

EMPOWERING PEOPLE

(Human Capital)

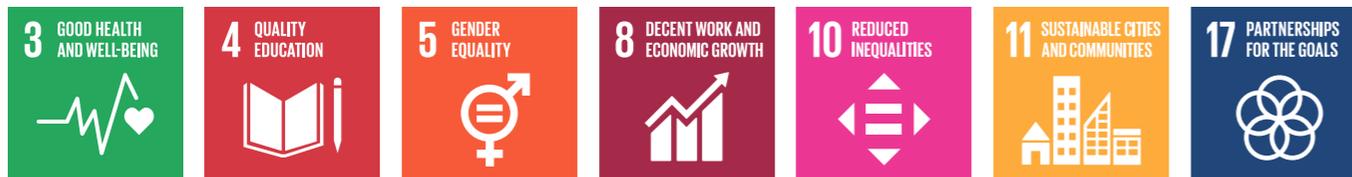
Human capital is at the core of ADNOC Distribution’s ongoing success, serving as the driving force that enables the company to operate safely, scale our operations efficiently, and consistently deliver outstanding customer experiences. As we expand our network and transition our business model to become a leading, customer-centric, international, multi-energy mobility retailer, the importance of human capital becomes even more critical. Our people are not only the foundation of our operational excellence but also key enablers of innovation, adaptability, and sustainable growth.

Recognizing this, we are committed to cultivating a highly skilled, engaged, and resilient workforce that is aligned with national priorities and dedicated to long-term value creation. Our Human Capital strategy is holistic, integrating employee wellbeing, capability development, diversity and inclusion, Emiratisation, and the highest standards of safety into a comprehensive performance framework. This approach is reinforced by measurable outcomes and disciplined governance, supporting that our workforce remains agile

and empowered to support both our immediate objectives and our broader vision for the future.

We aim to be an employer of choice, a good neighbor, and a trusted partner advancing a safety-first culture, fair and inclusive employment practices, continuous learning and capability development, and community partnerships that strengthen local content and socioeconomic resilience.

Mapping our innovation with UNSDGs



Relevant Material Topics

Occupational Health & Safety	Employment Practices, Development & Wellbeing	Human & Labor Rights	Diversity, Non-discrimination & Equal Opportunities	Emiratisation
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Key highlights



13,717
Total workforce



31%
Our new UAE national hires are women



14%
senior leadership positions are held by women



87%
Local community hires



0.04
LTIFR



9,144
Blue collar workers received sales incentives



889,543
of training conducted



28
Average safety training Hours



3
External recognition awards received



Employee Engagement & Wellbeing

Wellbeing

ADNOC Distribution champions employee wellbeing through a robust people strategy that integrates structured wellbeing programs, a compelling employee value proposition, and proactive engagement initiatives to foster stronger connections, build trust, and drive high-performance and accountable culture throughout the organization.

Governance of this strategy is strengthened through a dedicated engagement function, introduced in 2019, along with the rollout of a comprehensive wellbeing framework in 2024 that addresses physical, mental, social, environmental, and financial dimensions of workforce. These initiatives are anchored by the 100X Your Wellbeing program introduced in 2022.

ADNOC Distribution is committed to advance employee wellbeing through a people strategy that prioritizes a healthy, motivated, and engaged workforce as a driver of operational excellence. During the year, the Company delivered 126 wellbeing and engagement initiatives, 30 leadership engagement sessions impacting over 4,500 employees, 82 people connect sessions, and 11 structured physical activities. The programs spanned a wide range of areas, including culture toolkit sessions, culture onboarding sessions, health promotion campaigns (including breast cancer awareness and diabetes education), stress management and mental health workshops, financial literacy workshops, and social events like annual gatherings, cultural diversity festivals and long service awards. Over 9000 employees recognized through Tamayaz recognition program.

This promotes physical health, access to mental health support, and financial stability through competitive compensation structures. Health and safety are prioritized, introducing initiatives such as health awareness workshops and sports activities, promoting a culture of wellness and work-life balance.

Compensation and benefits

ADNOC distribution maintains a competitive compensation structure that supports talent retention and fosters long-term organizational success. Governance and design of compensation programs are overseen by the Group Total Rewards & Human Capital Policies Division, which ensures alignment with regional and global best practices and consistent implementation across ADNOC Group companies.

Total rewards framework

- **Principles:** Fairness, equity, and competitiveness underpin our total rewards approach
- **Remuneration structure:** A balanced mix of fixed and variable pay components
- **Performance linkage:** Variable pay is tied to measurable objectives, including finance, sustainability, operational efficiency, and workforce development targets



Our approach

Our Human Capital agenda is anchored in three priorities:

- Fostering a diverse and inclusive workplace where talent thrives;
- embedding a safety-first culture and fair, ethical employment practices; and
- Investing in continuous learning, wellbeing, and future ready capabilities.

In 2025, we strengthened these priorities through efforts to empower our people and the communities where we operate, by expanding engagement and wellbeing programs, reinforcing standards across human and labor rights, accelerating learning across workforce segments, advancing Emiratization pathways, and sustaining robust HSE systems across our footprint.

Benefits and supportive work environment

- **Benefits (fulltime employees):** Life insurance, disability coverage, healthcare coverage, paid parental leave, personal loan, retirement and pension plans, and end-of-service policy
- **Family friendly policies:**
 - **Women:** Maternity leave with the option for extended custody leave for childcare; flexible working arrangements available for up to 18 months
 - **Men:** Paternity leave, enabling active involvement in early childcare

childcare needs. Mental health support is also offered through access to counseling and psychological services via health apps

Employee engagement

ADNOC Distribution advanced employee engagement in 2025 beyond compensation and promotions by fostering stronger relationships, teamwork, and overall satisfaction through targeted initiatives.

The Company hosted a culture and diversity festival and Olympiad to promote inclusion, cultural appreciation, and team spirit, complemented by 16 corporate sporting events that encouraged healthy competition and camaraderie.

To enhance access to support and services, the 'Ask HC' portal was initiated to manage employee concerns, deliver services, and resolve queries efficiently. In parallel, the Human Capital team engaged employees through Virtual Majlis, providing regular updates on Company policies and reinforcing transparent, two-way communication across all the workforces.

ADNOC Distribution is committed to maintaining dynamic communication with employees. In 2025, this was underpinned by annual engagement surveys and structured follow-through. The Company's Employee Experience score stood at 78%, reflecting consistent improvement over prior years. Survey insights informed action plans with defined targets, resources, and timelines, monitored throughout the engagement cycle. Performance was driven by increased employee interaction and regular feedback, enhanced access to training and skill development, and strengthened rewards and recognition.

Labor management performance improved through amplified communication of Human Capital initiatives and policies, excellence in HC service delivery, and sustained engagement. Human capital policies foster job satisfaction through flexible working hours, remote working arrangements, career development opportunities, and meaningful recognition, all while upholding ADNOC Distribution's commitment to diversity and inclusion. The Company's dedication to sustainability will guide it in implementing practices that reduce its environmental impact.

Policies are designed to support employees' family and personal needs while maintaining a healthy work-life balance. This structured, principle-based approach to total rewards and benefits reinforces our commitment to fair employment, market competitiveness, and a supportive environment where employees can thrive.

- **Employee Assistance Program (EAP):** Offers employees and their families access to psychologists, dietitians, fitness and life coaches, and financial and legal consultants
- **Digital health and wellbeing:** All ADNOC Group employees and their families have access to TruDoc and Daman apps, providing 24/7 multilingual doctors, teleconsultations, prescription management, and specialist referrals. TruDoc also enables appointment bookings and customized wellness plans, including meal and exercise programs
- **Parent-friendly workplace:** Under the Energy for Wellbeing program, ADNOC provides a dedicated helpdesk email, AI chat for instant assistance, and Viva Engage communities (including the parent-friendly community) to foster engagement and support balanced work practices. The initiative offers flexible work arrangements, tailored parental leave and structured return-to-work assistance. Facilities include nursing rooms for new mothers and an onsite nursery, complemented by childcare vouchers to support broader



16
Events

Respecting Human & Labor Rights

ADNOC Distribution strives to uphold internationally recognized human rights principles across its operations, supply chains, and business relationships. Our commitment is anchored in our Values and Code of Conduct and embedded through policies, standards, and procedures applicable to all employees and tier one and two suppliers. We are guided by the UN Global Compact's principles on human rights, labor, environmental stewardship, and anti corruption.

ADNOC Distribution is guided by the UN Global Compact principles regarding human rights, labor, environmental sustainability, and anti-corruption. With mechanisms in place such as Takallam which is an anonymous reporting platform to raise integrity related concerns. Takallam, provides a confidential channel for reporting concerns and reinforcing ADNOC Distribution's commitment to transparency and integrity.

ADNOC Distribution endeavors to promote a culture of respect and awareness throughout its business. The Company delivers training on its values and raises awareness among employees, and it expects every leader across its business to be exemplary in promoting an ethical culture that respects the dignity and equality of all people. Takallam, the Company's ethics helpline, provides a confidential channel for reporting concerns and reinforcing ADNOC Distribution's commitment to transparency and integrity.

Human rights protection

The Company aims to uphold the UAE Constitution to prohibit forced labor, child labor, compulsory labor, torture, unwarranted detention.

Human rights Policy statement

At ADNOC Distribution, we are committed to respecting human rights. Acting with integrity is essential to how we conduct our business, and complements our core Company

values for being Collaborative, Respectful, Responsible, Efficient and Progressive. These Values inspire the way we do business, inform our behavior and conduct and guide our decision making. We expect our suppliers, contractors, business partners and other stakeholders to share our commitment to human rights and to adhere to ADNOC Distribution Supplier and Partner Code of Ethics. We review and update our human rights policy statement periodically and provide training and awareness programs for our employees and relevant stakeholders.

We have an anonymous reporting system to raise integrity related concerns called Takallam (which means "to speak" in Arabic). Takallam is managed by an independent third party to support confidentiality and effective reporting within ADNOC Distribution.

Labor rights

ADNOC Distribution remains committed to supporting fair labor standards, safe and healthy workplaces, and full compliance with applicable labor laws across its operations and supply chain. Our Supplier and Partner Code of Business Ethics set clear requirements on minimum wages, working hours, leave entitlements, and living conditions, reinforcing accountability among stakeholders.

Monitoring and compliance

- We conduct annual labor welfare audits covering employees, contractors, and suppliers to monitor

compliance with labor standards and address gaps promptly

- By maintaining oversight and working with responsible suppliers, we promote workplace fairness and protect labor rights across our operations and supply chain
- We conduct annual ESG engagement surveys to gain insights into labor-related issues, enabling proactive improvements
- Takallam, our independent and confidential reporting platform, offers employees and partners a secure channel to raise concerns without fear of retaliation
- To strengthen understanding of labor policies, ADNOC Distribution communicates updates through townhalls, virtual meetings, and internal channels, promoting transparency and employee engagement

Our UAE labor law commitment

- Adherent to nine ILO conventions to protect workers' rights and enforce labor laws across the private sector
- Ensure fair labor dispute resolution and uphold workers' rights in all workplaces
- The UAE's Constitution outlines the freedom and rights of all citizens. It prohibits torture, arbitrary arrest and detention, and protects civil liberties, including freedom of speech and press, peaceful assembly and association, and the practice of other religions. All people, irrespective of their race, nationality, religion and social position, are equal before the law



Zero tolerance for discrimination and harassment

Our policies for employees, suppliers, and contractors are designed to prevent discrimination, harassment, and retaliation and we review compliance with UAE employment Law through regular evaluation.

2025 Performance

Human rights grievances

Zero material cases reported in 2025



Training participation

54% of employees completed the training on Human Rights



Training & Development

Capability development plays a vital role in supporting ADNOC Distribution's dynamic operational landscape and its focus on delivering exceptional customer experiences. Our comprehensive training strategy is meticulously crafted to cultivate advanced technical skills, deepen leadership expertise, and uphold consistent, high-quality standards across all segments of our workforce.

Training commitments and policies

ADNOC Distribution emphasizes nurturing employee potential through structured development programs and clear policy frameworks. We provide in-house training courses and workshops, supported by strategic partnerships that expand learning opportunities and align with our 100x Your Wellbeing ambition.

To support personalized growth, every employee is required to maintain a Personal Development Plan (PDP), implemented through SAP SuccessFactors, which helps set and track individual goals under the guidance of line managers. ADNOC Distributions training policy requires all employees to have a PDP to refine their knowledge, skills, and abilities, under the guidance of their respective line managers. The PDP system is available in both Arabic and English, driving accessibility for employees.

Oversight of training and development is managed by the Talent and Development Department (TDD), which identifies learning needs, designs programs, and evaluates their effectiveness. Monthly progress reports are shared with business leaders to maintain transparency and drive continual improvement. Our training framework includes leadership and managerial development programs that extend across categories of workers, including part-time staff, contractors, and temporary employees. Agency contract employees also participate in Leadership and Supervisor Skills programs, reinforcing capability building across workforce segments.

To embed safety and compliance from the outset, newly hired employees are expected to complete an online HSE Induction Program, which is also delivered to all third-party security personnel. This structured approach gives every individual within ADNOC Distribution access to relevant learning resources, clear development pathways, and the support needed to enhance skills and achieve career aspirations.

	Classroom Training	E-Learning
Total Hours	316,857	572,686

100 % Percentage of employees received a regular performance and career development review during the reporting period.

Average hours of training per employee (by employee category)

	2021	2022	2023	2024	2025
Senior management	115	96	146	207	158
Middle management	142	92	105	116	223
Staff	114	174	208	214	110

Average hours of training per employee (by gender)

	2021	2022	2023	2024	2025
Female	140	140	227	228	278
Male	115	151	191	191	213

Training and development remain central to ADNOC Distribution's commitment to building a skilled and adaptable workforce. Our training framework emphasizes technical expertise, leadership capability, and career progression to prepare employees for evolving business challenges. In 2025, we delivered impressive 889,543 training hours, reflecting our ongoing commitment to strengthen workforce capabilities.

During 2025, 73% of the target plan was achieved meeting KPIs crucial for business goals. The Company allocated AED 7,420,650 specifically for training and development activities. ADNOC Distribution aims to foster a dynamic environment that encourages continuous learning and adaptability. The learning process begins with identifying organizational and individual development needs, followed by designing and refining programs to address these priorities.

Implementation leverages blended learning methods, including learning management systems (LMS), coaching, and experiential exposure, promoting flexibility and effectiveness. Program evaluation measures progress against defined targets and accommodates ad-hoc requirements, reinforcing ongoing improvement and alignment with strategic objectives.

Training programs

Customize leadership program

- More focus on AI training program
- Many leaders are invited for AI program

102 employees completed the course

SAM upskilling graduation program

- Focused on leadership development, service station finance, and operational excellence
- Participants underwent classroom training, e-learning, and on-the-job coaching

ADNOC culture masterclass

92 leaders

engaged in corporate values alignment, leadership best practices, and strategic planning

ISO 9001:2015 internal auditor training

35 employees certified

in quality management system audits, driving compliance with global standards

Basic sign language training

89 frontline

employees trained to better serve People of Determination, reinforcing inclusivity

Tax training for the tax division

14 employees

received specialized tax compliance and financial planning training

Diversity & Inclusion



Diversity is a cornerstone of innovation and inclusion at ADNOC Distribution. With a workforce representing 81 nationalities, we are committed to creating equal opportunities and fostering diversity with a culture where differences are valued.

Our strength lies in the varied backgrounds of our employees, regardless of age, gender, nationality, cultural heritage, ethnicity, race, disability, or religion. To reinforce this commitment, we prioritize employee engagement initiatives that promote inclusivity across the organization.

Recruitment practices also support diversity as a key element of our human capital strategy. In 2025, we welcomed 1,120 new employees from more than 30 nationalities, strengthening our multicultural workforce. To advance gender balance, ADNOC Distribution established a Gender Balance Committee, chaired by the CEO, to champion gender equality, empower women, and monitor potential

biases in hiring. To promote equal opportunities and diversity, we have established a Gender Diversity Policy in 2022. This policy is supported by updated recruitment guidelines and an interview matrix designed to support diversity in candidate selection panels. These measures aim to provide equitable treatment during sourcing, interviews, and selection, while prioritizing internal applicants and UAE nationals.

Our efforts in promoting gender equality and women's empowerment were recognized at the GCC Government HR and Youth Summit, underscoring ADNOC Distribution's leadership in fostering an inclusive and progressive workplace.

Total number of employees

	2022	2023	2024	2025
● Male	11,387	11,396	13,417	12,325
● Female	1,172	1,266	1,427	1,392
Total	13,122	13,198	14,844	13,717



Number of nationalities

2022	2023	2024	2025
71	75	77	81

Women empowerment

ADNOC Distribution continues to advance gender equality and create meaningful opportunities for women across its operations. In 2025, the Company made significant progress in increasing female representation in leadership roles, STEM disciplines, and frontline operations. Women now hold senior positions in these areas, reflecting ADNOC Distribution's commitment to reshaping the industry and embedding gender balance within its organizational ecosystem.

Our approach to women empowerment includes proactive recruitment, targeted training programs, and initiatives that encourage female employees to take on dynamic and challenging roles. These efforts are designed to foster professional growth, strengthen leadership pipelines, and equip women to contribute effectively to ADNOC Distribution's strategic objectives.

By promoting diversity and inclusion across the business, the Company reinforces its vision of an equitable workplace that values talent and drives sustainable progress.

Key Metrics	2025
Percentage of women in junior management positions, i.e. first level of management (as % of total junior management positions)	4%
Percentage of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	14%
Percentage of women in STEM-related positions (as % of total STEM positions)	15%
Percentage of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	13%
Women/men Executive level (base salary only)	1.08
Women/men executive level (base salary + other cash incentives)	1.39
Percentage of global staff with a disability	>1% (2 employees)



Fair compensation

ADNOC Distribution aims to provide fair and equitable compensation through a transparent, structured rewards architecture that ties pay to skills, contribution, and performance while safeguarding equal opportunity.

Our compensation framework is aligned with international benchmarks and supported by clear grade and career progression pathways to minimize pay dispersion and provide clarity on advancement. A data-driven approach comprising regular salary audits and market benchmarking helps sustain a balanced female-to-male pay ratio across employment levels and reinforces internal equity.

Performance-linked pay is central to our model and is complemented by a strategic total rewards and recognition framework that covers the systematic design of fixed pay including long term executive incentive (LTI) and variable pay, including incentive plans and sales incentives for core frontline roles, alongside a range of supplementary benefits.

In 2025, more than 1,900 corporate promotions and salary increase underscored our merit-based culture, and employees completed performance and career development reviews through the annual cycle, strengthening transparency, accountability, and trust in pay decisions. Also, quarterly appraisals are done under an ongoing performance management approach.

CEO Total Compensation to median Full Time Equivalent (FTE) total compensation

Year	Female to Male Ratio
2022	15.2:1
2023	15.3:1
2024	16.8:1
2025	16.2:1



Gender Pay Ratio

Category	Female to Male Ratio
Senior Management	1.08
Middle Management	1.03
Staff	1.18

Emiratization and Developing Future Emirati Leaders

ADNOC Distribution supports the UAE's vision for Emiratization, which is the local workforce development and economic diversification aligned with the National Employment Strategy 2031.

By investing in local talent and providing structured career pathways, the Company empowers UAE Nationals to take on key roles across various sectors. In 2025, ADNOC Distribution accomplished and surpassed its target by achieving 70% of Emiratization rate and meeting one of its community development targets with 87% of local community hires in 2025. ADNOC Distribution equips Emirati talent for executive and managerial roles through Academic and industry collaborations, and targeted, outcomes-driven programs:



Talent Mobility

320 Emiratis

completed internal moves, strengthening cross-functional capability



TAQADAM

Over 17
internal promotions



Succession Planning

471

successors identified for critical roles including CEO, **155 candidates** prepared for VP and above positions



These initiatives build leadership depth and drive a robust pipeline of Emirati leaders across the organization.

Youth & senior programs

ADNOC Distribution supports growth at all career stages, equipping young talent with essential skills and leveraging senior professionals' experience to mentor future leaders. Initiatives implemented in 2025 strengthened workforce innovation and readiness.

Youth inclusion initiatives

Youth

Committee established to increase exposure and engagement



5

Fresh graduates boarded



137

Interns participated



Youth

Development Programs launched



Senior workforce inclusion initiatives

- Mentorship opportunities established for knowledge sharing
- Extended career opportunities and flexible roles for employees nearing retirement
- Inclusive measures are implemented to support continued participation and contribution
- **KHEBRA** - Project for Retired Talent to utilize the knowledge and sustain the workforce accordingly

Health & Safety

Health and Safety is considered as a core value at ADNOC Distribution. We operate under the ADNOC Group Health, Safety and Environment Management System (HSEMS) to safeguard employees, contractors, and third parties and to embed a strong safety culture of the organization.

HSEMS framework guides our programs and procedures, promotes both physical and mental wellbeing, and is structured around performance indicators and processes to comply with applicable national and international requirements.

Our HSEMS comprises 82 HSE Standards spanning governance, occupational health, environment, operational safety, risk management, emergency and crisis response, asset integrity and process safety, and business continuity. The occupational health framework includes standards covering hazard management, case management and rehabilitation, health screening and surveillance, food and water safety, contractor welfare, and controls for physical, chemical, biological, ergonomic, indoor air quality, and psychosocial risks.

Oversight is maintained by ADNOC Distribution's HSE Division in coordination with the internal audit function, with regular monitoring, review, and updates to the system. The HSEMS applies across depots, service stations, vehicle inspection centers, aviation fueling facilities, and project sites so that these operational areas can meet stringent safety requirements. Health and safety performance data for the Company and its contractors are continually collected, analyzed, and reported to inform objectives and

targets. ADNOC Distribution's health and safety data include contractors' data, supporting our comprehensive approach to performance tracking.

ADNOC Distribution's operations are certified to ISO 9001 (Quality) and ISO 50001 (Energy Management), and our service station network is constructed with consideration for ISO 45001 (Occupational Health and Safety) and ISO 14001 (Environmental Management). The HSEMS is a foundational component of our Integrated Management System (IMS).

Occupational Health & Safety			
Particulars	Category	Units	FY 2025
Fatalities	Employees	Number	0
LTI	Employees	Number	1
LTIFR (Lost Time Injury Frequency Rate)	Employees	Rate	0.04
Work related injuries	Employees	Number	3
Total manhours worked	Employees	Hours	45,045,500

Lost Time Injury Frequency (LTIF): number of LTIs/million man hours



Lost Time Injury Frequency Rate (LTIFR): The number of Lost Time Injuries/Illness (LTIs) per 1,000,000 (million) hours worked

Rate of recordable work-related injuries



HSE risk management

ADNOC Distribution embeds rigorous HSE governance through a comprehensive Risk Assessment Matrix and the newly implemented AIPS Risk Management system. Regular inspections and asset reviews covering service stations and other facilities apply qualitative and quantitative methodologies including Quantitative Risk Assessments (QRA), Hazard and Operability Studies (HAZOP), Hazard Identification Studies (HAZID), and Job Safety Analyses (JSAs) alongside globally recognized frameworks from International Association of Oil & Gas Producers (IOGP) the Energy Institute, UK HSE, and US Occupational Safety and Health Administration (OSHA) to standardize risk identification and control measures. Health and safety due diligence and risk assessments are undertaken across existing operations, potential operations, and new projects. Oversight is maintained through monthly inspections by skilled HSE inspectors to verify compliance with standards, and quarterly Occupational Health Risk Assessments and Occupational Health Identification reviews to validate corrective actions. KPIs for occupational health, safety, and process safety are monitored and reported monthly, with progress, measures, and compliance status submitted to executive leadership and consolidated in an annual HSE performance report. An HSE Assurance Program, integral to the Company's HSE culture transformation, covers 19 focused areas with corresponding sub KPIs and engages internal stakeholders to drive sustained performance. In the event of incidents, ADNOC Distribution is expected to conduct thorough investigations and root cause analyses to prevent recurrence and strengthen controls. The AIPS Risk Register provides systematic identification, assessment, and mitigation of risks supporting the management of potential HSE, financial, and reputational impacts and contributes to a safer workplace while minimizing environmental risks.

Health and safety is prioritized through an interdisciplinary engineering approach focused on preventing and managing largescale fires, explosions, and chemical accidents. The Company's asset integrity and critical incident management practices are designed to avert and control events that could result in fatalities, injuries, adverse health outcomes, environmental harm, or damage to local communities and infrastructure.

ADNOC Distribution's Operational Risk Management System (Archer) automates HSE workflows and centralizes data, enabling employees to report health and safety hazards through the One ERP platform and accelerating the identification, mitigation, and corrective action process. Performance tracking is comprehensive, with lost-time injury frequency and recordable work-related injury rates including contractor data. In 2025, the Company achieved a target of zero fatalities and no severe work-related injuries, demonstrating the effectiveness of its HSE Management System (HSEMS). Ongoing awareness campaigns reinforce safe behaviors and support a healthy work environment across operations.



Emergency preparedness & response

ADNOC Distribution prioritizes safety, reliability, and efficiency through robust emergency preparedness guided by the Incident Command System (ICS) and embedded within the HSEMS. Scenario testing is conducted against site-specific Emergency Response Plans, and in 2025 the Company executed 16 multi agency drills across depots, airports, and service stations with participation from civil defense police, ambulance services, and hospitals, coordinated under NCEMA for community engagement and oversight. Each exercise produced a post drill report and a consolidated action plan, with actions tracked to drive continued improvement. Stakeholders can report incidents through ADNOC Distribution's 24 hour response center at the Mafraq Auto Serve Center. The HSEMS framework underpins emergency management across oil spill response, fire and rescue operations, crisis management, cyber incidents, and extreme weather events, and in 2025 the Company updated its ERPs, Crisis Management Process, Business Continuity Strategy, and Business Continuity Plans to strengthen readiness.

Health, Safety; Environment (HSE) Policy

We are committed to:

1

Pursuing the goal of **no harm to people**, the environment, and the community

2

Supporting the UAE's commitment to **reduce emissions** and contribute to the global effort of mitigating climate change

3

Protecting the environment by reducing pollutant releases and implementing cost-effective measures to improve energy efficiency and the use of natural resources

4

Ensuring compliance with all **applicable laws**, regulations, and standards relating to **HSE**

5

Having **world-class emergency response, crisis management** and business continuity measures in place

6

Managing risks through effective controls and minimizing impacts to our businesses

7

Focusing on incident prevention by **managing process safety** and the integrity of our assets

8

Engaging with stakeholders to raise **HSE awareness** and promote sustainability and the welfare of our workforce

9

Embedding a **100% HSE culture** that empowers employees and contractors to intervene and stop any unsafe work

10

Developing and sustaining **HSE** critical competencies in our employees through regular training

11

Holding all levels of management, supervisors, and employees accountable for **HSE performance**

12

Setting targets, monitoring and reporting of HSE performance and regular internal and external audits for continual improvement

13

Engaging business partners who are also committed to **100% HSE**. We believe that integrating HSE into all aspects of our business is essential in achieving our commitment and ensuring long term sustainability of our operations

The Company strives to have staff at service stations comply with safety hazard guidelines and cautionary signs, supported by an annual audit program to review and monitor the Health, Safety, and Environmental Management System (HSEMS). The results of audits conducted must be logged and followed up using an action tracking system. This policy is shared with stakeholders, including Company's employees, suppliers and contractors, and is implemented across the organization. The Company also applies the ADNOC HSE Standards for risk mitigation and hazard monitoring. The HSEMS is monitored regularly, and any deviations from safety standards are expected to be addressed through swift corrective actions.

HSE training & awareness

In 2025, ADNOC Distribution strengthened its Health, Safety and Environment (HSE) Management System, embedding continued improvement through structured meetings, employee feedback forms, opportunity sharing, and leadership site visits. Targeted training was governed by training matrix guidelines and aligned to ADNOC Life Saving Rules and the ADNOC WMS full package. All new hires, including contract employees, were required to complete the online HSE Induction Training Program prior to deployment to work locations. This robust system was supported by regular awareness campaigns to employees and all contractors.

Leadership presence at the frontline was intensified through HSE leadership site visits across service stations, terminals, plants, and vehicle inspection centers. Chiefs and VPs participated to address HSE and welfare issues at site level. Critical HSE topics were elevated to the Executive Management Forum, with direct engagement from executive leadership, including the CEO.

ADNOC Distribution delivered 57 HSE training courses through classroom sessions, web-based platforms, virtual formats, hybrid models, on-the-job training, and e-learning. Training covered essential topics including basic firefighting, advanced firefighting, food safety, first aid, defensive driving, accident handling, ADNOC Life Saving Rules, and the ADNOC WMS full package. Customized programs were developed for Burger King franchise employees to meet mandatory HSE certification requirements.

HSE materials and standards were made available on the Company's intranet portal and distributed in print to support comprehensive reach. Regular employee surveys assessed health and safety conditions and informed us of enhancements to the HSE Management System. The Company issued HSE alerts outlining lessons learned from incidents and practical safety measures, reinforcing a proactive safety culture. Data accessibility remained central to performance, enabling timely awareness and response by teams.

Overall, more than 6,000 employees received training in 2025, underscoring the Company's emphasis on health and safety capability across the workforce.

Customer health & safety

ADNOC Distribution's commitment to customer and local communities' health and safety. In 2025, ADNOC Distribution reinforced customer and community health and safety across its operations through rigorous hazard control measures and structured initiatives integrated within the HSEMS. Compliance monitoring and audits were maintained throughout the year to support consistent adherence at service stations, terminals, plants, and vehicle inspection centers.

The Company applied the Abu Dhabi Agriculture and Food Safety Authority (ADAFSA) requirements for food and beverage sales, sustaining safe handling, storage, and retail practices in line with applicable standards.

ADNOC Distribution participated in the nationwide "Five for Your Safety" campaign, supporting security and safety awareness at petrol stations and reinforcing prudent customer behaviors on forecourts. Customer health and safety were supported by preventive controls embedded in daily operations, including hazard identification and risk mitigation procedures, clear safety signage, traffic and forecourt management practices, and incident-response protocols aligned to Company standards.

HSEMS audits and customer/public health and safety compliance activities were maintained during 2025, with findings used to drive corrective actions and continued improvement at site level.

Customer health & safety - joint fueling safety campaign

Overview

In collaboration with ENOC, EMARAT, the Ministry of Interior (MOI), and the Ministry of Education (MOE), ADNOC Distribution continued working on a nationwide campaign to raise awareness on safe fueling practices

Scope and Audience

- **Target groups:** Public and customers, employees, and contractors
- **Focus areas:** Forecourt safety and compliance with UAE safety regulations

Key Messages

- Maintain speed limits on forecourts.
- Prevent nozzle pull incidents
- Adhere to regulatory requirements and site protocols

Risk Areas Addressed

- Improper use of jerry cans
- Marine fueling safety
- Emergency response procedures and escalation practices

Implementation

- Unified messaging across partner networks to standardize safe fueling, incident prevention, and regulatory compliance



Asset Integrity Process Safety (AIPS)

ADNOC Distribution is committed to maintaining the highest standards of process safety by systematically identifying, managing, and mitigating operational risks across our value chain, with the objective of protecting our people, customers, assets, and the environment while ensuring safe, reliable, and sustainable operations.



During 2025, ADNOC Distribution continued to strengthen its operational and process safety framework through the deployment of advanced risk, integrity, and asset management systems. The Risk Geo Dashboard was recognized as a best practice by ADNOC GAI and GHSE, with a pilot underway for integration into the Operational Risk Management (ORM) application, alongside the successful launch of the ORM Archer tool for effective AIPS risk monitoring and tracking.

OneAPM software was deployed and integrated with SAP to enhance asset integrity monitoring, while the Asset Sustainability Program advanced through the implementation of risk based inspection (RBI) and thickness monitoring at Hamriyah Terminal and the completion of RBI for more than 2,500 underground tanks across UAE retail stations.

ADNOC Distribution also showcased its technical innovations at major global conferences, including AUTOMA, SPE GOTECH, and Smart Inspect. Operational risk reduction initiatives included assured fuel leak rectification at 23 retail stations, integrity assessments of 75 aging stations to optimize renovation planning, and verification of emergency shutdown push button functionality at 205 stations to ensure emergency readiness. In addition, HSECEs identification and categorization were completed for 14 terminals and 125 stations, complemented by tank safety barrier health checks across all terminals.

Proactive AIPS risk mitigation efforts resulted in the successful closure of 24 risks in 2025, while Technical Integrity Verification was completed for 205 stations and five terminals, reinforcing the reliability of critical equipment and ADNOC Distribution's commitment to safe, resilient, and sustainable operations.

OneAPM Software Deployment & Implementation (Foundation & Integrity Module)

ADNOC Distribution successfully deployed OneAPM Software, integrating the Foundation and Integrity modules with SAP to strengthen asset integrity monitoring and management. This initiative provides a centralized platform for real-time asset health tracking, predictive analytics, and compliance reporting. By leveraging advanced digital tools, we enhance operational efficiency, reduce downtime, and ensure proactive maintenance across critical assets. The implementation of the OneAPM Software implementation is ongoing.

Risk Based Inspection (RBI) Program for Fuel Stations Underground Storage Tanks (UGSTs)

ADNOC Distribution has implemented a Risk-Based Inspection (RBI) program for underground storage tanks (UGSTs) at fuel stations to strengthen asset integrity and process safety. The program prioritizes inspections based on risk assessments, enabling more efficient and precise maintenance. By proactively identifying potential issues, ADNOC can take timely action to prevent environmental incidents and optimize resource use. This initiative supports ADNOC's sustainability goals by extending the lifespan of storage tanks and reducing waste. The pilot phase, covering 250 tanks, was successfully completed in 2024, with full-scale implementation across more than 2,200 UGSTs completed in 2025.

Technical Integrity Verification (TIV) for Terminals & Retail Service Stations

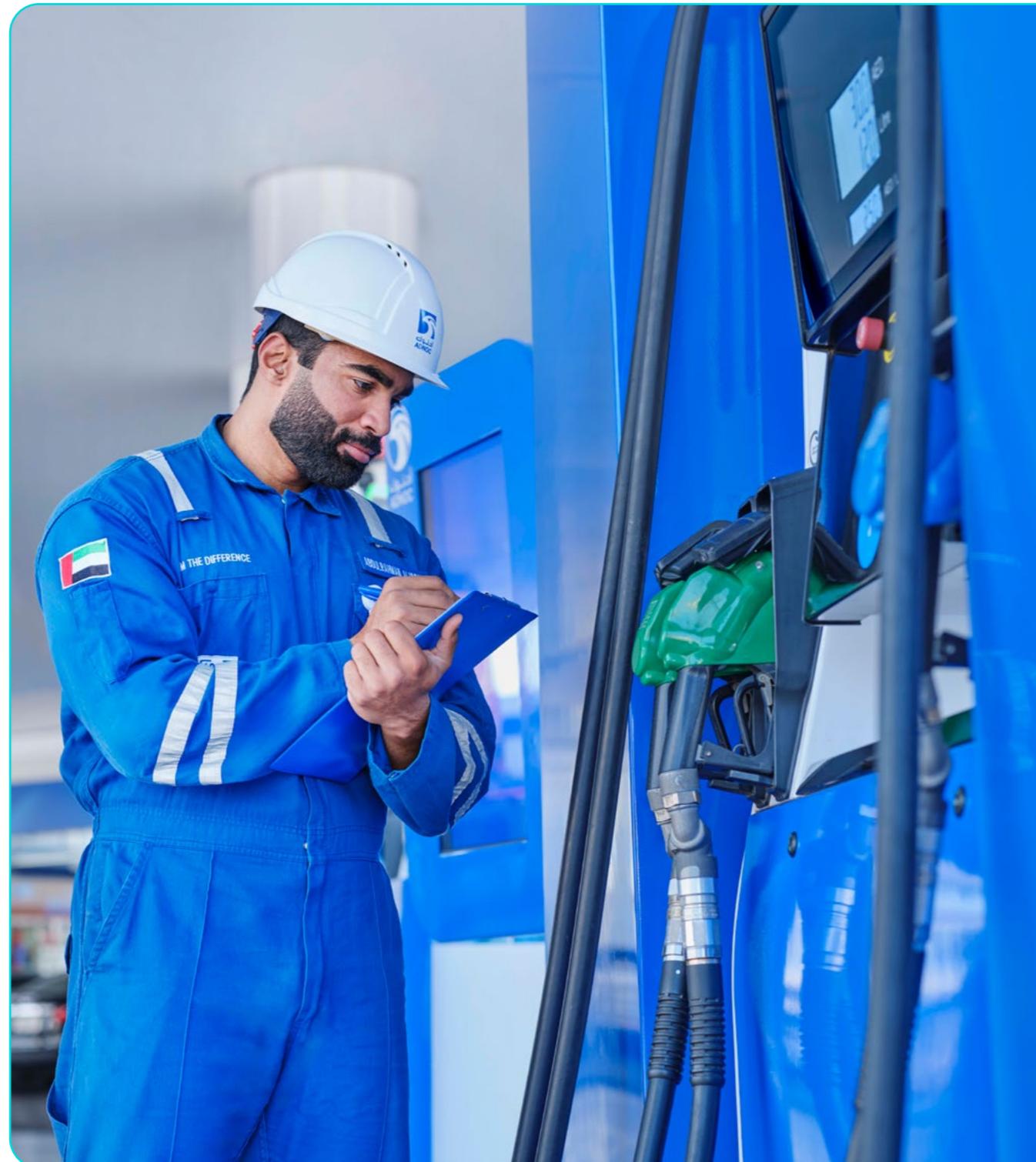
ADNOC Distribution implemented Technical Integrity Verification (TIV) across all terminals and retail service stations to ensure that Health, Safety, and Environment Critical Equipment Systems (HSECEs) are safe, reliable, and perform according to defined standards. The initiative involves rigorous checks and verification throughout the asset lifecycle—from design and installation to maintenance and decommissioning. By embedding TIV into operational processes, we strengthen our safety culture and ensure compliance with ADNOC Group integrity requirements. During 2025, we have completed TIV in 205 stations and 5 terminals. This initiative promotes proactive risk management by reducing the likelihood of catastrophic failures while aligning with ADNOC's sustainability objectives through minimized environmental risks and optimized resource use.

Looking ahead, ADNOC Distribution plans to further enhance asset integrity, environmental protection, and operational efficiency through the adoption of advanced inspection and monitoring technologies. Planned initiatives include the replacement of manual cathodic protection surveys with remote continuous performance monitoring and assessment to assure performance while reducing survey costs, and the deployment of volatile corrosion inhibitors beneath tank bottoms to reduce corrosion rates, extend tank life by an estimated 5–10 years, and support increased storage capacity.

We also plans to implement remote corrosion monitoring sensors on underground product piping and pipelines to enable early detection of corrosion, reduce manual excavation and inspection activities, and help prevent loss of primary containment scenarios.

Additional measures under consideration include thermal insulation painting on storage tanks to reduce heat transfer, minimize product evaporation, and improve operational efficiency, as well as the installation of wireless sensors on tank roofs to detect and quantify hydrocarbon evaporation and emissions.

To further strengthen infrastructure integrity, ADNOC Distribution plans to deploy swimming robots for the inspection and cleaning of marine structures, reducing reliance on diving inspections, and to utilize mobile underground radar technologies to accurately map buried piping routes and identify minor leak locations. Together, these initiatives reflect ADNOC Distribution's continued focus on innovation, risk reduction, and long term asset sustainability.



Way Forward

In 2026, ADNOC Distribution will deepen its Human Capital agenda by scaling a safety first, people centric culture that advances inclusive growth and business resilience.

We will pursue zero harm through strengthened HSE leadership visibility, digitalized risk management, and standardized contractor onboarding while expanding targeted HSE training and continuous awareness to sustain top quartile performance. We will enhance employee wellbeing with an integrated physical, mental, social, and financial program, and elevate engagement through always on feedback, transparent service delivery, and data driven follow through. To future proof capabilities, we will broaden blended learning, accelerate AI and digital skills, and embed 100% PDP coverage via Success Factors.

We will advance diversity, equity, and inclusion expanding gender balance in leadership pipelines, ensuring pay equity through regular audits, and strengthening accessibility for People of Determination. Our commitment to fair labor and human rights will extend across our supply chain through enhanced audits, remediation, and awareness of Takallam's confidential reporting. We will continue to invest in Emirati talent through structured pathways (succession, mobility, and leadership programs), deepen local community hiring, and build partnerships that grow local content. Progress will be transparently reported against clear KPIs and aligned to priority UN SDGs, ensuring our people, partners, and communities thrive as we deliver secure, sustainable energy.