York, Singapore, Toronto, and Zurich. Today, we serve the world's leading high-value clients supported by a global team of security, logistics and customs professionals dedicated to delivering absolute peace of mind at every touchpoint.

Global Presence



Key Figures



*As of the publication date of this report, the Company is in the process of relocating its headquarters to Guernsey.

Our Mission

Our mission is to provide secure, reliable, and tailored logistics and security solutions for the movement, storage, and handling of high-value goods worldwide, delivering absolute peace of mind to our clients. We achieve this by conducting every operation with integrity, accountability, and respect for people, communities, and the environment, ensuring that our services not only safeguard assets but also contribute positively to the world around us. Through customised solutions and a global network of experts, we serve luxury brands, financial institutions, and private clients with precision, reliability, and responsible stewardship of both assets and the world around us.

Our Vision

Our vision is to be the world's most trusted partner in the secure logistics of high-value goods, recognised not only for exceptional service and reliability, but also for our commitment to sustainability, ethical practices, and positive impact on the communities and environments in which we operate. We strive to lead by example, demonstrating that security, professionalism, and environmental and social responsibility can coexist in every operation.

Our Values



FLEXIBILITY

Adapting to the unique needs of every client and the evolving demands of the global market.



COMMITMENT

Upholding the trust of clients, subcontractors, and communities through responsible and ethical actions.



EFFICIENCY

Optimising operations to ensure timely, cost-effective, and environmentally mindful services.



INNOVATION

Continuously improving processes and technologies to deliver smarter, safer, and more sustainable solutions.



PROFESSIONALISM

Maintaining the highest standards of integrity, accountability, and expertise in every service we provide.

Our Services

Malca-Amit provides specialised logistics, security, customs brokerage, and technology services for the secure movement, storage and protection of high-value goods. Through a global team of logistics, security, customs house, and special operations professionals, we deliver tailored solutions designed to meet precise requirements and to provide absolute peace of mind at every touchpoint. Our customers typically operate in sectors where security, discretion, reliability, and regulatory compliance are critical, and where shipments require specialised handling and risk management.

A significant part of our customer base comprises businesses active in the luxury and high-value goods value chain, including organisations involved in diamonds, gemstones, jewellery, watches, and precious metals. We also support the secure movement and custody of other valuable assets, including fine art, where specialist handling, controlled conditions, and trusted end-to-end coordination are essential. In addition, Malca-Amit serves institutional and professional customers with high security and compliance requirements, including high-net-worth individuals and financial institutions, who rely on secure transport, vaulting, and associated services. This diversified portfolio supports long-term resilience, helping Malca-Amit remain adaptable and perform consistently across changing market conditions.

Diamonds & Jewellery

Malca-Amit supports the full lifecycle of diamond and jewellery logistics, combining secure transportation with trade-facilitating services. Key offerings include secured delivery, express shipping, FTZ and secure storage facilities, gem trade services, customs brokerage, hand courier services, third-party logistics (3PL), inspection services, trade show packages, and guarding services.

Precious Metals

Services for precious metals are designed around secure handling and controlled storage, including secured delivery, access to vaults and FTZ facilities, and inspection services.

Fine Art

Malca-Amit provides discreet, high-security transport solutions for fine art and rarities. Services include overnight secure door-to-door delivery, secure transport from collection to airport, airport pick-up to final destination, and hand-carry courier services, designed to protect sensitive, high-value items throughout transit. Beyond transport, Malca-Amit also delivers a holistic fine art logistics offering, including secure storage, professional viewing facilities, and specialist installation and handling services worldwide. This includes gallery installations, large-scale sculpture handling, domestic and residential installations, as well as de-installation, professional packing and crating – providing reliable end-to-end support for collections, exhibitions, and projects of any scale.

Special Operations

For time-critical or highly sensitive movements, Malca-Amit offers dedicated support for private events, travelling exhibitions, and white-glove services, complemented by professional guarding to ensure continuity of security throughout each assignment.

Vaulting Facilities

Malca-Amit operates a network of strategically located facilities, including locations in Bangkok, Hong Kong, London, New York, Singapore, Toronto, and Zurich, among others. Many facilities are located in free trade zones (FTZs) to support secure storage and efficient cross-border trade, backed by a global network of offices and subcontractors to provide a smooth and professional service tailored to customer needs.



Local Highlights



Noam's Highlight: Malca-Amit USA
Sales Manager NYC

"Over the past year, Malca-Amit USA has managed high-value shipments for prestigious events, including the Golden Globe Awards, as well as for leading fashion houses and fine jewellery brands supporting their annual galas, museum exhibitions, and exclusive showcases. We coordinated secure transport, discreet handling, and precise on-site logistics to ensure every piece arrived safely and on schedule. In addition, our teams provided professional guarding and on-site security at museums and other high-end venues, delivering comprehensive protection and peace of mind for our clients' most valuable assets."

Will's Highlight: Malca-Amit UK
Head of UltraVault UK

"Through its UltraVault safe depository services, Malca-Amit UK helps protect clients' most valuable assets with discretion and flexibility. One example involved supporting a high-profile sports client who wished to wear a high-value watch to a PFA event. To reduce risk while meeting the client's request, the team arranged secure, discreet delivery to the venue and handed over the watch in a controlled room, with the event security's approval. After the ceremony, the team returned to collect the watch, secured it in the client's portable UltraVault box, and transported it back to the vault for safekeeping - demonstrating the tailored, end-to-end support that underpins trust in high-security settings."





Q3
— CHAPTER THREE

Sustainability at Malca-Amit

Building Foundations for the Future

— OUR SUSTAINABILITY JOURNEY

Message from the Global Sustainability Manager

Since stepping into sustainability work, I have encountered one misconception more than any other, one that quietly undermines the entire field: the belief that sustainability is simply a branding exercise, a layer of messaging, a gesture made to satisfy a passing trend.

It is none of those things.

At its core, sustainability is about the capacity to endure. It is the ability of an organisation to remain resilient and relevant through environmental, social, and economic change, and to understand that long-term value cannot be separated from the health of the systems we operate within. A truly sustainable organisation is not defined by what it says, but by how it is built.

That understanding feels deeply rooted at Malca-Amit. Seven of our current directors started as entry-level employees. Colleagues like Marie and Pavel have built careers that have spanned continents, roles, and decades. Not because they were retained, but because they were genuinely developed. That kind of continuity is rare. It reflects a culture that thinks in the long term, and it is exactly the disposition that makes sustainability possible.

In 2024, we formalised that disposition by appointing our first dedicated Global Sustainability Manager and establishing the GoGreen programme, with champions now active at every location worldwide. In 2025, we completed our first Materiality Assessment — a structured, stakeholder-informed process that identified 11 material topics across environment, social, and governance — and we began measuring our carbon footprint for the first time, establishing a Scope 1, 2, and Scope 3 baseline that will anchor our target-setting going forward. We made our first investment in Sustainable Aviation Fuel, resulting in a verified mitigation of over 39 tonnes of CO₂e. And we embedded ESG Accounting Leads across our global network to ensure that what we report is reliable.

These are foundations, and we are proud of them. A first baseline, a first materiality assessment, a first dedicated sustainability function. None of these were inevitable, and none came without effort. They are also, deliberately, a beginning. The credibility of what we have built this year will be proven by what we build on top of it.

Fleet emissions represent one of our most significant sources of carbon, and we are not treating them lightly. Today, 14% of our fleet is electric or hybrid. By the end of 2026, we expect that figure to reach 20%. Beyond that, we are committed to pushing further as technology and infrastructure allow, and we will report progress against this trajectory in every report that follows.

Sustainability also lives in the daily choices made by colleagues across our global network — in how loads are planned in Hong Kong, how cartons are reused in Shanghai, how Hydrotreated Vegetable Oil diesel is used at Heathrow, and how a team in Antwerp rethinks what it puts in the supply cupboard. Not everything that matters can be fully quantified, and we will not wait for a perfect measurement framework before recognising that these behaviours are real, meaningful, and worth cultivating. They reflect exactly the kind of long-term thinking that makes a sustainability programme more than a set of targets.

This report marks the beginning of a more structured commitment. We are proud of what it contains, clear-eyed about what it does not yet, and genuinely excited about what lies ahead.

Chloé Coene

Global Sustainability Manager

Our Sustainability Journey

As a leading player in secure logistics in the luxury goods industry, we recognise our responsibility to operate in a way that minimises environmental impact, supports the communities we serve, and ensures long-term business resilience. Our vision for sustainability extends beyond compliance, as we focus on driving measurable progress toward a cleaner, more responsible, and transparent future for our sector.

In 2020, Malca-Amit strengthened its environmental commitments through a formal Environmental Policy, encouraging locations worldwide to take a more structured and proactive approach to environmental performance. As part of this effort, we also launched Carbon Footprint Reports to customers, showing the CO₂ emissions associated with each shipment – whether by air freight, sea freight or road transport – to support informed decision-making and encourage clients to consider environmental impact when planning and structuring shipments.

In 2024, we formalised this commitment further by appointing our first dedicated Sustainability Manager, marking a significant milestone in embedding environmental and social responsibility across our global operations. Since then, we have established foundational governance structures, appointed GoGreen champions at each of our locations, and built programs designed to deliver meaningful, verifiable progress. We demonstrate this commitment through a pragmatic and grounded approach. As a global logistics operation with diverse regional contexts, we acknowledge the environmental challenges inherent to our work: from the carbon intensity of transportation to variations in infrastructure that enable sustainable solutions across markets. Rather than making bold claims, we prioritise transparency, data-driven decision-making, and continuous improvement tailored to the realities of each location we serve.

Our approach is built on collaboration with stakeholders, from employees to suppliers to clients and industry subcontractors, with the goal of embedding sustainability into our daily operations and creating shared value across the luxury supply chain.

Brief Introduction to Sustainability at Malca-Amit

At Malca-Amit, we approach sustainability with the same discipline, precision, and reliability that define our core operations. As a global provider of secure logistics for high-value goods, we recognise that long-term resilience depends on responsible environmental stewardship, strong social practices, and robust governance.

Our sustainability strategy is built on a methodical, data-driven, and impact-focused approach that integrates responsible practices into day-to-day decision-making across our global network. While many actions are implemented locally to reflect regional realities, they are guided by shared priorities and reinforced through global governance and measurement. In this way, we embed sustainability into operational excellence, so that security, efficiency, and responsibility advance together.

01

Trust Through Responsible Operations

Clients entrust Malca-Amit with their most valuable assets. We extend this responsibility to how we manage environmental impacts, protect people, and uphold ethical business conduct.

02

Precision in Measuring What Matters

We prioritise structured measurement and transparency to ensure that sustainability efforts are credible, traceable, and aligned with recognised international standards.

03

Continuous Improvement Over Time

We recognise that meaningful and lasting change requires a long-term commitment. Our objective is steady, measurable and continuous progress rather than short-term symbolic actions.

Our Long-term Ambition

Malca-Amit's long-term ambition is to evolve from a primarily operational focus towards a fully integrated, data-driven sustainability model that supports business resilience, client trust and responsible growth.

We seek to demonstrate that in the secure logistics sector, operational excellence and sustainability performance are mutually reinforcing: efficient operations reduce environmental impact, strong governance reduces risks, and responsible workplaces strengthen long-term performance.

By advancing step by step, with discipline and measurable progress, our objective is to build a sustainability program that is credible, scalable, and embedded across our global organisation – ensuring that the same reliability our clients expect in our services is reflected in how we manage our impact on people, communities, and the environment.

Sustainability Governance

Effective sustainability performance requires clear accountability. Malca-Amit has established a governance structure that ensures environmental and social considerations are integrated into both strategic decision-making and day-to-day operations. Sustainability is driven through a combination of local action, structured data collection, and strong leadership ownership – helping ensure progress is practical, measurable, and aligned across all locations.

Sustainability oversight is coordinated globally, with implementation supported by local roles in each region. This governance model enables clear ownership and consistent execution by:

- Setting group-wide direction and priorities through the Global Sustainability Manager, who coordinates the sustainability roadmap and aligns initiatives across the organisation. The Global Sustainability Manager maintains oversight across Malca-Amit and reports progress to the management team.
- Ensuring robust ESG data collection and reporting through Local ESG Accounting Leads, who collect data and validate sustainability-related data to strengthen data quality, consolidation, and timely reporting.
- Driving locally relevant implementation through Local GoGreen Champions, who translate global objectives into practical actions adapted to local operational realities. These GoGreen Champions further strengthen employee engagement and continuous improvement through mobilising teams, promoting awareness, and encouraging participation in sustainability initiatives.

This model combines central strategic guidance with decentralised execution, helping ensure sustainability is embedded into everyday activities and decision-making rather than managed as a standalone function



Sustainability Initiatives

As we reflect on 2025, we are proud of the progress we have made on our sustainability journey, starting with the launch of our Environmental Policy and Carbon Footprint Reports for our customers in 2020 and the appointment of our first Global Sustainability Manager in 2024. With the aim of strengthening the foundations for a more structured and measurable sustainability approach, Malca-Amit marks a number of key milestones that bring us closer to our aspirations:



Data and Measurement

To strengthen the reliability of sustainability reporting, Malca-Amit established ESG Accounting Leads at every location to support consistent data collection and validation. In 2025, we also initiated a carbon footprint assessment of our Scope 1, 2 and 3 greenhouse gas (GHG) emissions, marking an important step toward building a baseline, improving transparency, and enabling more data-driven target-setting and tracking over time.



GoGreen Programme

Malca-Amit established the GoGreen programme to support consistent action across locations. GoGreen Champions are in place at every location, helping translate global priorities into locally relevant initiatives and encouraging employee participation. Engagement is supported through the GoGreen Intranet and ongoing communications, including GoGreen highlights newsletters, which share progress and practical examples across the network.

ESG Awareness Campaign

Malca-Amit launched an ESG awareness campaign to strengthen understanding of ESG topics across the organisation, focusing on both what ESG means in practice and how teams can contribute to improvement through everyday actions. This campaign was translated in 11 languages and weekly awareness e-mails were sent to all teams over a period of one month to ensure that the content was reached by all.



Materiality assessment

Malca-Amit progressed its approach to identifying and prioritising the sustainability topics that matter most to the business and its stakeholders by conducting an impact materiality assessment to inform focus areas, reporting content, and future improvement priorities.

Going forward, Malca-Amit marks a number of near-term milestones that bring us closer to our sustainability aspirations:

- EcoVadis: We will submit our first group EcoVadis assessment, using the outcome to identify gaps and prioritise improvements in policies, evidence collection, and implementation across locations.
- Targets and performance management: Building on our 2025 carbon footprint baseline, we will define Scope 1, 2 and 3 targets and strengthen the internal processes needed to track progress over time. A key focus will be on improving data quality so targets and reporting are increasingly robust and comparable across all locations.
- Fleet transition: We will accelerate efforts to increase the share of electric and hybrid vehicles, aiming to reach 20% EV fleet share globally by the end of 2026, supported by local technological improvements. Recognising that some locations cannot fully transition away from fossil fuels due to technological limitations, we will also pilot the feasibility of installing solar panels on the roofs of diesel vehicles in 2026 to improve vehicle efficiency where electrification is not yet practical.
- Renewable energy: We will increase our focus on renewable electricity usage across sites, alongside efficiency measures that reduce energy demand at our locations.
- Plastic waste reduction: We will strengthen initiatives to reduce plastic waste from our operations, prioritising prevention and reuse where possible and improving local recycling outcomes where infrastructure allows.
- Employee engagement and wellbeing: We will launch the first global employee wellbeing survey in 2026 to gather consistent feedback across all locations, identify priority topics for follow-up, and support more standardised engagement practices across locations.



Materiality Assessment

In 2025, Malca-Amit completed its first Materiality Assessment, focused on identifying our actual or potential, positive or negative impacts on people or the environment across our own operations and our upstream and downstream value chain. The assessment was conducted in collaboration with sustainability consultants and aligned with best practice standards, informed by ESRS and GRI guidance on impact materiality.

The process followed a structured three-phase approach:

1. Understanding Context

We initiated our Materiality Assessment by conducting a detailed analysis of our business and the context in which we operate. This included reviewing our industry and business model, assessing our external landscape, and mapping our value chain to identify where the most relevant sustainability impacts, risks, and opportunities may arise across upstream activities, our own operations, and downstream activities. We also identified key stakeholder groups and considered their priorities and expectations. To ensure the assessment reflected both regulatory direction and recognised market practice, we screened a broad set of potential sustainability topics and cross-checked them against leading external standards and rating frameworks, including SASB, MSCI and EcoVadis, as well as peer and value chain considerations.

2. Identification of Impacts

Based on the screened sustainability matters, we identified a list of actual and potential impacts across the value chain. Each impact was formulated to be distinct and testable, and was classified by:

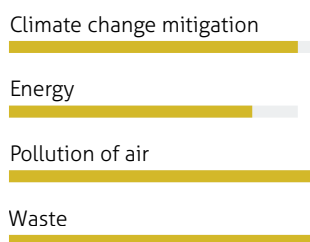
- Positive or negative
- Actual or potential
- Value chain location (upstream, own operations, downstream)
- Time horizon

3. Assessment and Determination of Material Impacts

To determine materiality, each impact was assessed using predefined criteria reflecting best practice and informed by ESRS and GRI guidance.

For actual impacts, severity was evaluated using dimensions such as scale, scope and irremediability. For potential impacts, the assessment also incorporated likelihood. Stakeholder consultations informed the establishment of materiality thresholds, enabling Malca-Amit to transparently identify which impacts are most significant for both our business and our stakeholders.

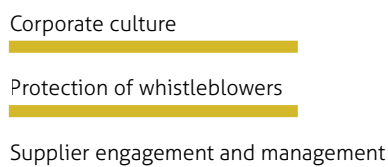
ENVIRONMENT



SOCIAL



GOVERNANCE



This exercise helped us to draft our first formal sustainability strategy in 2025. Looking ahead, we plan to periodically update, refine and optimise the Materiality Assessment process to better define our material topics and ensure alignment with evolving industry best practices.

Alignment with the United Nations Sustainable Development Goals



Malca-Amit recognises that its sustainability priorities are closely aligned with the United Nations Sustainable Development Goals (SDGs). While our approach to sustainability is grounded in operational realities and continuous improvement, many of the actions we are taking across our global network directly advance these shared global objectives.

SDG 8: Decent Work and Economic Growth

We contribute to SDG 8 through our commitment to fair working conditions, employee well-being, and a people-first culture that promotes development, inclusion, and long-term career opportunities. Our focus on safe and secure working environments, combined with structured training and transparent performance management, supports stable, responsible employment across all regions where we operate.

SDG 13: Climate Action & SDG 7: Affordable and Clean Energy

Our environmental efforts align with SDG 13 and SDG 7 through initiatives focused on understanding and reducing our climate impact and improving the sustainability of our energy use. This includes measuring our carbon footprint, gradually transitioning to electric and hybrid vehicles, exploring low-carbon fuel options where electrification is not feasible, investing in Sustainable Aviation Fuel, and increasing the use of renewable electricity and energy efficiency measures across sites. These actions reflect our objective to reduce our environmental impact while maintaining the security, reliability, and compliance standards expected in high-value logistics.

SDG 12: Responsible Consumption and Production

We support SDG 12 through actions to reduce waste and improve resource efficiency across operations. This includes efforts to strengthen waste prevention and segregation, encourage reuse systems where possible (including packaging-related activities), and apply the 5R hierarchy across our operations to reduce waste generation and optimise resource use throughout our value chain.

SDG 16: Peace, Justice and Strong Institutions

Strong governance is essential to operating responsibly in a high-security context and reinforce our role as a responsible partner within the global luxury goods supply chain. Our contribution to SDG 16 is reflected in our commitment to ethical conduct and robust controls, including a Code of Conduct, anti-bribery and anti-money laundering frameworks, and robust due diligence processes designed to manage risks and maintain trust with clients and stakeholders.

SDG 17: Partnerships for the Goals

Progress on sustainability depends on collaboration across the value chain. We support SDG 17 through engagement with employees, suppliers, customers, and local communities – whether by strengthening responsible supply chain practices, engaging customers on emissions transparency, or enabling locally driven community initiatives.

As our sustainability programme continues to evolve, these alignments demonstrate how Malca-Amit's day-to-day operations contribute to broader global priorities. As we strengthen our data, governance, and initiatives over time, we aim to further clarify and expand our contribution to the Sustainable Development Goals in a structured and measurable way.



Q4
— CHAPTER FOUR

Governance

Trusted to Lead

— OUR GOVERNANCE APPROACH

Corporate Culture and Ethical Conduct

Operating in a high-security environment requires more than operational excellence. It requires integrity, discipline, and a shared understanding of expectations in every interaction with customers, suppliers, authorities, and colleagues. We value our reputation for ethical behaviour, probity and reliability, and we regard customer trust as critical to long-term success. To protect that trust, we maintain a set of global policies and procedures to promote responsible conduct, prevent wrongdoing, and ensure that concerns can be raised and addressed promptly.

Our approach is grounded in three reinforcing elements:

- Clear behavioural expectations that define how we do business.
- Practical procedures and controls that support consistent decision-making and compliance.
- Ongoing training and awareness so that expectations are understood and applied in day-to-day operations.

Together, these elements support a consistent corporate culture across Malca-Amit's global network and help ensure that we conduct business in accordance with applicable laws and the standards we set for ourselves.

Code of Conduct

The Malca-Amit Rules of Conduct set out the ethical standards that apply to everyone working for Malca-Amit – employees at all levels, directors, officers, agents and service providers. It outlines our values and how they translate into day-to-day behaviour, providing a consistent foundation for responsible business conduct. All employees are required to sign the Rules of Conduct to acknowledge adherence to its content.

The Code affirms our respect for fundamental human rights, including the elimination of all forms of forced labour, child labour and discrimination, and promotes equal opportunities. It also addresses the protection of confidential

information and the prohibition of its unauthorised disclosure or misuse. Ethical issues such as fair competition, corruption, international trade controls, and money laundering are also covered by the Code, alongside expectations for appropriate behaviour towards customers and other external stakeholders. Breaches of these principles may result in disciplinary action

Ethical conduct is reinforced through communication and training, helping employees understand both requirements and the practical judgment needed in day-to-day situations. All employees are expected to complete mandatory training via the MetaCompliance e-learning platform, including modules on anti-bribery and corruption, anti-money laundering, phishing, and sanctions, as well as other compliance topics as relevant. Additional training may be assigned based on role needs or as part of continued professional development.

The Code of Conduct and Rules of Conduct are supported by topic-specific policies and manuals that provide additional guidance and translate expectations into operational procedures and controls.



Anti-Bribery

We apply a strict zero-tolerance policy towards bribery, which is formalised in our Anti-Bribery Policy. This policy prohibits the offering, giving, solicitation, or acceptance of any bribe, whether cash or other inducement, to or from any person or company, public or private, by any employee, agent, or other person acting on Malca-Amit's behalf. This prohibition includes facilitation payments, such as payments to induce government or customs officials to expedite the fulfilment of a non-discretionary duty. We do recognise that market practice varies across territories. It is not intended to prohibit customary and proportionate practices such as normal hospitality or ceremonial gifts, provided they are properly recorded. Where there is doubt, the matter should be referred to the local Regional Manager and/or the Group Compliance Officer.

Anti-Fraud

Malca-Amit is committed to preventing and detecting fraud in all aspects of its operations. We demonstrate this commitment through our Anti-Fraud Policy, which outlines the anti-fraud controls Malca-Amit has in place to detect and prevent fraudulent activity. We also have a range of monitoring and detection mechanisms in place, including internal audits and investigations.

Anti-Money Laundering

To address money laundering and terrorist financing risks, Malca-Amit maintains an AML/CTF Policy aligned with international standards and grounded in a risk-based approach. This includes customer due diligence processes, ongoing monitoring and record keeping, and clear expectations for reporting suspicious activity. A key operational control supporting this framework is Malca-Amit's Know Your Customer (KYC) procedure, which helps ensure we understand who we are dealing with before providing services and, in higher-risk situations, apply heightened vigilance.

Global Travel Policy

The Malca-Amit Global Travel Policy sets out global requirements for business travel bookings and travel-related expense claims, helping ensure trips are planned, approved, and documented consistently and in a controlled manner. The policy applies to employees as well as external consultants and contractors travelling at Malca-Amit's expense and defines responsibilities for tr-

-avellers and managers. It also establishes travel safety and security precautions and specific controls over booking channels, flight class eligibility, and the appropriate use of corporate payment methods, ensuring traceability and safeguarding Malca-Amit's reputation.



Protection of Whistleblowers

Malca-Amit’s Speak Up Policy is designed to foster an ethical, safe, and equitable workplace while providing assurance that misconduct has no place in our organisation. The policy applies to all employees, regardless of contract type or duration, and, where relevant, to independent contractors and others performing work on Malca-Amit’s behalf.

We encourage everyone to speak up if they have a reasonable belief that wrongdoing has occurred, is occurring, or may occur - whether it violates internal policies, our Rules of Conduct, or applicable laws.

Malca-Amit is committed to providing protections that meet or exceed legal requirements. No individual will face victimisation or retaliation for raising a concern in good faith. Retaliation is treated as a serious disciplinary matter, and appropriate action is taken if misconduct is found. Submitting a knowingly false or malicious report is also a disciplinary offence and may constitute a criminal act. However, individuals who report concerns in good faith will not face consequences if an investigation determines that their report cannot be substantiated.

Concerns may be raised directly with a line manager where appropriate. Managers and supervisors are encouraged to maintain a transparent relationship with their teams and foster ongoing communication and support. This encourages issues to be resolved naturally through dialogue. If this is not suitable, or if an individual prefers not to report through their line management, the Speak Up Policy provides alternative channels. These include designated roles responsible for receiving and managing reports, including the Speak Up Focal Point, Alternative Speak Up Focal Point, and the Speak Up Champion.

In addition, Malca-Amit has a dedicated Compliance Committee to review concerns where an employee feels it is not appropriate to raise the issue with their supervisor, or where doing so does not lead to a satisfactory resolution. The Committee comprises employees, supervisors, and managers. Its responsibility is to review reported concerns collectively and ensure they are assessed in a fair and unbiased manner. All concerns raised under this policy are handled promptly, thoroughly, and with strict confidentiality. Outcomes are fully communicated to the reporting individual, as permitted by law.



2025 KEY METRIC

0%

whistleblower reports received in 2025

Information Security Management

Malca-Amit's operations rely on the confidentiality, integrity, and availability of its information assets. Especially given the increased prevalence of cyber threats, we recognise the importance of protecting the confidential business and personal information of employees, customers and suppliers against unauthorised access, misuse or disclosure. Any damage to information or unauthorised exposure not only damages business activities and reputation but may also violate data protection and privacy laws across multiple jurisdictions.

Information Security Management System (ISMS) Policy

To provide clear direction and ensure consistency, Malca-Amit maintains an Information Security Management System (ISMS) Policy that provides guidance and establishes principles and goals for information security across Malca-Amit. This includes establishing and routinely reviewing security practices, rules and requirements, aligning with applicable legal and regulatory obligations. We are further committed to complying with the requirements set out in ISO 27001:2013 and ISO 9001:2015, for which we hold certifications covering our global operations, supported by our central IT team, which leads and maintains systems across the network. Our efforts are reflected in our very low number of information security breaches.

Malca-Amit's approach is focused on continuing to strengthen its security controls and monitoring capabilities and ensuring that information security expectations are integrated into day-to-day operations through defined practices.

OUR GLOBAL DEPARTMENT OF
INFORMATION TECHNOLOGY HOLDS

ISO 27001:2013

Information security management systems

ISO 9001:2015

Quality management systems



Sustainable Procurement and Due Diligence

Malca-Amit operates in a high-security, highly regulated environment where trust and compliance are fundamental to how we deliver services. That trust depends not only on our own controls, but also on the conduct and performance of the third parties we work with across the value chain. Customers, suppliers, subcontractors, and service providers can influence security outcomes, service quality, and compliance with legal and ethical standards. As a result, Malca-Amit's approach combines robust third-party due diligence with responsible procurement practices, helping to manage human rights, integrity, and reputational risks while also supporting a more sustainable supply chain.

Due Diligence Process

Malca-Amit applies third-party due diligence to relevant counterparties, including customers, service providers, and subcontractors, through its Know Your Customer (KYC) process. This process involves completing KYC forms and providing supporting documentation, alongside checks intended to identify and monitor risks such as fraud, bribery and corruption, money laundering, and potential human rights concerns, including modern slavery and human trafficking. Where issues or red flags are identified, they are investigated and assessed, and appropriate action may be taken up to and including termination of the business relationship. Malca-Amit also seeks contractual warranties requiring counterparties to comply with applicable human rights laws, statutes, regulations, and codes in force.

Stakeholder input indicates that KYC and due diligence are particularly important in segments of the luxury and high-value goods value chain where complex trading structures can exist. For example, in diamond markets, Malca-Amit's role is focused on secure transport rather than the sale of goods; however, due diligence remains essential given that counterparties may operate in controlled environments and regulated markets. In practice, due diligence may include verifying registration documents and beneficial ownership/shareholder information, screening for negative media, and escalating unresolved red flags for external investigation when necessary. While the scope and depth of checks may vary by jurisdiction, the objective remains consistent: to understand who Malca-Amit is working with and manage risks appropriately.



Procurement and Supplier Management Framework

In parallel with KYC, Malca-Amit’s procurement and supplier management framework supports consistent standards across supplier relationships. The Procurement Policy establishes clear rules, responsibilities, and approval requirements for the purchase of goods and services, promoting transparent decision-making, contract governance, and robust supplier selection. Due diligence checks on new subcontractors and service providers are embedded in this framework, reflecting Malca-Amit’s operations, in which representatives may handle sensitive goods, operate in controlled environments, or represent Malca-Amit at critical points in the service chain.

Responsible procurement also contributes to Malca-Amit’s environmental objectives and broader commitment to social responsibility. Everyday purchasing decisions, from paper and stationery to cleaning products and other office supplies, can influence waste generation, packaging volumes, and upstream impacts linked to production and transport. Malca-Amit is therefore encouraging more sustainable purchasing choices where feasible, such as selecting recycled or eco-certified products; favouring refillable and durable options over disposable items; consolidating orders to reduce deliveries and packaging; and prioritising suppliers with recognised environmental and social practices. Across the network, locations are already applying these principles through local sourcing decisions, including partnerships with suppliers offering more sustainable product ranges and certified paper options.

LOCAL HIGHLIGHTS

Malca-Amit Antwerp – Adopting Bamboo Toilet Paper & Ethical Coffee

At Malca-Amit Antwerp, procurement decisions are being used as a practical lever to reduce environmental impact. The office has switched to bamboo toilet paper, a fast-growing, renewable alternative associated with lower resource use and selected a supplier model that supports social impact through sanitation projects. Antwerp has also adopted ethically sourced coffee, demonstrating how responsible procurement can integrate environmental and social considerations in day-to-day operations.

Local Highlight: Malca-Amit UK – Bags Crafted from Repurposed Tent Fabric

Malca-Amit partnered with AZ-Box to pilot a more sustainable alternative to our tamper-proof bags: bags crafted in France from repurposed tent fabric in a workshop supporting social reintegration. This initiative reduces plastic use while contributing to social impact programs.





05
— CHAPTER FIVE

Environment

A Responsibility Beyond Borders

— OUR ENVIRONMENTAL APPROACH

Environmental Policy and Governance

Malca-Amit's approach to reducing its negative environmental impact is guided by the Environmental Policy, which sets out our key objectives and principles and aligns with applicable environmental laws and regulatory requirements. We aim to integrate environmental risks into broader business risk management and decision-making, continuously improve our own environmental performance, and develop a culture of sustainable environmental behaviour among employees.

This is reinforced by the GoGreen initiative, which provides a structure for locations to coordinate local action and share best practices across the network. Each location has an appointed GoGreen Champion to promote and coordinate initiatives locally, while Location Managers remain accountable for sustainability performance and for enabling implementation. This model recognises that while global direction is important, the practical pathway to progress often needs to be adapted to local operating realities.

Energy, Climate Change and Air Pollutants

As a secure logistics and transport provider, our environmental footprint is shaped primarily by the movement of goods around the world and the energy required to keep operations running safely and reliably worldwide. These activities drive both greenhouse gas (GHG) emissions, which contribute to climate change, and air pollution associated with fuel combustion and power generation, which can affect local air quality. We acknowledge that we have both the opportunity and the responsibility to manage and reduce our environmental impacts through our own fleet, facilities, and day-to-day operational choices, as well as by working with our customers and subcontractors to support lower-carbon, lower-emission outcomes across the value chain. Through these efforts, we aim to reduce our environmental impact without compromising service or security.

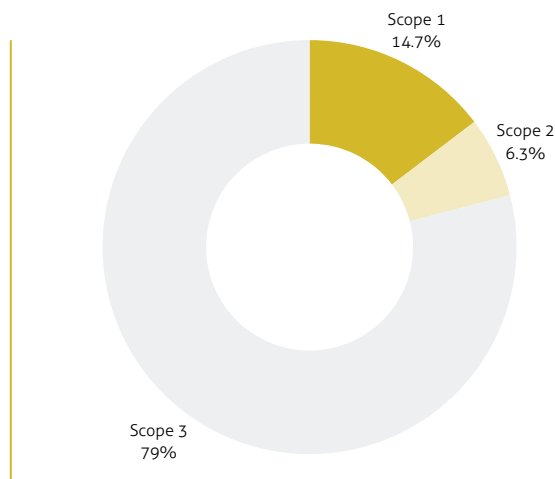
LOCAL HIGHLIGHT

ISO 14001 and Ecovadis Bronze Medal

In 2025, Malca-Amit Panyu proudly achieved ISO 14001 certification, a globally recognised standard for environmental management. Panyu's commitment to excellence is further reinforced by its existing certifications: ISO 45001 for occupational health and safety, and ISO 9001 for quality management. By integrating these management systems, Panyu is not only reducing environmental impact but also improving operational efficiency, workplace safety, and overall business resilience. This holistic approach demonstrates how structured standards can guide sustainability from strategy to daily practice, setting a benchmark for excellence across the company. Alongside its ISO achievements, Malca-Amit Panyu reached another milestone in 2025: a Bronze medal in its very first EcoVadis assessment.

Carbon Footprint Measurement

A key milestone in 2025 was the launch of Malca-Amit's own carbon footprint measurement. This builds on the shipment-level Carbon Footprint Reports we have provided to clients since 2020, which calculate the CO₂ emissions associated with individual shipments by air freight or road transport. Establishing a baseline enables us to identify emissions hotspots, prioritise reduction levers, track progress over time with greater credibility and set appropriate reduction targets.



		2025
Total carbon footprint		22902 tCO₂e
Scope 1		3357 tCO₂e
Scope 2		1446 tCO₂e
Scope 3 (downstream + upstream)		18099 tCO₂e
Emissions intensity (FTE)		17.27 tCO₂e

Sustainable Transportation

Transportation is central to Malca-Amit's services and represents a significant share of the Company's environmental impact. Malca-Amit's approach to sustainable transportation is therefore practical and operations-led: avoiding unnecessary movement where possible, shifting to cleaner transport options where these fit the service and security context, and improving the efficiency of every trip that still needs to take place.

In practice, this begins with reducing avoidable emissions through better planning. Locations work to minimise unnecessary transits by consolidating shipments where destinations and security requirements allow, and by planning routes that reduce distance and inefficiencies. Load optimisation is also an important lever. In Hong Kong, for example, load planning is treated as a core discipline, supported by clear guidelines and annual driver training to improve loading efficiency and reduce avoidable trips and fuel consumption.

Where operationally feasible, Malca-Amit is also transitioning to cleaner ways of moving goods without compromising delivery timelines or servi-

ce quality. For local and city deliveries, electric vehicles are being introduced across a growing number of locations, including Beijing, Shanghai, Singapore, Geneva, London, Bangkok, Dallas, New Jersey, and New York. In many settings, hybrid vehicles offer a pragmatic transition option, reducing fuel consumption while maintaining range and flexibility. This shift is already visible across multiple locations, with hybrid adoption expanding in locations such as Shanghai, Narita, Tokyo, London, Manchester, Cleveland, Dallas, Houston, Chicago and Orlando. In parallel, certain routes enable lower-impact modal choices. In addition, we continue to assess additional lower-emission solutions where feasible, while maintaining our strict security requirements and service standards.

As part of our Go Green initiative and to increase transparency, Malca-Amit also provides "Carbon Footprint Reports" to customers, showing the emissions for every shipment they send, whether by air or road. The goal is to encourage customers to actively consider their negative environmental impact and structure their shipments in the most efficient way.

LOCAL HIGHLIGHTS

Malca-Amit North America Electrifies its Fleet with 14 New EVs coming in 2026

Malca-Amit North America North American locations will experience a significant fleet transformation in 2026, with Malca-Amit North Americas total fleet increasing by 14 electric vehicles (EVs).

Malca-Amit China Accelerates Fleet Electrification with 8 New EVs in 2025

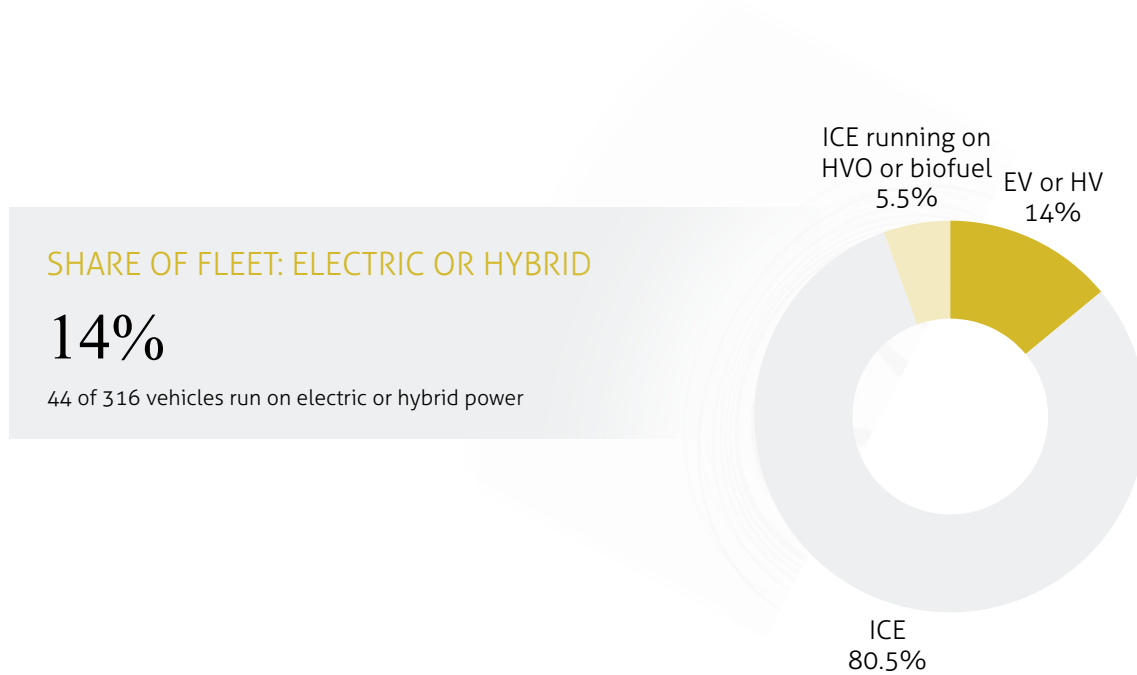
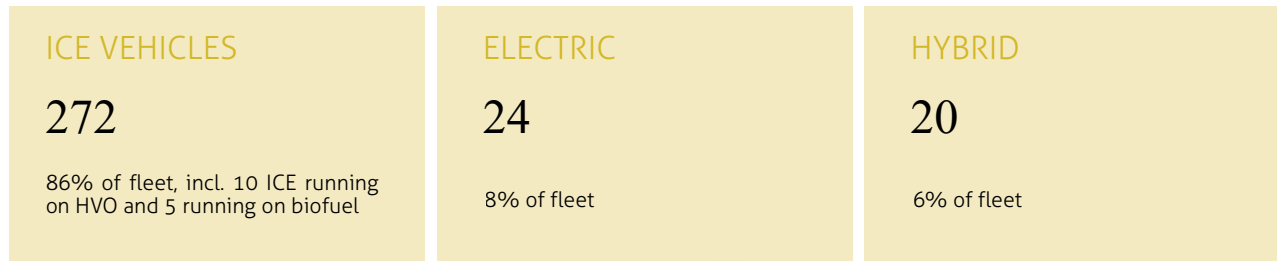
In 2025, Malca-Amit Mainland China accelerated the transition of its fleet by adding 8 electric vehicles (EVs). This brings the Mainland China fleet to 20 ICE vehicles, 10 EVs, and 1 hybrid vehicle (HV). Notably, Beijing is now fully electric, operating 5 EVs.

Even where vehicles or routes cannot be changed, Malca-Amit focuses on making operations as efficient as possible. This includes investing in driver capability and everyday practices that reduce fuel burn (such as eco-driving), as well as ensuring vehicles are well-maintained and fit for purpose. In line with this, Malca-Amit began exploring rooftop solar panels for diesel and petrol vehicles to support battery longevity and reduce fuel consumption. While not yet implemented, this solution is planned for piloting in 2026 in collaboration with Apollo Power. Locations are also exploring and adopting lower-carbon fuels where compatible with existing fleets. In the UK, for instance, Malca-Amit has implemented hydrotreated vegetable oil (HVO), supported by a dedicated tank in London, with 80% of vehicles running at least partially on this renewable diesel alternative. In Geneva, all diesel vehicles operate on biodiesel blended with Diesel B7, representing a practical step to reduce emissions compared to conventional diesel. Eco-driving lessons have also been delivered in locations such as Korea, Thailand and Ireland.

As these actions expand, Malca Amit's objective remains consistent: to deliver the same high levels of speed, reliability, and security while progressively lowering the environmental footprint of its transportation activities.



FLEET OVERVIEW



REGIONAL BREAKDOWN

Region	Fleet	ICE	EV	HV	EV+HV Share
<p>EMEA</p> <p><small>incl. 10 ICE running on HVO and 5 running on biofuel</small></p>	76	68	4	4	11%
APAC	144	124	17	3	14%
US	96	80	3	13	17%
Grand Total	316	272	24	20	14%

Sustainable Aviation Fuel (SAF) Investment

A significant share of Malca-Amit’s indirect emissions is associated with air transport, which is often essential to meet security requirements, meet time constraints, and comply with cross-border regulatory requirements. Recognising the need to support the transition to sustainable aviation, Malca-Amit reached an important milestone by making its first investment in Sustainable Aviation Fuel (SAF) in collaboration with SWISS, a member of the Lufthansa Group.

SAF is a renewable alternative to conventional fossil-based jet fuel. It can be produced from more sustainable feedstocks such as used cooking oil, agricultural residues, or non-fossil-based CO₂. A key benefit of SAF is its potential to reduce greenhouse gas emissions across the fuel lifecycle - by up to 80% compared to conventional kerosene. At the same time, Malca-Amit recognises that SAF does not significantly reduce direct, in-flight CO₂ emissions.

Malca-Amit’s purchase of 10,496 kg of SAF resulted in a calculated mitigation of 39,068 kg CO₂e. This outcome was verified by independent auditors and is compliant with the EU Renewable Energy Directive. The fuel is fully traceable and excludes materials such as palm oil derivatives, supporting high sustainability standards.

Building on this first step, Malca-Amit intends to expand opportunities for customers to participate in SAF investments through bulk purchasing options. This approach is expected to provide a more cost-efficient pathway for customers to support measurable reductions in aviation-related emissions at a greater scale.

Green Energy

Malca-Amit takes a holistic approach to environmental sustainability. Transitioning to electric vehicles is an important step, but it is only fully effective when paired with cleaner electricity. Electricity underpins nearly all Malca-Amit operations, from lighting and heating offices and secure facilities to powering the systems and equipment that enable high-security logistics. The environmental impact of this electricity depends largely on how it is generated. Ensuring that the power used across our network, including the electricity that charges EV fleets, is increasingly sourced from low-carbon and renewable generation (alongside improved energy efficiency) is therefore an important lever for reducing Malca-Amit's environmental footprint while maintaining safe and reliable operations.

Across the global network, Malca-Amit’s green en-

-ergy efforts are advancing through a combination of on-site renewable generation, the procurement of certified renewable electricity, and practical efficiency measures. Options vary by location, particularly where sites are leased, space is constrained, or building infrastructure is shared. Even in these contexts, locations can often make meaningful progress through purchasing choices and improvements in how energy is used day to day.

Malca-Amit is also expanding the use of renewable energy through both on-site generation and the procurement of certified green electricity. For example, solar panels have been installed at facilities in New York, the UK, and Milan, helping to reduce reliance on grid electricity. In the Netherlands, the office sources 100% of its electricity from wind farms. Malca-Amit's Antwerp, Cologne and London offices further run on 100% renewable energy, with the London and Milan offices also sending energy back to the grid.

Green energy is also about using electricity more wisely. Across locations, measures such as upgrading to LED lighting, selecting energy-efficient appliances, enabling power-saving settings, reducing standby loads, and optimising heating and cooling controls can materially reduce energy demand. These actions support emissions reductions, help reduce air pollution associated with electricity generation, and often improve operational cost efficiency.

Energy Metrics

	2025
Total energy consumption (kWh)	3,558,736.66
Total renewable energy consumption (kWh)	213,188.83
Share of energy consumption that is renewable	5.99%
Energy intensity (kWh/FTE)	2,813.23

Sustainable Waste Management and Packaging

At Malca-Amit, waste is generated primarily through the packaging and protective materials used for secure transport. High-value shipments often need multiple layers of protection - ranging from cartons and distribution bags to specialist crates and pallets - and many of these materials are single-use in today's logistics model. Waste is also generated through day-to-day activities, including office paper and routine consumables. As Malca-Amit operates across diverse markets, local waste infrastructure and regulatory requirements influence what can be recycled or recovered. This reinforces the importance of preventing waste at source, maximising reuse where safe and feasible, and applying solutions tailored to local conditions.

Malca-Amit's Waste Management Approach

Effective waste management and packaging practices help reduce environmental impacts and conserve resources. For Malca-Amit, this is not only about managing waste once it is created, but also about making better upstream choices - using fewer materials, selecting more sustainable options, and keeping materials in use for longer. Malca-Amit applies the 5R hierarchy (Refuse, Reduce, Reuse, Repurpose, Recycle), which positions recycling as an important measure, but not the first step. In practice, this approach encourages locations to avoid unnecessary material use, reuse and repurpose packaging whenever this can be done safely and consistently, and separate and dispose of remaining waste responsibly.

2025 KEY METRIC

60.88%

of total waste is recycled

Given the central role of packaging in secure delivery, Malca-Amit is reviewing how materials are used across shipments, recognising both the protection packaging provides, and the environmental impacts associated with single-use plastics and disposable wood. Several locations are already demonstrating what more sustainable packaging can look like in practice, including reuse systems, clearer decision-making on when

packaging is truly required, and efforts to involve customers in reuse loops. In Hong Kong, for example, clients receiving artworks in wooden crates can return the crates at no cost, enabling Malca-Amit to reuse them rather than send them to landfill. One of our South Korean locations, Malca-Amit Incheon, has further begun recycling its distribution bags and carton boxes.

Beyond logistics-related packaging, Malca-Amit is also reducing routine office waste through practical operational changes. Digitalisation measures, such as electronic invoicing, help reduce paper use, while more selective printing practices and monitoring tools help locations understand and improve consumption patterns. The shift from disposable cups and cutlery to reusable, office-provided alternatives across many locations is another example of how small everyday choices can reduce waste and embed sustainability into daily working practices.



LOCAL HIGHLIGHT

MA Shanghai – A reuse system that works

Sustainability progress is often driven by practical systems that make better habits easier to follow. Malca-Amit Shanghai provides a strong example of how packaging reuse can be integrated into daily operations without compromising the standards required for high-value shipments. The office has developed a structured carton reuse approach built around quality control, coordination, and customer participation.

A core element of the system is rigorous quality assurance. Before cartons are reused, staff assess load-bearing capacity and inspect for damage to confirm they remain fit for transport and consistent with handling and insurance requirements. Cartons that do not meet the required standard are set aside and sent for recycling through the building’s waste management system, ensuring that reuse supports, rather than compromises, safety and compliance.

The approach is further strengthened through cross-city collaboration. With Malca-Amit locations operating across 16 major Chinese cities, reusable and recyclable cartons are sourced through a unified platform, helping to improve consistency across locations and normalise reuse as part of everyday logistics. Customer participation helps close the loop: by asking customers at delivery whether cartons can be returned for reuse or recycling, the location extends the life of materials beyond its own premises and reinforces shared responsibility across the value chain.

Overall, the Shanghai system reduces waste, lowers costs, and offers a clear, replicable example of how operational discipline can deliver meaningful environmental benefits.

Waste Metrics

	2025
Total weight of operational waste (tonnes)	649.72
Total weight of plastic waste (tonnes)	6.48
Total weight of paper waste (tonnes)	15.17
Total weight of residual waste (tonnes)	626.36



06
— CHAPTER SIX

Social

People at the Core

OUR SOCIAL APPROACH

Working Conditions

Malca-Amit's ability to deliver secure logistics for high-value goods relies on a skilled and trusted workforce operating across a global network. With operations in over 25 countries and over 1,300 employees, we aim to provide safe and fair working conditions that comply with local legal requirements and our global standards. Our expectations for conduct and workplace practices are set out in core policies, including our Rules of Conduct, Employee Handbook and our wider compliance framework.

Across Malca-Amit, we aim to foster a culture of trust, autonomy, and shared responsibility. We promote a workplace environment grounded in care, respect, and support, where expectations are clear, and teams are empowered to act responsibly within their roles. Rather than relying on top-down mandates, we seek to lead through collaboration and transparency. This supports consistent delivery across a global network while allowing local teams the flexibility to respond to operational realities and client needs. Managers are expected to remain accessible to their teams, and employees at every level are encouraged to raise concerns, share ideas, and contribute to continuous improvement, with the confidence that their input will be listened to and addressed. This culture is reflected in strong employee loyalty and long tenures, with employees staying with Malca-Amit for an average of around 12.5 years.

2025 KEY METRIC

7.6%

employee turnover

Health and Safety

Malca-Amit is committed to ensuring the highest standards of health and safety throughout our operations. We make every effort to comply with relevant laws and regulations to ensure a safe and healthy working environment for all employ-

-ees, from homeworkers and office-based staff to drivers and security personnel. Our approach to health and safety is formalised through our Employee Handbook, which establishes clear standards and behaviour expectations for both the company and our employees, and our Station Security Procedures, which outline requirements for the safe execution of employees' duties.

In addition to meeting all applicable regulatory requirements, Malca-Amit's health and safety approach relies on proactive local oversight and continuous attention to workplace conditions. Local managers continue to monitor employee well-being and workplace risks through day-to-day routines. This includes encouraging the use of paid time off to support rest and balance, promptly addressing maintenance needs, and ensuring workspaces remain safe, clean, and suitable for daily operations. Where improvements are needed, we make ongoing updates to facilities and working environments to maintain safe and effective operations.

Given the security-sensitive environments in which we operate, we emphasise preparedness, vigilance, and safe working practices. This commitment is supported through role-based training and periodic drills. The Group Training Manual sets minimum expectations for sites, which include regular briefings and drills on emergency response topics such as fire procedures, bomb threats, and response actions in the event of an attack on an office or operational location. Drills are conducted at least annually for fire and bomb threat procedures, supported by clear guidance on roles, reporting, and the preservation of evidence when incidents occur. We also maintain structured incident-reporting expectations that support learning, corrective action, and continuous improvement.



Working Time and Work-Life Balance

Working time arrangements vary across countries and functions due to the operational requirements of secure logistics. We expect all teams to comply with applicable laws and to manage working time in a way that supports both operational continuity and employee well-being. Where roles or local practices require shift work or atypical hours, the focus remains on clarity of expectations, lawful practice, and safe operations. While some roles require on-site presence, certain roles and exceptions allow flexible working arrangements with prior approval. Flexible working arrangements could include compressed hours, flexible working hours, home working, and remote working.

We further recognise the importance of employee well-being, which is reinforced through both day-to-day management practices and structured feedback mechanisms. Local managers are expected to remain proactive in monitoring workplace conditions and employee wellbeing. In addition, Malca-Amit is strengthening its ability to gather and respond to employee input through structured engagement tools. Globally, many locations already conduct regular one-to-one check-ins and run local wellbeing initiatives, including employee surveys. Building on this, we will launch a global employee wellbeing survey in 2026 to gather consistent feedback and identify priority topics for follow-up. In addition, an anonymous manager feedback survey will be introduced to help surface improvement opportunities and support constructive follow-up conversations at both the leadership and team levels. Alongside these structured inputs, Malca-Amit continues to reinforce regular one-to-one check-ins to support development, early issue identification, and ongoing engagement.

Compensation and Benefits

Malca-Amit's compensation and benefit programs are designed to help attract and retain qualified employees to contribute to the company's long-term performance and success. Our approach is to maintain pay practices that are competitive in the relevant labour markets and aligned with local statutory requirements and customary practices in the countries where we operate. Periodically, Malca-Amit may revise job descriptions, evaluate roles to ensure they are rated and paid appropriately, and review job specifications to ensure they remain directly job-related and consistent with operational needs.

Employee benefits vary by country based on local regulations and customary practices, and typically include paid time off, retirement saving plans and

health and welfare benefits. In the United States, for example, Malca-Amit provides premium-level benefit packages, including medical, dental, and vision insurance above typical market standards, as well as supplementary wellness programs such as health-coaching applications and digital tools focused on physical activity, nutrition, sleep, stress management, and general wellness education.

Employee Satisfaction Metrics

	2025
% of sites that conducted an employee satisfaction survey	17.46
Average employee satisfaction score	4.08/5



Diversity, Equity & Inclusion (DEI)

We believe an inclusive workplace strengthens performance, trust, and collaboration across our global network. Reflecting the diversity of our workforce and the geographies in which we operate, we aim to promote an inclusive culture across all sites that empowers individuals from all backgrounds and experiences to be themselves. This is reinforced by our commitment to operate as an Equal Opportunity Employer, meaning we recruit, hire and promote individuals based on qualifications, experience and merit. Our Diversity, Equality and Inclusion (DEI) Policy further sets the foundation for promoting team diversity, ensuring equity, and embracing inclusion at all levels and across all elements of employment.

The DEI Policy confirms our commitment to embracing diversity, equality, equity, and inclusion across all elements of employment. Recruitment, promotion and selection procedures are conducted in accordance with merit, competence, and the ability to perform the job. We do not tolerate discrimination or harassment, and we seek to ensure fairness across employment practices.

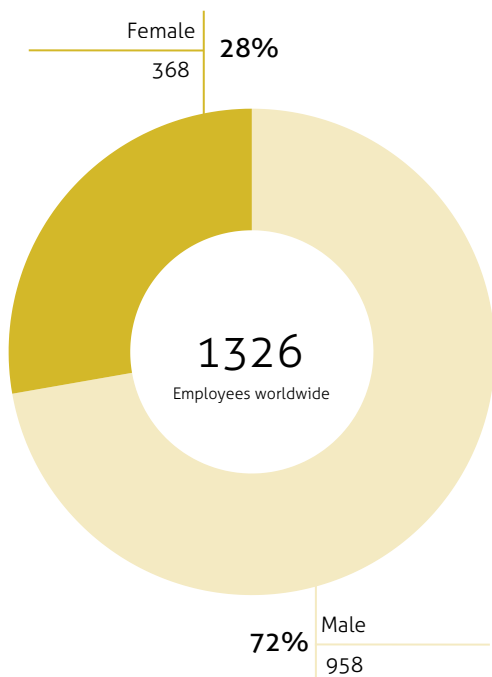
The DEI Policy also clarifies prohibited forms of discrimination, including direct and indirect discrimination, harassment, victimisation, and disability discrimination. We also recognise that employees can be held liable for discriminatory or harassing conduct in the course of employment, including conduct affecting colleagues, customers, suppliers, and the public.

In addition, we encourage employees to disclose their disabilities when they wish, so that reasonable adjustments and support can be considered. We commit to handling any disclosure with discretion and care, respecting dignity and privacy, and enabling employees to participate fully and thrive in the workplace. In 2025, five employees self-identified as having a disability.

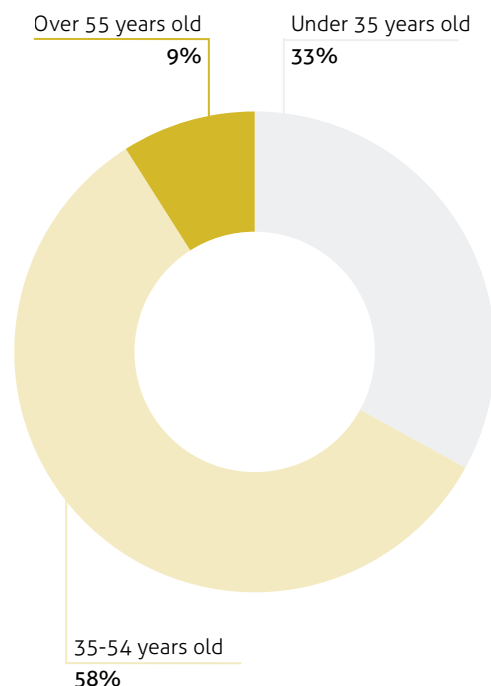
Training for Inclusive Leadership and Practices

Our management training program envisages courses on diversity and inclusive practices, including how to recognise and prevent discrimination, harassment, and victimisation, and how to foster equality of opportunity in recruitment, development, and promotion decisions.

Employee Breakdown by Gender



Age Diversity



Growth Culture

Beyond ensuring operational readiness and compliance, Malca-Amit views training and development as supporting our employees' growth and enabling them to build sustainable careers within the company. In practice, this means creating pathways for people to deepen their expertise, grow into leadership roles, and explore opportunities across functions and geographies.

Development at Malca-Amit is underpinned by a "people-first" management approach, characterised by open-door leadership and regular access to direct managers. We view development and progression as central to sustaining our work culture over time.

While performance review practices vary by country, the intent is consistent: to maintain dialogue, support continuous improvement, and ensure employees feel heard and supported. This proximity between managers and teams helps identify needs early, encourages learning through feedback and coaching, and creates conditions for internal progression and mobility over time.

Employee Development through Structured Learning

The Group Training Manual requires each site to appoint a designated Training Officer, who maintains training logs, organises quarterly training sessions, and ensures essential procedures are communicated clearly and consistently.

The Training Manual also sets expectations for consistent onboarding and role readiness. Training Officers ensure that employees receive manuals appropriate to their position and that essential information is communicated clearly. This includes walk-throughs for new personnel on procedures carried out on Malca-Amit premises and ensuring that staff with specific responsibilities are trained prior to commencing duties through periodic refreshers.

In parallel, Malca-Amit conducts periodic training for key staff using MetaCompliance modules, covering anti-money laundering, phishing, sanctions, and bribery. These programmes reinforce a shared baseline of knowledge across countries and teams, supporting a consistent compliance culture in our global organisation. In total, 3,630 hours of training were completed through the MetaCompliance platform in 2025.

2025 KEY METRIC

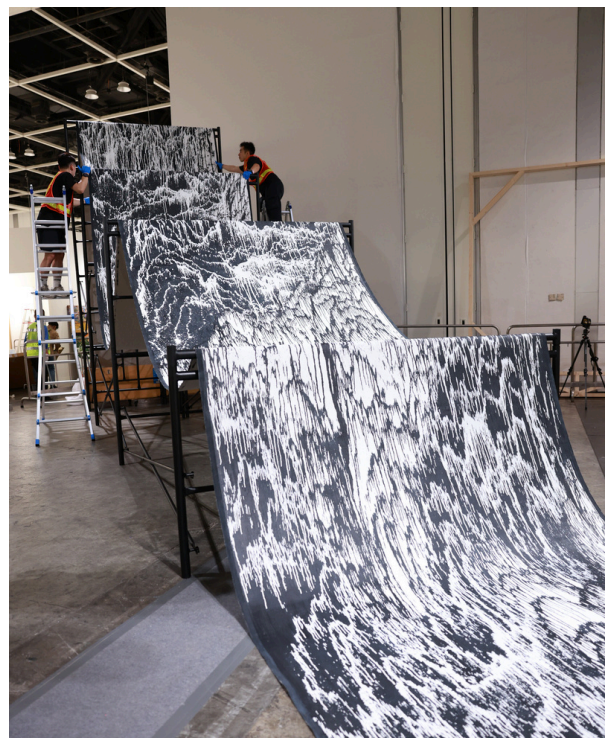
2 hours and 42 minutes

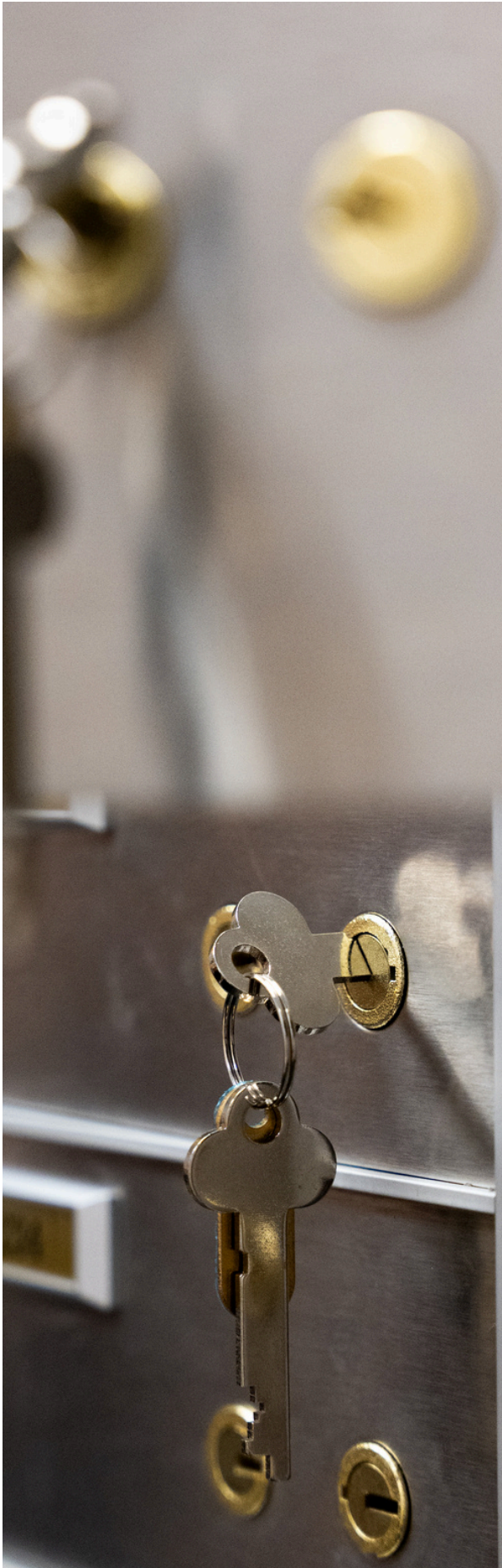
of average training per employee completed through the MetaCompliance platform.



Quote from Kathy
Sales Manager Vietnam

"I joined Malca-Amit Singapore in 2020 and later transferred to Malca-Amit Vietnam, where I have had the opportunity to grow into new roles while helping build the location from three colleagues when I arrived to around twenty today. That journey has shown me how Malca-Amit creates real opportunities to develop and progress across locations and teams."





Performance Management and Continuous Feedback

Malca-Amit's approach to skills development is also supported by ongoing performance management. To help employees perform to the best of their abilities, good performance is recognised, and suggestions for improvement are provided when needed. Supervisors evaluate performance on an ongoing basis, and employees receive periodic written performance reviews. We further conduct annual company-wide performance reviews. Written appraisals are based on overall performance in relation to job responsibilities, and consider conduct, demeanour, and attendance.

Malca-Amit's development approach is closely linked to internal progression. Across the organisation, colleagues are encouraged to bring ideas forward, build expertise in their roles, and grow through increasing responsibility. Internal mobility is visible at multiple levels, including leadership development. This reflects a commitment to recognising performance and potential, and to offering career opportunities that extend beyond a single role or site.

As a global business, Malca-Amit also supports geographical mobility when it helps protect people's well-being or enables business continuity. In recent years, this has included relocating employees and their families across countries in response to changing circumstances, demonstrating our focus on retaining talent and supporting employees through significant transitions. Geographic mobility also contributes to knowledge sharing across markets, strengthening capabilities and consistency across the network.

2025 KEY METRIC

50% of directors started as entry-level office employees

CASE STUDY

From Paris to Toronto: How Marie Built a Global Career at Malca-Amit

Marie's journey at Malca-Amit is a testament to how the company fosters growth, supports mobility, and empowers its people to shape their own career paths.

Marie joined Malca-Amit's Paris office in 2015 and quickly demonstrated her adaptability and drive. When the company opened a new branch in Nice in 2016, she seized the opportunity to relocate and help establish its operations. With Malca-Amit's trust and guidance, Marie played a key role in expanding the business there – coordinating imports and exports, building trusted relationships with local customs officials, and ultimately managing the branch's day-to-day operations.

In 2022, after taking some time away from work due to personal reasons, Marie once again embraced change – this time on a global scale. As she and her family considered relocating to Canada, Marie stayed in close contact with the CEO to explore how she could continue her career within Malca-Amit. An opportunity was created for Marie in the Toronto office, where she transitioned into a new role as Operations Coordinator. This opened a new chapter that involved mastering new systems, coordinating complex international shipments, and broadening her understanding of the company's end-to-end operations.

Marie's story highlights what makes Malca-Amit unique: a people-first culture that values open communication, flexibility, and personal growth. Through encouragement, trust, and the freedom to explore new challenges, Malca-Amit enables its employees to evolve and succeed, wherever their ambitions may take them.

Six Years, Two Cities, One Global Vision: Pavel's Rise at Malca-Amit

Pavel's career at Malca-Amit speaks to the company's commitment to developing talent, fostering cross-regional collaboration, and creating real opportunities for growth.

After six years in secure logistics, Pavel joined Malca-Amit Hong Kong in June 2021, stepping into a role that bridged sales and operations. From the start, he found an environment that valued curiosity, initiative, and a hands-on approach. Malca-Amit's culture of trust meant Pavel was given meaningful responsibilities early on – experiences that accelerated his learning and deepened his understanding of the business.

As he grew within the organisation, Pavel was invited to lead business development efforts for luxury brand clients across Asia. Working closely with local teams, he translated customer needs into efficient, secure operational solutions and helped strengthen supply chains across multiple markets. Collaborating daily with colleagues in Asia, the US, and EMEA further expanded his perspective on global logistics and reinforced a core Malca-Amit principle: that teamwork, adaptability, and persistence drive success in any market.

In August 2025, as part of Malca-Amit's regional growth initiatives, Pavel relocated to Tokyo to join Malca-Amit Japan. Today, he oversees local operations while continuing to lead business development across Asia – a testament to the company's belief in advancing people through opportunity, trust, and shared goals.

Pavel's journey showcases how Malca-Amit empowers dedicated professionals to grow from local to regional leadership and build not only successful careers but also stronger connections across the company's global network.

Community Involvement

Community involvement aligns with our values and helps strengthen trust, resilience, and long-term relationships in the markets we serve. Our local teams contribute to their communities through charitable donations and other forms of support, particularly when urgent needs arise.

In 2025, Malca-Amit Thailand demonstrated this commitment through donations to support both youth development and disaster relief. We contributed to SEED Thailand, an initiative that empowers young people with skills to strengthen their communities and contribute to sustainable development. The team also supported the Thai Red Cross Society in response to severe monsoon flooding in Southern Thailand, which affected multiple provinces and disrupted livelihoods, including farming communities that experienced significant crop losses. These contributions helped provide practical assistance to affected families during the crisis period.

In addition, Malca-Amit Antwerp participated in a collective initiative coordinated through Antwerp's diamond community to support access to essential healthcare in Botswana. Through the joint contributions of multiple diamond companies, funding was provided to deliver life-saving medical care and medicines to people living with chronic conditions, including diabetes and heart disease, reflecting how industry collaboration can translate into tangible support for communities in producing countries.

Malca-Amit India also supported multiple charitable organisations in 2025, reflecting a focus on addressing essential needs across local communities. Contributions included support for initiatives in food security, education, healthcare, disaster relief, and animal welfare, helping organisations provide basic assistance and improve the well-being of the people and communities they serve.

Malca-Amit USA also contributed to community support initiatives during the year, directing assistance to both individuals facing urgent personal circumstances and non-profit organisations. These efforts reflect a continued commitment to responding to immediate needs while supporting broader community well-being.

Through locally driven initiatives such as these, Malca-Amit aims to respond to community needs in a meaningful way, supporting both long-term community capacity and urgent humanitarian relief.

2025 KEY METRIC

€182,993

went towards charities/community support in 2025





MALCA-AMIT

Appendix

GRI Index Table

Source	Disclosure	Location	Notes
GRI 2 General Disclosures 2021	2-1 Organizational details	About Malca-Amit - Our Company 8	Malca-Amit Global Limited is a privately-held company, with headquarters in Hong Kong.
GRI 2 General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting		The financial information is consolidated at the Malca-Amit Global Limited, in line with the sustainability reporting. Malca-Amit Antwerp BV Gem Trade Service BV R.A.I. Ltd Malca-Amit Far East Ltd Malca-Amit Singapore PTE Ltd Malca-Amit France SARL Malca-Amit (UK) Ltd MAUKTL Limited Malca-Amit (Germany) GmbH Malca-Amit SA (Geneva) Malca-Amit ZRH GmbH Malca-Amit Japan Company Ltd Malca-Amit North America Inc Malca-Amit Africa Ltd Malca-Amit Italy srl Malca-Amit Bahrain W.L.L. Malca-Amit Australia Pty Ltd Malca-Amit JK Logistics Private Ltd Malca Amit I.T. Services Co. Ltd Malca-Amit Commodities Ltd Malca-Amit Financing Solutions Ltd
GRI 2 General Disclosures 2021	2-3 Reporting period, frequency and contact point	Introduction - About the report 4	The reporting period extends from 1 January 2025 to 31 December 2025, aligning with the financial reporting timeline. Contact Point: Chloé Coene Chloe.Coene@malca-amit.com
GRI 2 General Disclosures 2021	2-4 Restatements of information		N/A - this is the first sustainability report.
GRI 2 General Disclosures 2021	2-5 External assurance		The report has not been externally assured.

Source	Disclosure	Location	Notes
GRI 2 General Disclosures 2021	2-6 Activities, value chain and other business relationships	About Malca Amit - Our Services 10	Malca-Amit Global Limited is a privately-held company, with headquarters in Hong Kong.
GRI 2 General Disclosures 2021	2-7 Employees	About Malca-Amit - Our Company 8 Social - Diversity, Equity and Inclusion 38	Gender: Male: 72% (958) Female: 28% (368) Age: Under 35 years old: 33% 35-54 years old: 58% Over 55 years old: 9%
GRI 2 General Disclosures 2021	2-9 Governance structure and composition	Sustainability at Malca-Amit - Sustainability Governance 15	At Malca-Amit, the highest governing body is represented by our CEO, who holds ultimate decision-making authority over strategic direction, including sustainability-related initiatives. While sustainability is not governed by a standalone board committee at this stage, it is embedded within executive leadership oversight. The Global Sustainability Manager is responsible for developing and driving the company's sustainability strategy at a global level. This includes identifying priorities, proposing initiatives, and coordinating implementation across regions and functions. Governance of sustainability topics operates through a centralised and collaborative approach: - The Global Sustainability Manager leads the development of sustainability policies, targets, and projects, in alignment with best practices and stakeholder expectations. - Proposed initiatives, particularly those involving financial investment or operational impact, are presented to the CEO and relevant senior leadership for review and approval. - Once approved, implementation is carried out in coordination with regional and functional teams, ensuring alignment with operational realities.
GRI 2 General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	Sustainability at Malca-Amit - Sustainability Governance 15	The board holds ultimate decision-making authority. The Global Sustainability Manager leads strategy development and coordinates implementation across regions. Proposed initiatives requiring investment are reviewed by CEO and senior leadership before approval.

Source	Disclosure	Location	Notes
GRI 2 General Disclosures 2021	2-16 Communication of critical concerns	Governance - Corporate Culture and Ethical Conduct 21	
GRI 2 General Disclosures 2021	2-22 Statement on sustainable development strategy	Message from the CEO 5	
GRI 2 General Disclosures 2021	2-23 Policy commitments	Sustainability at Malca-Amit - Sustainability Governance 15	<p>Environmental Responsibility Given the nature of our operations, our environmental strategy focuses primarily on reducing the footprint of transportation, facilities, and operational materials. Our long-term direction includes:</p> <ul style="list-style-type: none"> • Progressively transitioning toward lower-emission transport solutions while lowering greenhouse gas emissions associated with logistics activities • Accelerating the transition to cleaner energy solutions and improving energy efficiency • Improving resource management and reducing waste generation • Encouraging responsible sourcing practices across our supply chain <p>Social Responsibility People are central to our operations, from our employees and partners to the communities in which we operate. Our social strategy focuses on:</p> <ul style="list-style-type: none"> • Maintaining safe and secure working environments • Promoting inclusive and respectful workplaces across all locations • Supporting employee development and professional growth • Upholding internationally recognized human rights principles • Encouraging responsible practices throughout our value chain • Protecting client confidentiality and information security <p>Ethical Governance Strong governance is essential in a sector where discretion, compliance, and integrity are fundamental. Our governance priorities include:</p> <ul style="list-style-type: none"> • Reinforcing an ethical corporate culture aligned with our core values • Ensuring transparency and accountability in decision-making • Maintaining robust compliance and due-diligence processes • Promoting responsible supplier relationships • Providing secure channels for raising concerns

Source	Disclosure	Location	Notes
GRI 2 General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Governance - Corporate Culture and Ethical Conduct 21	<p>Currently, we are members of IATA. Also, Malca-Amit has been a member of the London Bullion Market Association (LBMA) and acts as a recognised vaulting and logistics provider within the LBMA ecosystem: We are a Full Member of the LBMA and are signatories to the Precious Metals Code.https://www.lbma.org.uk/market-standards/global-precious-metals-code</p> <p>Our Global Commodities Director has sat on The Management Board, The Finance Committee and The Membership Committee, and currently sits on The Physical Committee (Vice Chair) and The Vault Managers Working Group.</p> <p>We are also members of the Singapore Bullion Market Association https://sbma.org.sg/.</p>
Material Topics			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	Sustainability at Malca-Amit - Materiality Assessment 18	
GRI 3 Material Topics 2021	3-2 List of material topics	Sustainability at Malca-Amit - Materiality Assessment 18	
GRI 3 Material Topics 2021	3-3 Management of material topics	Governance, Social and Environmental sections	
Anti-Corruption			
GRI 205 Material Topics 2021	205-2 Communication and training about anti-corruption policies and procedures	Governance - Corporate Culture and Ethical Conduct 21	
GRI 205 Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Governance - Corporate Culture and Ethical Conduct 22	

Source	Disclosure	Location	Notes
Energy			
GRI 302 Energy 2016	302-1 Energy consumption within the organization	Environment - Energy, Climate Change and Air Pollutants 32	
GRI 302 Energy 2016	302-2 Energy consumption outside of the organization	Environment - Energy, Climate Change and Air Pollutants 32	
GRI 3 Material Topics 2021	302-3 Energy intensity	Environment - Energy, Climate Change and Air Pollutants 32	
Emissions			
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Environment - Energy, Climate Change and Air Pollutants 29	
GRI 305 Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	Environment - Energy, Climate Change and Air Pollutants 29	
GRI 305 Emissions 2016	305-4 GHG emissions intensity	Environment - Energy, Climate Change and Air Pollutants 29	
Waste			
GRI 306 Waste 2020	306-1 Waste generation and significant waste-related impacts	Environment - Sustainable Waste Management and Packaging 34	

Source	Disclosure	Location	Notes
GRI 306 Waste 2020	306-2 Management of significant waste-related impacts	Environment - Sustainable Waste Management and Packaging 33	
GRI 306 Waste 2020	306-3 Waste generated	Environment - Sustainable Waste Management and Packaging 34	
GRI 3 Material Topics 2021	306-4 Waste diverted from disposal	Environment - Sustainable Waste Management and Packaging 34	
GRI 3 Material Topics 2021	306-5 Waste directed to disposal	Environment - Sustainable Waste Management and Packaging 34	
Occupational health and safety			
GRI 403 Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social - Working conditions 36	
GRI 403 Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Social - Working conditions 36	
GRI 403 Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Social - Working conditions 36	
GRI 403 Occupational Health and Safety 2018	403-6 Promotion of worker health	Social - Working conditions 36	

Source	Disclosure	Location	Notes
GRI 403 Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social - Working conditions 36	
GRI 403 Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Social - Working conditions 36	
GRI 403 Occupational Health and Safety 2018	403-9 Work-related injuries	Social - Working conditions 36	
Training and education			
GRI 404 Training and Education 2016	404-1 Average hours of training per year per employee	Social - Growth Culture 39	
GRI 404 Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Social - Growth Culture 39	
GRI 404 Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	Social - Growth Culture 40	
Diversity and equal opportunity			
GRI 405 Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Social - Diversity, Equity & Inclusion (DEI) 38	
GRI 405 Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	Social - Diversity, Equity & Inclusion (DEI)	N/A - this is the first sustainability report.

Source	Disclosure	Location	Notes
Customer privacy			
GRI 418 Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance - Information Security Management 24	