

Sustainability Report 2024

DRIVING PROGRESS & PROSPERITY



Introduction from ADNOC’s Executive Leadership Team

Driving progress and prosperity

The world is undergoing a profound change, shaped by three powerful forces that are defining our future in ways we never thought possible. First, the growth of emerging markets, which now drives more than half of the world’s prosperity. Second, the fundamental transformation of energy systems is expanding our energy mix and creating entirely new industries. And finally, the exponential growth of AI which is changing the pace of change itself.

These trends have the potential not only to drive progress, but to put progress itself into overdrive. In a world where a billion people still lack access to energy, we believe the world needs a broad mix of energy solutions to convert that potential into reality. In 2024, ADNOC continued its efforts to meet the world’s growing energy needs whilst simultaneously delivering on its objectives to create a more prosperous and sustainable future.

We maintained our industry-leading upstream carbon intensity of 7 kilograms of CO² per barrel of oil equivalent (kgCO₂e/boe) and achieved a significant reduction in our operational emissions of 6.6 million tCO₂e. We have continued to advance our methane monitoring and reduction efforts, achieving a 22% decrease in methane emissions compared to 2023. We expanded carbon capture, grew our portfolio of low-carbon ammonia, continued to invest in low-carbon hydrogen and grew our renewables energy capacity to 51GW through our shareholding in Masdar.

We also launched XRG, a transformative international energy investment company, focused on natural gas, chemicals and scalable energy

solutions. Its portfolio includes operating and non-operating interests in industry-leading companies that are meeting the rapidly increasing global demand for energy and the chemicals that are essential to enable sustainable economic growth.

In 2024, we fast-tracked our AI ambitions, enhancing and accelerating our strategy, driving efficiency and growth while reducing emissions. We deployed new AI solutions across our business and delivered energy solutions to power AI. We trained over 40,000 employees in AI to help ensure our people remain at the heart of ADNOC’s transformation.

From enabling local manufacturing and job creation, to investing in education and training, we continued to drive prosperity and help build a UAE economy that is future ready. We returned \$14.9 billion (AED 55.0 billion) to the UAE economy in 2024. Additionally, \$19.6 billion (AED 72.3 billion) worth of products in our procurement pipeline were locally manufactured. To empower people, we created 7,000 new jobs for UAE Nationals in the private sector, bringing the total number of jobs created to 18,500 since 2018.

Throughout the year, we remained focused on operating with integrity and care: for our people, the environment and the communities we serve. We also took important steps to protect the environment, including planting more than 2.8 million mangroves across the last two years as part of our large-scale mangrove restoration program.

Everything we do is underpinned by our commitment to the highest standards of health and safety, a core value that is integral to our culture. We are deeply saddened to have experienced two fatalities in 2024 and have taken immediate steps to reinforce our safety protocols. The loss of our colleagues has strengthened our determination to uphold safety while fostering meaningful change.

As we move forward, we are guided by a simple but powerful belief: energy is a force for good that drives progress and improves lives. At ADNOC, we will continue to act with clarity and conviction to help shape a sustainable future for all.

OUR 2024 PERFORMANCE

At a glance



ADVANCING NET ZERO

7kg CO ₂ e/boe	51GW of combined	22% reduction	6.6 million	\$220 million
upstream GHG intensity, placing us in the top tier of the lowest carbon-intensity oil and gas producers in the world	renewable energy capacity through our shareholding in Masdar	in our upstream methane emissions compared to 2023	tCO ₂ e reduction of total scope 1 and 2 emissions, including 5 mtCO ₂ e from clean power import	(AED 808 million) realized savings from emission reduction initiatives



PROTECTING NATURE AND BIODIVERSITY

0.29% freshwater	>15k tonnes	2.8m mangrove seeds
withdrawal of total water withdrawal	of waste diverted from landfill	planted since 2023 towards our 10 million mangroves by 2030 target



EMPOWERING LIVES

\$14.9 billion	>1.3 million	32% of our new	19% of senior	>17,000 students
(AED 55 billion) returned to the UAE economy	people benefited from our CSR programs	UAE National hires are women	leadership positions ² are held by women	engaged through the STEM for Life education program
>64,500 ADNOC	20/21 ADNOC	>7,000 private sector	\$2.7 billion	>40,000 employees
employee volunteering hours	Group company boards have women representation	jobs created for UAE Nationals	(AED 9.9 billion) in offtake agreements for local manufacturing	completed foundational AI training



SAFETY

0.11 total	2 fatalities	0.05 lost time	60% reduction
recordable injury rate (per million workhours)		lost time injury rate ¹ (per million workhours)	in each Tier 1 and 2 process safety events from 2023



¹ Lost Time Injury Frequency (LTIF) has been updated to 'Lost Time Injury Rate (LTIR)
² Encompasses employees holding the following positions: Associate General Counsel, General Counsel, Vice Presidents, Senior Vice Presidents, Chiefs, Executives, and Directors



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Keeping our people safe

- Occupational health
- Personal safety and work management
- Safety training and workforce engagement
- Transportation safety
- Contractor HSE
- Incident management system
- Asset integrity and process safety
- Emergency preparedness and business continuity management

Advancing net zero

- Decarbonizing our operations
- Scaling low carbon solutions
- Accelerating decarbonization of our industry

Protecting nature and biodiversity

- Environmental management
- Air quality
- Water
- Waste
- Nature and biodiversity

Empowering lives

- Increasing access to energy
- Driving growth and prosperity
- Helping our people achieve their full potential
- Investing in and engaging with our communities
- Fostering a knowledge-based economy

How we operate

- Our leadership
- Relationship with government
- Enterprise risk management
- Operating with integrity
- Human rights and labor practices
- Cybersecurity and data privacy
- Responsible sourcing
- Internal audit

ABOUT ADNOC



Energy for life

For over 50 years, we have been providing energy to power homes, fuel industries and keep people connected. At ADNOC, we are delivering long-term sustainable growth, driving decarbonization and future-proofing our business. We call this mission Energy for Life and it is driven by three key objectives:



Empowering Lives:

We create opportunities for people, communities, and economies to thrive through the energy we produce and the investments we make in the UAE and internationally.



Advancing Net Zero:

We are decarbonizing today's energy and helping to build the energy system of the future.



Powering Possible:

We are embracing the power of Artificial Intelligence (AI) and advanced technology to drive transformational progress and enable the next era of global innovation and prosperity.

Our values

Our people are our most valuable asset and form the basis for our business objectives and strategy. Together, we work to enhance the company's performance, increase profitability and optimize efficiency. As a performance-driven company, our employees are strongly guided by the ADNOC Group values.

Our values inspire the way we do business, inform our behavior and conduct and guide our decision-making. They incorporate the UAE's spirit of dedication, accountability and higher purpose. Living our values helps us to unlock possibilities, create opportunities and connect communities.

We are proudly collaborative, efficient, progressive, respectful, and responsible. Our values are underpinned by our commitment to 100% health, safety and environment (HSE), with a commitment to keep employees, communities, the environment and assets safe from harm.

Responsible

We devote our efforts to making a positive difference in our community while maintaining an unwavering commitment to health, safety and the environment. We take the initiative to identify new opportunities, honor our obligations and stay responsible for our contributions. By adopting a 'can do' approach, we motivate each other, demonstrate a spirit of excellence and achieve amazing results.

Collaborative

We work closely with our partners and peers, leveraging collective strengths to deliver mutually beneficial results. We strive to raise teamwork to a higher level, solve issues together and innovate faster. By recognizing efforts and results, we build trust-based relationships, encourage information sharing and deliver constructive feedback.

Progressive

We foster the UAE's spirit of innovation to ensure that our business remains at the forefront of the global energy industry. Daily, we go beyond business as usual, do things differently, and embrace new ways of thinking. Our culture empowers us to be change agents, where we share creative ideas, overcome challenges together and adapt to the evolving energy landscape quickly.

Respectful

We encourage a culture of inclusivity and mutual respect and always operate to the very highest professional and ethical standards. We look out for each other and promote open communication that supports our development as individuals and as an organization. We support constructive dialogue and active listening while respecting cultural diversity.



Efficient

We are a performance-driven company dedicated to maximizing the value of every barrel of oil for the benefit of our people, our community, our partners and our nation. We also strive for excellence while minimizing wastage of resources. We take an energetic approach towards carrying out our responsibilities, look for continuous improvement, see projects through to completion and inspire others to do the same.



Our business and value chain

ADNOC is an advanced and progressive international energy company taking transformative steps, in collaboration with our partners, to responsibly provide energy that people and economies need to thrive. We strive to provide greater access to energy to meet rising demand, drive greater value and enable the transformation of global energy systems.

As a reliable provider of some of the world’s least carbon-intensive hydrocarbons, we are growing our production capacity to 5 million barrels per day (bpd) by 2027 and expanding our gas production, processing and liquefaction capacity in line with domestic and global energy demand.

Our business growth helps strengthen local supply chains and the UAE economy, creating value for our local and international partners. We are creating opportunities for UAE Nationals in the private sector through our In-Country Value (ICV) program. We are also investing in the energies of the future to help us deliver long-term sustainable value and growth.

The deployment of AI is central to our efforts to drive value, future-proof our business, and reduce emissions. We are powering the growth of AI and embedding the technology across our business, from the control room to the boardroom. In 2024, we launched a company-wide strategy

to harness the power of AI to drive efficiency, sustainability and growth across our operations while equipping our colleagues with the skills to take full advantage of the technology’s potential. Building on decades of innovation and digital transformation, we will accelerate our ambition to become the world’s most AI-enabled energy company.

People are at the heart of ADNOC. We are committed to developing talent, building future leaders and fostering a culture of collaboration. We also seek to strengthen national identity by championing initiatives that empower Emirati talent and reflect the UAE’s values.



Through our network of integrated businesses across the energy value chain, we are working to responsibly meet the demands of an ever-changing energy market while driving long-term value and sustainable socioeconomic growth.

Our Upstream Directorate is responsible for oil and natural gas exploration, development and production. It drives cost-efficient and safe delivery across our 35 producing fields, with a current production capacity of around 4.85 million bpd and around 11.5 bscfd of gas, leveraging advanced technologies and AI to help maximize efficiency and reduce emissions.

The UAE’s emphasis on the responsible development of its hydrocarbon resources has underpinned ADNOC’s disciplined approach to the management of Abu Dhabi’s oil and gas reservoirs. This responsible asset and environmental management, as well as our targeted focus on decarbonizing our production operations, places ADNOC in the top tier of the lowest carbon-intensity oil and gas producers in the world.

Our Downstream Industry, Marketing and Trading Directorate plays a pivotal role in advancing economic growth, energy security and sustainability. Leveraging the scale and integration of our diversified portfolio, we deliver reliable, high-value products that meet the evolving needs of industries and communities worldwide. Our integrated refining and petrochemical operations in Al Ruwais Industrial City produce essential materials – from fuels to chemicals – that power economies and empower everyday life.



Our integrated natural gas operations are expanding to supply both local and global markets with this important lower-carbon fuel, contributing to the transformation of energy systems. Additionally, we are focusing on the production of a diverse energy mix including chemicals, low-carbon ammonia and methanol, while meeting the growing demand for cleaner energy.

ADNOC Distribution is the UAE’s largest fuel and convenience retailer, specializing in the distribution and marketing of petroleum products, powering daily transportation and providing convenience services across the country and beyond. ADNOC Distribution continues to expand its domestic and regional network with 915 service stations: 555 in the UAE, 115 in Saudi Arabia³ and 245 in Egypt. As a non-fuel retail leader, it operates 378 ADNOC Oasis convenience stores in the UAE and 527 globally, as well as 36

vehicle inspection centers and other services such as car washing and repairs. ADNOC Distribution continues to play a key role in the UAE’s energy transformation, with a rapid expansion of its electric vehicle (EV) charging infrastructure.

Through ADNOC Logistics & Services (ADNOC L&S), we provide integrated logistics, shipping and marine services to more than 50 countries worldwide. Our trading businesses have reshaped our global sales strategies, offering broader services and enhanced market reach for our crude and refined products.

We launched XRG, a transformative international energy investment company, focused on natural gas, chemicals and scalable energy solutions to help power AI and industry globally. Headquartered in Abu Dhabi and wholly owned by ADNOC, XRG has an initial enterprise value of over \$80 billion. XRG’s portfolio includes operating and non-operating interests in industry-leading companies that are meeting the rapidly increasing global demand for energy and the chemicals that are essential to enable sustainable economic growth. Our portfolio of companies is committed to delivering secure, sustainable, and competitive energy solutions across multiple end-markets.

AIQ, our joint venture with Presight, is Abu Dhabi’s homegrown AI champion. Leveraging more than 70 years of ADNOC’s proprietary data, AIQ is developing specialized solutions for the energy sector.

³ Including 45 contracted stations in KSA under DOCO mode.

ADNOC's value chain

Energy is vital for human progress. From the conventional fuels that have powered development for generations to renewables and emerging clean energies, our diversified energy portfolio helps communities and economies thrive.

Exploration & production



Our exploration and production activities span both offshore and onshore fields, where we discover and extract crude oil and natural gas resources. These operations are supported by advanced drilling technologies that enhance efficiency and maximize recovery, ensuring a steady supply to fuel the world's energy needs.

- ADNOC Offshore
- ADNOC Onshore
- ADNOC Sour Gas
- Al Yasat Petroleum
- Al Dhafra Petroleum
- ADNOC Drilling

Refining & processing



We transform the UAE's natural resources into the energy, materials, and building blocks that industries and communities around the world depend on. We drive energy transformation and economic progress at home and abroad.

- ADNOC Refining
- ADNOC Gas
- Borouge Petrochemicals
- Fertiglobe Ammonia and fertilizer
- TA'ZIZ Chemicals

Trading & transportation



We ensure the efficient movement of energy products across the supply chain. We also trade crude oil, refined products, and petrochemicals worldwide, optimizing value and expanding our international footprint.

- ADNOC Logistics & Service
- ADNOC Trading
- ADNOC Global Trading

Distribution



We supply natural gas to homes, businesses and industries across the UAE, and deliver fuel and retail services for journeys in the UAE and beyond.

- ADNOC City Gas
- ADNOC Distribution

Products & services

- Crude oil
- Condensate
- Natural gas and LNG
- Ethane
- LPG
- Sulfur
- Distillates (gasoline, naphtha, jet A-1, gasoil and diesel, fuel oils)
- Special products (base oil, carbon black, green coke and calcined coke)
- Lubricants (automotive, industrial, marine, specialty)
- Petrochemicals (ethylene, propylene, polyethylene, polypropylene, speciality polymers)
- Fertilizers (urea, ammonia, nitrogen)
- Low-carbon hydrogen



Customers

- Utilities
- Agriculture
- Marine
- Aviation
- Manufacturing
- Road transportation
- Retail
- Engineering
- Telecomms
- Real estate
- Healthcare

XRG

Energy investment
XRG is a transformative international energy investment company, focused on natural gas, chemicals and scalable energy solutions to help power AI and industry globally. Headquartered in Abu Dhabi and wholly owned by ADNOC, XRG has an initial

enterprise value of over \$80 billion. XRG's portfolio includes operating and non-operating interests in industry-leading companies that are meeting the rapidly increasing global demand for energy and the chemicals that are essential to enable sustainable economic growth.

OIO AIQ OIO

AI & technology
AIQ, our joint venture with Presight, is Abu Dhabi's homegrown AI champion. Leveraging more than 70 years of ADNOC's proprietary data, AIQ is developing specialized solutions for the energy sector.

MASDAR

Renewables
ADNOC is a shareholder in Masdar, (Abu Dhabi Future Energy Company) one of the world's leading renewable energy companies.

ADNOC Group companies

Upstream

- **ADNOC Onshore**
The oldest oil production company in the UAE, operating 11 oil and gas fields and two export terminals.
 - **ADNOC Sour Gas**
A market leader in sour gas field development and a major international sulfur producer.
- **ADNOC Offshore**
One of the largest offshore hydrocarbon producers in the world, responsible for the development, production and delivery of oil and gas resources.
 - **Al Yasat Petroleum**
The first joint venture between ADNOC and China National Petroleum Corporation, driving efficient and effective exploration and development of new concession areas, onshore and offshore.
- **ADNOC Drilling**
The largest national drilling company in the Middle East by rig fleet size, providing integrated drilling services to enhance operational efficiency.
 - **Al Dhafra Petroleum**
A key upstream operator dedicated to unlocking the UAE's hydrocarbon resources through innovative and sustainable energy production.

Downstream Industry, Marketing and Trading

- **ADNOC Refining**
A UAE-based refiner with a global reach, supplying more than 40 million tonnes of high-quality refined products to markets around the world.
 - **Borouge**
A leading petrochemicals company that provides innovative and differentiated polyolefin solutions for the infrastructure, energy, mobility, healthcare, agriculture and advanced packaging industries.
 - **ADNOC Logistics & Services**
A global energy maritime logistics company, delivering energy products to more than 100 customers in over 50 countries.
 - **ADNOC Trading**
A global energy trading company optimizing the value of ADNOC's crude oil and refined products while enhancing market access and energy security.
- **ADNOC Gas**
One of the world's largest integrated gas processing companies that supplies around 60% of the UAE's natural gas requirements and serves customers in more than 20 countries.
 - **TA'ZIZ**
A manufacturing, industrial services, logistics and utilities ecosystem that drives, supports and enables the production of chemicals value chains and transition fuels.
 - **ADNOC Global Trading**
A trading company for our refined products such as diesel, gasoline, jet fuel and naphtha, along with supply feedstocks.
 - **ADNOC City Gas**
A local natural gas distribution company in Abu Dhabi, specializing in the supply and distribution of natural gas to residential, commercial and industrial customers.
- **Fertiglobe**
The world's largest seaborne exporter of urea and ammonia combined, the largest producer of nitrogen fertilizers in the MENA region, and an early mover in sustainable ammonia.
 - **ADNOC Distribution**
The largest fuel and convenience retailer in the UAE that operates fuel service stations across the seven emirates and specializes in selling lubricants across 47 countries worldwide.



SUSTAINABILITY AT ADNOC



Message from
Ibrahim Al Zu'bi
Group Chief Sustainability & ESG Officer

At ADNOC, we embrace a broad and human-centered definition of sustainability, what we call “Sustainability with a big S”. This means going beyond environmental goals alone to deliver energy in a way that supports people, strengthens communities and drives inclusive growth. We believe that energy is not just a commodity, it is a catalyst for social and economic opportunity.



Our 2030 Sustainability Strategy is built on tangible action and delivery. It reflects our commitment to a balanced approach that integrates climate action, environmental stewardship and social sustainability. We are scaling up investments in low-carbon solutions, advancing decarbonization and embedding sustainability across our operations. But our strategy goes beyond reducing emissions, it includes empowering local communities, fostering a diverse and future-ready workforce and ensuring responsible governance.

This marks ADNOC’s second comprehensive Sustainability Report. With it, we continue to demonstrate that sustainability is not a separate track, but an integral part of how we run our business, make strategic decisions and deliver value. In 2024, ADNOC delivered measurable progress against the targets set out in our 2030 Sustainability Strategy and our Net Zero by 2045 ambition. This year’s Sustainability Report highlights

the tangible impact of our actions and our role in delivering responsible energy leadership and long-term value creation for the UAE and beyond.

As we look ahead, our focus remains clear: to continue making a positive impact on people, society and the environment.

Our 2030 Sustainability Strategy

At ADNOC, we are committed to creating long-term value by embedding sustainability across our operations. Our Sustainability Strategy is designed to address global sustainability imperatives while driving economic growth and shared prosperity. Through our actions, we seek to contribute to broader regional and global objectives, managing the impact of our operations on economies, communities and the environment, both within the UAE and across the markets we serve. Guided by the vision of the UAE’s Founding Father, the late Sheikh Zayed bin Sultan Al Nahyan, we continue our efforts to balance progress with environmental responsibility.

Our 2030 Sustainability Strategy reflects our enduring commitment to delivering energy responsibly, while advancing national development and contributing to global sustainability goals. It is a core pillar of our business strategy, designed to strengthen resilience, foster innovation and create lasting value for both current and future generations.

Our strategy is aligned with both global and national frameworks, reflecting ADNOC’s dual role as a contributor to international sustainability goals and a key enabler of the UAE’s development agenda. We support global priorities such as the United Nations Sustainable Development Goals (UN SDGs), while advancing national ambitions, including the UAE Net Zero by 2050 initiative. This alignment helps our sustainability efforts deliver meaningful impact both within the UAE and across the global landscape, reinforcing ADNOC’s position as a responsible energy leader with local accountability and global relevance.

Our sustainability priorities are defined through a rigorous double materiality assessment, regularly updated in consultation with our stakeholders. For each focus area, we strive to set measurable targets and report on progress through our annual Sustainability Report. We also refine our strategy periodically to reflect scientific advancements, regulatory shifts and evolving stakeholder expectations.

We continue to pursue innovative and efficient ways to maximize the long-term value of Abu Dhabi’s natural resources, delivering on our mandate to support national progress while contributing to broader global sustainability efforts. Through this strategy, ADNOC reaffirms its role as a responsible energy leader, committed to operational excellence, environmental stewardship and long-term impact.



ADNOC's 2030 Sustainability Strategy framework^{4,5}

CLIMATE, EMISSIONS AND ENERGY

In progress

Achieved

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AFFORDABLE AND CLEAN ENERGY

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INDUSTRIAL POLLUTION AND CONTAMINATION

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SUSTAINABLE CONSUMPTION AND PRODUCTION

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CLEAN WATER

COMMITMENT	2024 PERFORMANCE	STATUS	MATERIAL TOPICS	UAE STRATEGIC OBJECTIVES
Achieve a 5% improvement in energy efficiency by 2025 (2018 baseline)	1.2 million tonnes CO ₂ e reduction from energy efficiency in 2024	<div></div>	Climate change and GHG emissions	<ul style="list-style-type: none">UAE Energy Strategy 2050Abu Dhabi Climate Change StrategyNational Climate Change PlanUAE National Determined Contribution (UNFCCC)National Hydrogen StrategyUAE Energy Strategy 2050UAE's Net Zero 2050 Strategy
Maintain upstream methane intensity <0.15% by 2025	Reduced methane emissions by 22%, maintaining emission intensity below 0.15%	<div></div>		
Produce 1 million tonnes of low-carbon ammonia per annum	Delivered the world's first certified bulk commercial shipment of low-carbon ammonia to Japan	<div></div>		
Reduce operational emissions intensity by 25% (2019 baseline)	Achieved 6.6 mtCO ₂ e reduction in total scope-1 and scope-2 emissions	<div></div>		
Build carbon capture capacity of 10 million tonnes of CO ₂ per annum	Our Habshan and Hail & Ghasha CCUS projects are both currently in the engineering, procurement and construction phase	<div></div>		
Capture 5% of the global low-carbon hydrogen market	Successfully delivered the world's first certified bulk commercial shipment of low-carbon ammonia for use in clean-power generation in Japan	<div></div>		
Achieve near zero methane emissions in our operations	Reduced methane emissions by 22%, maintaining emission intensity below 0.15%	<div></div>		
Deploy 100GW of renewable generation capacity (through Masdar)	51GW of total renewable energy capacity enabled through our shareholding in Masdar	<div></div>		
Zero routine flaring	8% reduction in routine flaring ⁶	<div></div>		
Achieve net-zero operational (scope 1 and 2) emissions by 2045	Achieved 6.6 mtCO ₂ e reduction in total scope-1 and scope-2 emissions	<div></div>		

⁴ Target due dates are set for 2030 unless otherwise specified.

⁵ We have updated some of our targets after achieving them ahead of schedule, and further incorporated additional targets as reflected on this page.

⁶ Overall flaring saw a marginal increase due to non-routine flaring. For more details flaring, please refer to the 'Flaring' section of the 'Advancing net zero' chapter

ENVIRONMENT

In progress

Achieved

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CLEAN WATER AND OCEANS

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SUSTAINABLE CONSUMPTION AND PRODUCTION

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LIFE BELOW WATER

15

AIR POLLUTION

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CONSERVATION OF TERRESTRIAL ECOSYSTEMS

COMMITMENT	2024 PERFORMANCE	STATUS	MATERIAL TOPICS	UAE STRATEGIC OBJECTIVES
Minimize environmental impact through biodiversity, water and waste management	Key biodiversity initiatives and strategies implemented on the Hail & Ghasha Development Project	<div></div>	<ul style="list-style-type: none">Air emissionsWaste managementBiodiversityWater and water effluent managementClosure and rehabilitationResource use and circular economy	<ul style="list-style-type: none">Environmental Vision 2030 (Abu Dhabi)UAE Biodiversity StrategyUAE Water Security Strategy 2036The National Air Quality Agenda 2031
Keep freshwater consumption below 0.5% of total water use annually	Achieved freshwater consumption of 0.29% of total water use	<div></div>		
Plant 10 million mangroves	Planted 2.8 million mangroves since 2023, including 300,000 in 2024	<div></div>		

HEALTH, SAFETY AND SECURITY

In progress

Achieved

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GOOD HEALTH AND WELL-BEING

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DECENT WORK AND ECONOMIC GROWTH

9

INDUSTRIAL POLLUTION AND CONTAMINATION

11

RESILIENT INFRASTRUCTURE

12

SUSTAINABLE CONSUMPTION AND PRODUCTION

COMMITMENT	2024 PERFORMANCE	STATUS	MATERIAL TOPICS	UAE STRATEGIC OBJECTIVES
Be the global benchmark for safety and security with 100% HSE	Two fatalities. Detailed investigations and enhanced barriers and controls implemented	<div></div>	<ul style="list-style-type: none">Occupational health & safetyAsset integrity and critical incident management	Environmental Vision 2030 (Abu Dhabi)

WORKFORCE DIVERSITY AND DEVELOPMENT

COMMITMENT	2024 PERFORMANCE	STATUS	MATERIAL TOPICS	UAE STRATEGIC OBJECTIVES		
Appoint a minimum of one woman to every company Board of Directors (BoD) by 2025	20 out of 21 ADNOC Company boards had women representation	<div></div>	<ul style="list-style-type: none">Ethical employment practicesNon-discrimination and equal opportunity	<ul style="list-style-type: none">UAE Centennial 2071UAE Strategy for Talent Attraction and RetentionAbu Dhabi Economic Vision 2030'We the UAE 2031' vision		
Achieve 60% Emiratisation by 2025	Achieved 61% Emiratisation in 2024	<div></div>				
	New target: Achieve 65% Emiratisation by 2028					
Achieve 30% women representation in middle and senior management appointments ⁷ by 2028	New target set in 2024 under the UAE Private Sector's Gender Equality Acceleration Pledge, aimed at advancing women's full participation and leadership across all decision-making levels	<div></div>				

⁷ Includes employees holding the following positions: Controllers, Head, Team Leaders, Managers, Head of Sections, Associate General Counsel, General Counsel, Vice Presidents, Senior Vice Presidents, Chiefs, Executives and Directors.

ECONOMIC AND SOCIAL CONTRIBUTION



COMMITMENT	2024 PERFORMANCE	STATUS	MATERIAL TOPICS	UAE STRATEGIC OBJECTIVES
Locally manufacture \$19 billion (AED 70 billion) products in procurement pipeline by 2027	Achieved a cumulative total of \$19.6 billion (AED 72.3 billion), surpassing our target	●	<ul style="list-style-type: none">Economic impactsImpact on local communities	<ul style="list-style-type: none">Abu Dhabi Industrial StrategyNational In-Country Value (ICV) ProgramAbu Dhabi Economic Vision 2030UAE Energy Strategy 2050National Hydrogen Strategy
	New target: Locally manufacture \$24.5 billion (AED 90 billion) products in the procurement pipeline by 2030			
Create an additional 5,000 private sector jobs for UAE Nationals by 2027	Created 7,000 jobs in 2024, exceeding our target	●		
	New target: Create 25,000 new private-sector jobs for UAE Nationals by 2028			
Drive \$48.5 billion (AED 178 billion) back into the UAE economy by 2028	Drove \$65.9 billion (AED 242.0 billion) back into the UAE economy, exceeding our target	●		
	New target: Return \$54.5 billion (AED 200 billion) back into the UAE's economy from 2025 to 2029			
Maintain an ICV score of more than 50% across our value chain	Surpassed ICV score of 50% for year 2024	●		

BUSINESS SUSTAINABILITY



COMMITMENT	2024 PERFORMANCE	STATUS	MATERIAL TOPICS	UAE STRATEGIC OBJECTIVES
Integrate risk management across all operations and business planning	Established and enhanced a single interface across all risk assurance functions	●	<ul style="list-style-type: none">Public policyTechnological innovation and digitalizationBusiness ethics	<ul style="list-style-type: none">Abu Dhabi Economic Vision 2030Environmental Vision 2030 (Abu Dhabi)

^[1] Target due dates are set for 2030 unless otherwise specified.

^[2] We have updated some of our targets after achieving them ahead of schedule, and further incorporated additional targets as reflected on this page.

^[3] Includes employees holding the following positions: Controllers, Head, Team Leaders, Managers, Head of Sections, Associate General Counsel, General Counsel, Vice Presidents, Senior Vice Presidents, Chiefs, Executives and Directors.



How we support the United Nations Sustainable Development Goals



We are committed to supporting the UN SDGs. As an international energy company, our activities today may touch every SDG in some way, but our focus is on those SDGs we believe we have the closest relevance to our activities, our strategic focus and where we are best placed to make a positive impact.



Good Health & Wellbeing

We actively support health and wellbeing by encouraging our employees and the communities in which we operate to adopt healthy, active lifestyles. We protect our people’s safety and wellbeing through rigorous health, safety and environmental standards, comprehensive risk management and by fostering a strong safety culture. We are the main sponsor of the Abu Dhabi Marathon and are actively working with the Abu Dhabi Sports Council to encourage participation.



Quality Education

Since 1974, we have invested in education as part of our dedication to building a sustainable, knowledge-based economy. Through strategic partnerships, we continue to support a wide range of STEM programs, inspiring the next generation of scientists, engineers, data scientists and technology experts to drive future innovation and progress.



Gender Equality

We are actively working towards greater gender balance and are continuing our efforts to increase women representation in leadership and technical roles. We promote gender equality by embedding inclusive leadership development and advancing women’s representation in leadership and on boards through targeted programs and partnerships, while fostering a workplace culture grounded in equity and opportunity.



Affordable & Clean Energy

We are making significant strides to produce cleaner energy today while investing in the clean energy solutions of the future. By accelerating the decarbonization of our oil and gas operations, expanding our low-carbon ammonia portfolio, and investing in low-carbon hydrogen and renewables through our shareholding in Masdar, we are driving energy systems transformation.



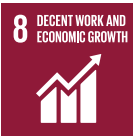
Climate Action

We rank among the world’s lowest carbon-intensity oil and gas producers, regularly investing in lowering the carbon footprint of the energy we produce. Our decarbonization efforts include expanding renewable energy investments, developing a global hydrogen value chain, deploying cutting-edge climate technologies, and advancing nature-based solutions, such as planting 10 million mangroves in the UAE by 2030.



Life on Land

Our commitment to protecting the natural environment is anchored in our operating framework and practices. We work to positively impact the environment by protecting, preserving, enhancing and restoring biodiversity, especially in sensitive onshore and offshore areas. To support this commitment, we have established protected exclusion zones for the Arabian oryx and other endangered wildlife species.



Decent Work & Economic Growth

We are dedicated to fostering economic diversification, socioeconomic development and job creation. Through the In-Country Value program, we aim to enable local businesses to benefit from planned large-scale projects while promoting the employment of local talent in the private sector, contributing to long-term national growth.



Life Below Water

We work to actively protect the UAE’s marine ecosystem. We have installed artificial fish habitats to repopulate the area and developed a rescue and rehabilitation program for endangered sea turtles in the area surrounding the Hail and Ghasha development project which is located in the Marawah Marine Biosphere Reserve, a UNESCO designated area.



Partnerships for the Goals

We believe there is a need for collaboration and partnership to achieve our business and sustainability goals, leveraging collective knowledge and experience in the areas of operational excellence, innovation and sustainable development. We are a participant in the UN Global Compact. We are members of industry collaborations such as the Institute of Oil and Gas Providers (IOGP), the International Petroleum Industry Environmental Conservation Association (IPIECA), the World Business Council for Sustainable Development (WBCSD), the Oil & Gas Methane Partnership (OGMP) 2.0, and the Oil & Gas Decarbonization Charter (OGDC).



“ADNOC's sustainability performance sets a high standard for the energy sector. By leveraging data-driven insights and innovative practices, ADNOC is advancing initiatives that benefit people, planet, and foster long-term prosperity. Their strong commitment to sustainable growth not only supports our collective progress towards achieving the Sustainable Development Goals, but also strengthens the UAE’s global competitiveness as a leader in responsible energy.

● **H.E. Hanan Ahli**
Managing Director,
Federal Competitiveness and Statistics Center



Stakeholder engagement and partnerships

We believe that meaningful stakeholder engagement and strategic partnerships are essential to achieving our sustainability goals. We seek to engage regularly with a diverse group of stakeholders, including government entities, industry partners, customers and communities, to better understand their expectations and inform our approach to environmental, social and governance challenges.

Insights from these engagements help to shape our priorities and guide our strategy. These collaborative efforts reinforce our commitment to delivering energy responsibly, supporting national development priorities and contributing to the UN SDGs.

Our approach to stakeholder engagement is tailored to the specific needs and interests of each stakeholder group, driving regular and constructive dialogue across our operations.



Stakeholder group

How we engage

Employees

- **Internal communications:** we engage employees through intranet updates, newsletters, emails, Microsoft Teams, and Viva Engage, to support easy communication and collaboration.
- **Townhalls:** we host townhalls where leadership shares key updates, addresses concerns and fosters an open dialogue.
- **Employee engagement surveys:** we conduct annual surveys to gather employee feedback, driving improvement in areas most relevant to our people.
- **Leadership site visits:** our leadership and management teams regularly engage with employees to keep them informed of relevant changes as well as listen to their needs.
- **Corporate and department events and activities:** we connect with employees through corporate and department events, team-building activities, and corporate social responsibility initiatives to strengthen engagement and teamwork.

- **Meetings with line managers for performance appraisals:** we support employee growth by conducting regular performance appraisals, providing feedback and aligning career development with business goals.
- **Excellence awards:** we recognize employees for their contribution to the ADNOC values and our business objectives.
- **Talent development:** we provide a broad range of learning opportunities to expand their competencies and skills, through a combination of on-the-job experience, work assignments, targeted training and coaching and mentoring.



Suppliers and contractors

- **Local content:** we provide local businesses with commercial opportunities and drive private sector Emiratization through our ICV strategy.
- **Workshops and forums:** we engage in dialogue and feedback to extend ADNOC's commitment to ethical business practices as defined in our Supplier and Partner Code of Ethics and HSE Management of Contractors
- **Supplier support service:** we have a hotline in place and provide email support for suppliers to communicate queries, suggestions and clarifications
- **Performance evaluations:** we conduct reviews and audits to monitor compliance with performance standards, worker welfare expectations and HSE plans.



“Across the full value chain of traditional and renewable energy sectors, AI technologies can optimize energy usage, improve safety, reliability and efficiency, reduce emissions and accelerate low- and no-carbon energy solutions. Through our strategic collaboration, we are exploring opportunities to accelerate AI deployment across ADNOC’s operations, enhancing efficiencies, driving methane reduction initiatives, minimizing emissions, and strengthening biodiversity monitoring to better protect the environment.”

Darryl Willis
Corporate Vice President,
Energy & Resources Industry, Microsoft



How we engage

Government and regulators

- **Reports:** we disclose information to relevant federal entities and regulators on our compliance with key policies and contributions to national commitments and goals, including environmental impact, climate change and economic development.
- **Working groups:** we participate in multi-disciplinary, multi-stakeholder workshops with subject matter experts to explore opportunities for sharing best practices, collaboration and driving policies.
- **Engagement with UAE government bodies:** we support national strategies through active dialogue with key government entities including the Ministry of Energy and Infrastructure (MoEI), the Ministry of Industry and Advanced Technology (MoIAT), the Ministry of Climate Change and Environment (MOCCAE), the Department of Energy Abu Dhabi (DOE) and the Ministry of Human Resources and Emiratization (MOHRE).



Local communities

- **Social investment:** we sponsor programs and initiatives to preserve local heritage, develop the local economy and empower youth in the places we work.
- **Campaigns:** we raise awareness on key health and wellbeing issues.
- **Employee volunteering:** we actively involve employees in local community programs.
- **Community-wide engagement:** we engage with local government bodies, hospitals, schools, and other key community members by hosting community events and outreach programs, supporting local development projects and addressing specific concerns through open dialogue and partnership.
- **Emiratization initiatives:** taking action to incorporate Emirati talent in the workforce, offering them upskilling opportunities and career support. We have partnered with the Emirati Talent Competitiveness Council on the government's Nafis program that promotes UAE Nationals' representation in the private sector.



How we engage

Customers and partners

- **Surveys and events:** we assess our customers' satisfaction and work to understand their evolving needs to improve our supply chain management.
- **Technical and board meetings:** our concession partners are represented on the board of directors and advisory committees of ADNOC companies, which report on financial and operational performance.

Investors

- We engage with our investors and the broader investment community through roadshows, forums and meetings with our senior management and investor relations teams.
- We discuss evolving Environmental, Social and Governance (ESG) expectations, regulatory developments, our sustainability initiatives and other ESG-related requirements through dedicated meetings that foster productive communication and alignment with their priorities.

How we engage

Non-Governmental organizations (NGOs), civil society organizations (CSOs) and international organizations

- We actively engage with non-governmental organizations, civil society and international organizations furthering sustainable development such as the United Nations Development Program (UNDP) and the World Economic Forum (WEF).
- We are participants in internationally recognized frameworks such as the UN Global Compact and the UN Women's Empowerment Principles.



Industry partnerships and collaborations

- We are members of industry bodies such as the International Association of Oil & Gas Producers (IOGP) and the International Petroleum Industry Environmental Conservation Association (IPIECA), which is the oil and gas industry association for advancing environmental and social performance. Our companies are members of industry associations relevant to their operations.
- We are a member of the WBCSD, OGMP 2.0, and a founding signatory of the OGDC, a partnership of more than 50 oil and gas companies launched at COP28 to accelerate decarbonization of the global oil and gas sector.
- We host the annual ADIPEC conference, one of the world's largest and most influential energy conferences that convenes government and industry leaders, as well as innovators and industry professionals to deliver critical insights concerning issues impacting the future of energy.
- ADNOC chairs the regional Chief Sustainability Officers (CSO) Network, a platform uniting CSOs across sectors in the Middle East and Africa to share insights, tackle challenges, and drive sustainability. Founded in 2023, the network has over 100 members from leading national and multinational companies, collaborating on future trends, community engagement, and joint initiatives for a greener, more inclusive future.
- In collaboration with the New York Stock Exchange (NYSE) and the CSO Network, ADNOC organized the Global Sustainability Forum in Abu Dhabi to address different sustainability topics. The Forum, which has been conducted twice, brought together sustainability executives from different sectors and different nations to work together towards a net-zero future.

“People are at the heart of the transition – enabling and embracing innovation, creating more and better job opportunities, building stronger communities and more resilient societies. ADNOC's sustainability journey reflects the recognition and reality that energy producers have a vital role to play in shaping and contributing to a transition that is good for people and planet. By aligning decarbonization efforts with socio-economic outcomes, ADNOC showcases how industrial development and environmental action can and must go hand in hand.”

● **Gim Huay Neo**
Managing Director,
World Economic Forum

“The future of energy isn't defined by targets alone — it's about driving societal transformation, touching billions of lives while safeguarding our planet's health. ADNOC's sustainability journey demonstrates that progress goes beyond promises; it's about taking meaningful action where it matters most — empowering customers, building resilience, and shaping new energy futures that balance security, affordability, and sustainability. Congratulations on pursuing people-centric solutions that truly protect our planet.”

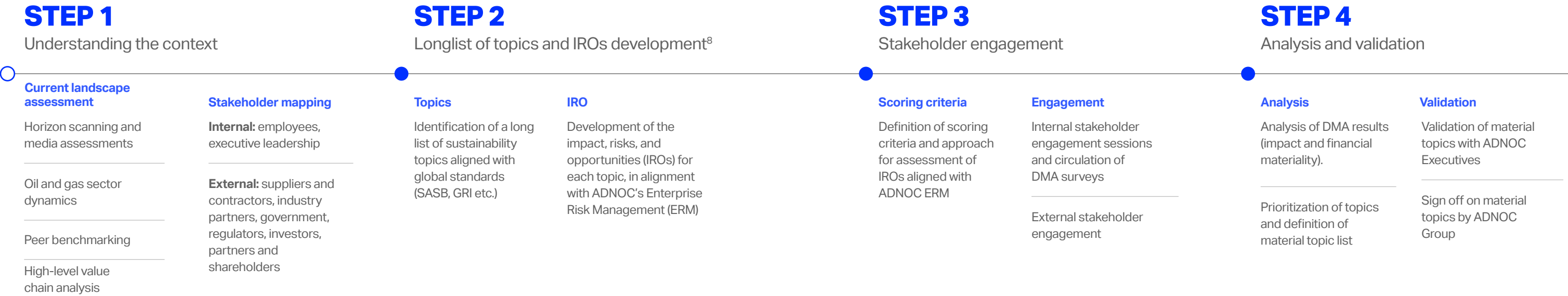
● **Angela Wilkinson**
Secretary General and Chief Executive Officer,
World Energy Council



Our material sustainability topics

Understanding our most relevant sustainability priorities is an important part of shaping a Sustainability Strategy that is both impactful and resilient. In 2024, ADNOC conducted a comprehensive double materiality assessment (DMA) informed by Global Reporting Initiative (GRI) standards and consideration for evolving global best practices. This assessment considers both the impact of our activities

on the economy, environment and people (impact materiality), as well as how sustainability related risks and opportunities may affect our business performance (financial materiality). The assessment reflects input from a wide range of internal and external stakeholders and supports more informed decision-making across our operations.



MATERIAL TOPICS

We identified 16 key topics that we believe reflect the sustainability topics of most interest to our stakeholders, strategic importance to our business and our ability to create a positive impact across the value chain.

• Climate change and GHG emissions

• Air emissions

• Waste management

• Biodiversity

• Water and water effluent management

• Closure and rehabilitation

• Occupational health and safety

• Ethical employment practices

• Economic impacts

• Non-discrimination and equal opportunity

• Asset integrity and critical incident management

• Impact on local communities

• Public policy

• Technological innovation and digitalization

• Business ethics

• Resource use and circular economy

The topics identified also serve as a foundation for selecting relevant reporting metrics, increasing transparency and enhancing our disclosures to remain responsive to evolving stakeholder expectations and disclosure requirements.

We are committed to periodically revisiting this assessment to reflect changing priorities, emerging risks, and new opportunities for value creation.

⁸ IROs – Impacts, risks and opportunities.

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Awards and recognition



Forbes Middle East Sustainability Leaders 2024

Dr Sultan Al Jaber, Minister of Industry and Advanced Technology, COP28 President, UAE Special Envoy for Climate Change and MD & GCEO at ADNOC, was recognized as the number one **"Government Leader"** in 2024.

Ibrahim Al Zu'bi, Group Chief Sustainability & ESG Officer at ADNOC, was recognized as the number three **"Sustainability Leader in Oil & Gas"**.

Ahmed El-Hoshy, Chief Executive Officer at Fertiglobe, was recognized as the number six **"Sustainability Leader in Manufacturing & Industrials"**.

ADNOC's carbon capture utilization and storage (CCUS) project at our gas processing complex Habshan was recognized as one of the **"Most Sustainable Projects"** in the region.



Third Sector Awards 2024

ADNOC's 'Energy for Education' program won the **"CSR Initiative of the Year 2024"**.



Sheikh Hamdan bin Zayed Environmental Award

ADNOC won the Sheikh Hamdan Bin Zayed Environmental Award in the **"Environmental Performance"** category. This acknowledged ADNOC's implementation of a range of lower-carbon technologies and solutions across its operations, with the protection of the UAE's natural environment at the heart of its strategy.



Oil & Gas Middle East Awards 2024

Eiman Al Hammadi, Manager, Business Development, Global Chemicals at ADNOC Refining, was recognized as the **"Energy Woman of the Year"**.

Youssef Salem, Chief Financial Officer at ADNOC Drilling, received the **"Oil & Gas Executive of the Year"** award.

ADNOC Refining won the **"Sustainability Initiative of the Year – Downstream"** award for its pioneering efforts in producing Sustainable Aviation Fuel (SAF) in the Middle East.

ADNOC, together with Khalifa University of Science and Technology, received the **"Technical Innovation of the Year – Government Sector"** award for their vision-based flare analytics project



ShipTek International 2024 Awards

ADNOC Logistics & Services received the **"Green Shipping Award"** for its commitment to environmentally friendly shipping practices and the **"Ship Operator of the Year"** award for its exemplary contributions to the maritime industry.



Project Finance International (PFI) Awards 2024

Project Wave, focused on cutting down water injection related energy usage and developed in consortium with ADNOC, TAQA and Metito, was awarded **"Sustainable Deal of the Year"**.



Dubai Chamber of Commerce Centre for Responsible Business' ESG Label

ADNOC Distribution was awarded the **"Dubai Chamber of Commerce Centre for Responsible Business' ESG Label"**, the first fuel retailer in the Middle East to receive this distinction.



2024 Arab Fertilizers Association Sustainability Award

Fertiglobe obtained the **"2024 Arab Fertilizers Association Sustainability Award"** during the 36th AFA Technical Conference in Bahrain.



The Maritime Standard (TMS) Awards 2024

ADNOC Logistics & Services won the **"Sustainable Shipping"** award and was recognized as **"Ship Owner/Operator of the Year"**.



2024 GCC Government HR and Youth Awards

ADNOC Distribution was recognized at the 2024 GCC Government HR and Youth Awards.

Amna Al Hammadi, Employee Relations Manager, was awarded the **"People First"** Leader Award.

Talent Acquisition Manager, Shireen Ali, led efforts to win **"Organization of the Year for Women Empowerment"**.

Amit Parashar, Senior Analyst in Talent Development, earned a **"Certificate of Distinction"** for his work on ADNOC Distribution's Learning & Development Program.



Ringier Technology Innovation Award

Borouge received the **"Ringier Technology Innovation Award"** for Borlink™ LS4201S, a high-performance solution integral to major energy projects such as submarine cables, enabling renewable energy transformation.



International Fertilizers Association Industry Stewardship Champion

Fertiglobe was recognized as the **"Industry Stewardship Champion"** for its ability to measure, compare and improve its safety, health and environmental performance.



Gulf Energy Excellence Awards 2024

ADNOC Offshore's smart helmet solution earned the **"Best Health, Safety, or Environmental Contribution, Midstream Award"**.

About this report

ADNOC’s 2024 Sustainability Report outlines our approach to embedding sustainability within our corporate strategy and operations, focusing on our most material sustainability topics. It highlights many of our ambitions, key initiatives, and performance, with a particular emphasis on our 2024 achievements. Through this report, we showcase how our commitment to sustainability principles drives long-term value creation for our stakeholders.



Reporting guidelines

This report has been prepared with consideration of leading environment, social and governance frameworks, standards and guidelines. It has been developed with reference to the Global Reporting Initiative (GRI) Standards 2021. It seeks to apply the following GRI reporting principles.

GRI reporting principles

- Accuracy
- Balance
- Clarity
- Comparability
- Completeness
- Sustainability context
- Timeliness
- Verifiability



This report draws guidance from International Petroleum Industry Environmental Conservation Association (IPIECA) guidelines. Moreover, we support the Ten Principles of the United Nations Global Compact (UNGC) on human rights, labor, environment and anti-corruption.

Reporting boundaries

This report covers the reporting year 2024, spanning January 1 to December 31, and draws from our double materiality assessment conducted in 2024. Financial figures are reported in US dollars (\$) and UAE dirhams (AED).

The reporting boundary for sustainability performance data encompasses all ADNOC subsidiaries, where we hold responsibility for setting and enforcing standards. It covers all aspects of our operations where we maintain 100% operational control. It excludes Borouge Pte joint venture activities outside the UAE and all Fertiglobe operations, both within and outside the UAE⁹. In 2024, ADNOC introduced XRG P.J.S.C, which is included in the boundary of this report. The reporting boundaries remain consistent with prior years’ reporting unless stated otherwise, with specific boundary details provided in footnotes to support data.

Internal validation and external assurance

All figures in this report speak as of and for the year ending December 31, 2024, unless specifically referenced otherwise. Some of the data presented may reflect the rounding of subtotals. The information presented is sourced from our internal reporting systems, where it is captured, recorded and subject to validation by reporting businesses and subject matter experts. This report has been approved by ADNOC’s Managing Director and Group CEO and Executive Directors. Any significant restatements from prior years’ reporting will generally be disclosed in the ESG data index. Limited assurance on selected sustainability indicators in this report has been provided by EY in accordance with international standards. See pages 160 for the assurance letter from EY.

Cautionary statement

This report contains certain forward-looking statements (statements related to the future and not to past events with respect to businesses of ADNOC, including plans and objectives with respect to these items). These statements can be identified by the use of forward-looking terminology such as ‘targets’, ‘aims’, ‘plans’, ‘beliefs’, or similar wording or variations of it that refer to future actions, events, results, or outcomes. It should be noted that foward-looking statements and data presented herein are not guarantees of future performance and ADNOC’s actual performance may differ from those made in or suggested by these forward-looking statements and data.

These forward-looking statements are to be read as qualified statements as they refer to or involve risks and uncertainties related to future expectations or future impact beyond ADNOC’s control. Actual events, results or outcomes may differ materially from how they are stated or implied in these forward-looking statements. Historical, current, and forward-looking sustainability-related statements included in this report are based on evolving standards and methodologies for measuring and

reporting ESG matters. Their inclusion reflects the Company’s commitment to transparency and stakeholder engagement but does not imply that such information is considered material to the Company. Where we mention industry collaboration or partnerships, we do not control and may not always agree with pwith the positions taken by these organizations, but we believe our participation is nonetheless important to have an informed exchange of views on various issues.

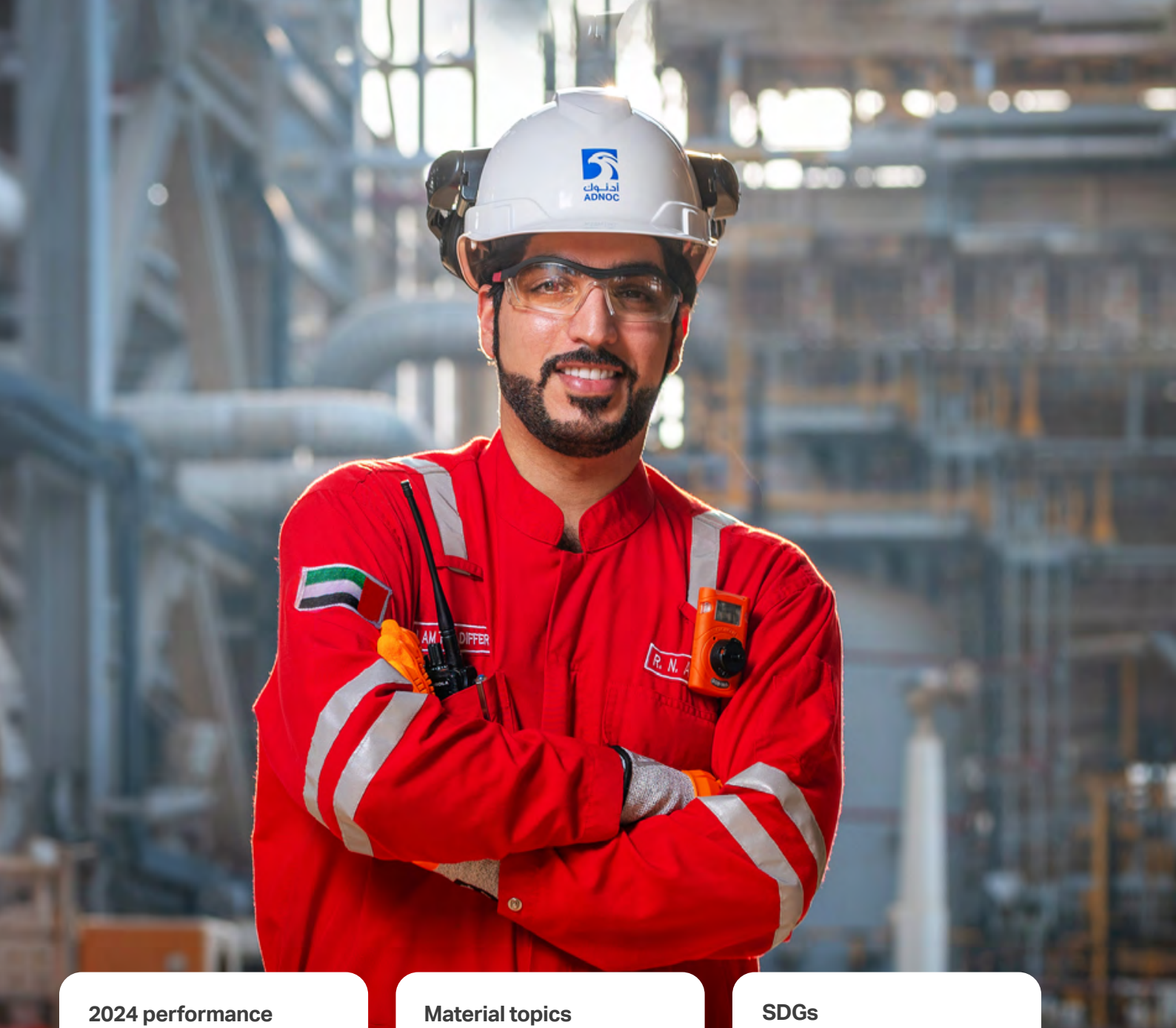
Contact point

We encourage engagement and collaboration with stakeholders as we continue to advance our sustainability journey. For further information or questions on our Sustainability Strategy, disclosures, or performance metrics, please contact sustainability.hq@adnoc.ae To view our ESG data based on our sustainability topics and the GRI index, please refer to the ADNOC ESG data index.

⁹ Both entities issue separate sustainability reports.

KEEPING OUR PEOPLE SAFE





2024 performance

- 2 fatalities
- 0.11 total recordable injury rate (per million workhours)
- 0.05 lost time injury rate (per million workhours)
- 60% reduction in each Tier 1 & 2 process safety event

Material topics

- Occupational health and safety
- Asset integrity and critical incident management

SDGs



At ADNOC, safety is a core value and a cornerstone of our Sustainability Strategy. It is integrated throughout our operations, underpinning our pursuit of operational excellence and long-term resilience. Operating in complex environments, marked by hazardous processes, heavy machinery and high-risk conditions, demands dedication to safety at all levels.

We are dedicated in our commitment to returning every individual involved in our operations home safely, every single day. This dedication represents our obligation to our employees, our stakeholders and the communities we impact. We have set targets of achieving zero fatalities and avoiding any catastrophic events, underscoring our commitment to safety and wellbeing.

Through robust systems, continued learning and a proactive safety culture, we strive to uphold high standards across our value chain. Safety is not just a metric – it is an intrinsic value that shapes our operations and our role as a responsible energy leader

Our approach

ADNOC is committed to the highest health and safety standards to safeguard our employees, contractors, business partners, communities and the environment. Our policy is designed to create accountability across all levels and foster a proactive safety culture, empowering everyone to halt unsafe practices. We implement effective security and business continuity measures in our efforts to adhere to sustainable business practices as outlined in the ADNOC Group Health, Safety and Environment (HSE) Policy.

ADNOC's HSE policy emphasizes our commitment to health, safety and environmental excellence by protecting people, contractors, communities, assets and the environment.

The policy focuses on achieving zero harm and fostering a strong HSE culture through stakeholder engagement, HSE awareness and competency building, to empower intervention in unsafe practices, driving accountability across all levels.

It underscores our commitment to preserving natural resources, reducing emissions and effluents, and protecting biodiversity.

It includes a focus on risk management, robust emergency preparedness, response and crisis management and the prevention of incidents by maintaining asset integrity and process safety management.

It also enforces compliance with HSE laws, regulations and internal procedures as well as performance monitoring and reporting, and continued improvement. The HSE policy is implemented through a comprehensive HSE management system.

ADNOC has established a number of HSE committees that actively involve employee participation to support comprehensive safety governance across all levels, such as

- CEO HSE Forum, comprising of all Group company CEOs and HSE leaders, as well as HSE Executive Meetings to provide strategic direction and align on key initiatives at the leadership level.
- Corporate HSE Committees led by Group company CEOs as well as HSE Site Level Committee, led by site management representatives and including members from various disciplines within the site, keeping operational workers actively involved in maintaining high HSE standards.
- In 2024, ADNOC established a Contractor Safety Partnership, fostering collaboration with our top 25 strategic contractor partners, suppliers and service providers, in promoting best safety practices and accelerating institutional learning.

Central to our safety ambition is upholding our core value of '100% HSE'. This value forms the basis of how we think, behave and act and is a company-wide commitment. It is not only about compliance, but also about empowering everyone to speak up, intervene and learn when safety is compromised. Our goal is to eliminate fatalities, life-altering injuries and serious process safety events.

We maintain a robust and comprehensive Health, Safety and Environment Management System (HSEMS) to provide for the systematic and effective implementation of our policy commitments. Our HSEMS is informed by internationally recognized safety and environmental management frameworks and standards¹⁰. It is applied across our business, including all employees and contractors. The purpose of our HSEMS is to:

- Protect people, the environment, assets and our reputation
- Define clear HSE goals, targets, expectations and roles and responsibilities
- Foster continuous improvement in measurement and feedback mechanisms

Our process is to conduct Health, Safety, and Environmental Impact Assessments in compliance with relevant regulations, standards and company requirements throughout a project's lifecycle. These assessments identify potential hazards and impacts, informing decision-making on adequate control measures to manage and mitigate risks.

In 2024, we conducted a comprehensive review of our HSE guidelines to further align them with the latest international standards. The review process involved thorough consultations with employees and business partners, including contractors and joint ventures. This collaborative effort brought together technical authorities, risk specialists and operational teams from various departments. The updated manuals now define the minimum requirements for our operations. Additionally, we developed HSE Corporate Practices to recommend approaches for meeting the HSE requirements outlined in our manuals.

¹⁰ ADNOC HSEMS Structure is aligned with International Standards including ISO 9001, ISO 45001, ISO 14001, ISO 22301, ISO 31000, ISO 55001, International Safety Management (ISM) Code Elements and American Petroleum Institute (API) RP75, International Association of Oil and Gas Producers (IOGP), and International Maritime Organization (IMO).

Occupational health

Occupational health addresses the holistic well-being of our workforce, encompassing both physical and psychological aspects related to their work and environment. Our Occupational Health Management Manual outlines the essential protocols for the proactive management of occupational health risks.

Dedicated awareness campaigns are strategically implemented in an effort to mitigate or prevent exposure to health hazards, guided by audit insights and risk evaluations. These encompass annual initiatives such as the Beat the Heat, Noise Exposure, and Respiratory Protection Awareness campaigns. In 2024, a Food Safety Awareness Campaign was initiated to enhance hygiene practices across operational sites. Informational material, including posters, pocket cards, and videos,

were disseminated across Group companies to educate employees about potential health risks.

If an incident does occur, a comprehensive investigation is expected to be carried out in accordance with ADNOC’s incident management standard. In 2024, four occupational health illness incidents related to heat stress were recorded across ADNOC.

Occupational health management manual

Competence

- Ensure service providers, including personnel, vendors, and consultants, have the required qualifications and expertise

OHRA (Occupational Health Risk Assessment)

- Conduct OHRA at each project phase to identify and assess risks associated with work-related health hazards and evaluate potential health effects
- Deploy advanced identification tools to proactively detect and mitigate work-related risks
- Review OHRAs regularly based on risk levels, changes, incidents or new regulations

Control of health risks

- Apply a hierarchy of controls when implementing measures to prevent or mitigate health risks if required: elimination > substitution > isolation > engineering controls > administrative controls > personal protective controls

Information, instructions and training

- Provide workers with information, instructions and training on health hazards identified and worker groups affected
- Carry out regular progress reviews to determine the magnitude of health hazard risk and the effectiveness of controls

Medical examination and health surveillance

- Implement a health screening and risk-based surveillance program
- Commence the surveillance program at the pre-employment stage
- Conduct tests and examinations to obtain baseline data and continue regularly throughout the employment period, where appropriate

Action tracking

- Track actions, responsibilities, and follow-ups on occupational health and safety issues to ensure accountability and closure

Compliance / assurance structure

- Establish a structure to ensure the effectiveness of the occupational health management system through audits and inspections

The following occupational health hazards are addressed:

Physical health hazard	Chemical hazard management	Biological hazard management	Ergonomic hazard management	Psychosocial hazard management
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Smart helmet: enhancing workplace safety



ADNOC launched the smart helmet initiative to advance real-time monitoring and support worker protection. Equipped with AI-powered sensors, the helmet monitors critical parameters such as body temperature, fatigue levels and PPE compliance, to help markedly reduce risks and enhance safety oversight. ADNOC Offshore's smart helmet solution earned the “Best Health, Safety or Environmental Contribution, Midstream Award” at the Gulf Energy Excellence Awards 2024.

AI-driven ergonomics software to reduce musculoskeletal disorder



Musculoskeletal disorders (MSDs) are a common consideration in many workplaces, often linked to repetitive motions, high-exertion activities and ergonomic conditions. Supporting employee comfort and productivity through proactive ergonomic strategies is essential to building a safe, sustainable work environment.

In 2024, ADNOC took a proactive step in refining its approach to managing MSDs by implementing AI-powered 3D motion capture software. This cutting-edge technology evaluates recorded job tasks to identify ergonomic risk factors and identify opportunities to better support employees engaged in physically demanding or repetitive work.

Twelve operating companies within ADNOC assessed > 630 jobs utilizing this advanced system. The assessment identified multiple opportunities to improve comfort, efficiency and ergonomics by refining equipment design, workstation setup and workflow practices.

To address these opportunities, ADNOC developed a comprehensive improvement plan, which included:

Task optimization: refining job tasks to promote ease of movement and reduce unnecessary physical exertion.

Coaching: providing training and guidance to employees on optimal ergonomic practices.

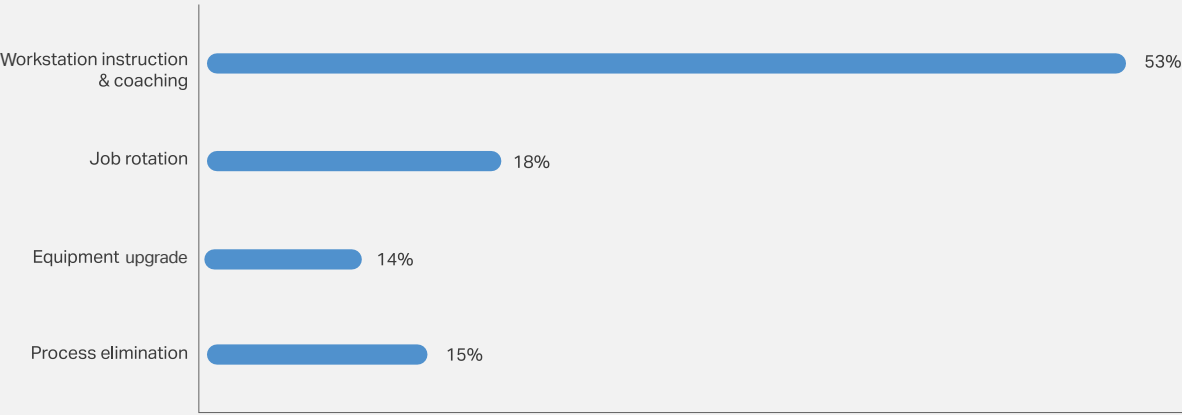
Equipment upgrades: investing in ergonomically designed tools and equipment.

Process elimination: removing or redesigning processes to support ergonomics and reduce the potential for repetitive strain.

By the end of 2024, over 35% of the identified improvements had been successfully executed. These initiatives have not only diminished the risk of MSDs but also enhanced overall workplace safety and productivity.

Improvement measures distribution

Percentage of tasks





Personal safety and work management

ADNOC's Personal Safety and Work Management System is designed to control, coordinate and communicate work activities across the organization. It integrates ADNOC's 10 Life-Saving Rules, fostering a holistic and resilient

approach to job safety analysis. This includes critical safety elements such as comprehensive formal risk assessments, energy isolation and permit-to-work (PTW) procedures. The aim is to standardize these

safety practices across ADNOC, supporting adherence to high safety standards. In 2024, ADNOC completed the migration to a digital PTW system for our operations, with enhanced efficiency, tracking and compliance management.

10 Life-saving rules



Work authorization

work with a valid permit when required



Confined Space

obtain authorization before entering a confined space



Hot Work

control flammables and ignition sources



Energy Isolation

verify isolation and zero energy before work begins



Working at Height

protect yourself against a fall when working at height



Toxic Gas

follow the rules for working in toxic gas environments



Safe Mechanical Lifting

plan lifting operations and control the area



Driving

follow safe driving rules



Line of Fire

keep yourself and others out of the line of fire



Bypassing Safety Controls

obtain authorization before overriding or disabling safety controls

Transportation safety

ADNOC places a paramount emphasis on transportation safety across modes of transport, including road, air, sea and rail operations. This focus is exemplified through stringent safety measures, ongoing oversight and the integration of advanced technologies.

In 2024, ADNOC further reinforced its safety management framework by instituting a High-Risk Transportation Team within the Group HSE Function. This specialized team is assigned to supervise high-risk transportation operations. Furthermore, a comprehensive review of the transportation safety manual and corporate transportation safety practices was undertaken to support adherence to international standards¹¹.

ADNOC has identified road safety as a critical challenge in its transportation safety initiatives. As road transport often faces limited regulation, ADNOC has implemented a number of safety measures to better safeguard drivers, operators and road users.

Transportation safety initiatives

Monthly road safety reporting

ADNOC's monthly road safety reports monitor driver performance and highlight issues. These reports recognize and reward top drivers, incentivizing safe driving. Drivers needing improvement receive tailored support and training to meet high safety standards.

Journey management plans

ADNOC requires a journey management plan for every road journey. This plan includes a comprehensive risk assessment to identify and mitigate potential hazards before trips, to support effective risk management and more thorough preparation.

AI and technology advancement in transportation safety

ADNOC vehicles are equipped with in-vehicle monitoring systems to track real-time driver behavior, monitoring metrics like speeding, seatbelt usage and braking patterns. Advanced systems like active fatigue and distraction detection use AI for facial recognition and eye-tracking to detect drowsiness or inattention, issuing immediate alerts to drivers and fleet monitoring centers for real-time intervention, significantly enhancing safety.

¹¹ International standards include the International Association of Oil and Gas Producers (IOGP), International Maritime Organization (IMO), and Safety of Life at Sea (SOLAS).

Contractor HSE

Contractors play a vital role in our operations, contributing to over 75% of the total number of hours worked. To safeguard our contractors and support sustainable working conditions, ADNOC has established a comprehensive Contractor HSE Management Manual.

This manual fosters partnerships with businesses dedicated to our 100% HSE value and outlines requirements for proactive management of contractors' HSE performance. ADNOC helps contractors comprehend and adhere to safety guidelines through detailed

contractual agreements that specify stringent safety requirements. Contractors receive training on ADNOC HSE programs and are actively engaged in HSE-related campaigns as detailed in safety training, occupational health and safety sections.

Contractor HSE management standard

Prequalification and selection

- Defines minimum HSE standards for contractor selection and the objectives for each stage of the contract

Contractor HSE management

- Describes a planned approach to managing contractor HSE to ensure continuous improvement in HSE performance for all contractor activities and facilities
- Includes requirements for contractor induction and training
- Provides an approach to monitoring the implementation of HSE requirements and monitoring of contractor compliance with HSE requirements

Definition of roles and responsibilities

- Describes the roles and responsibilities of key personnel
- Ensures accountability and effective implementation

Enhancing contractor onboarding with SAP Fieldglass

In 2024, ADNOC launched the Contractor HSE Management System 'SAP Fieldglass' to enhance contractor onboarding and standardize safety requirements across its Group companies. SAP Fieldglass provides comprehensive visibility of contractors' information through an insightful dashboard, helping compliance with HSE Medical Guidelines and Onboarding HSE Training Certificates.

The integration of SAP Fieldglass with other existing systems fosters process consistency and efficiency through full automation of onboarding and offboarding, which improves cycle times. Ultimately, this system enhances accessibility, reduces delays and boosts compliance monitoring, contributing to safer and more efficient workforce integration.

The initiative has had a significant impact with approximately

100 onboarding sessions held for

9,600 attendees, including

3,000 internal users and

6,600 suppliers.

Strengthening contractor safety partnershipss

In 2024, we hosted the CEO Roundtable for Contractor Safety Partnership, bringing together 25 strategic contractor partners. The event's focus was on forming shared commitments and best practices to enhance workplace safety, foster collaboration and support mutual accountability.

This initiative not only fortified ADNOC's contractor relationships but also established a structured engagement platform anchored by quarterly meetings, reinforced leadership commitment and shared goals centered on cultivating a proactive safety culture.

To accelerate progress, strategic taskforces were formed around three key areas (worker welfare,

standardization and HSE solutions) with the objective of driving measurable improvements and aligning contractor practices with global benchmarks. Through these concerted efforts, ADNOC pursues a unified and effective approach to achieving safety excellence across its operations.

Safety training and workforce engagement

The competence and capability of our workforce are paramount to providing for the safety and well-being of our people. ADNOC employs a structured approach to safety training through a comprehensive training matrix, aligning competency requirements with specific job roles.

Training is facilitated via diverse HSE training platforms such as e-learning, computer-based training and virtual reality (VR) technology to help equip our employees and contractors with the necessary skills to identify risks, mitigate hazards. This upholds our steadfast commitment to a robust, fully integrated health and safety culture.

Through strategic HSE leadership site visits and comprehensive walk-through programs, our leaders actively engage with frontline employees and contractors, reinforcing a 100% HSE mindset and evaluating the robustness of our safety controls.

Our annual multilingual safety campaigns significantly raise awareness of critical risks, nurturing a strong safety culture for everyone.

Safety day – Safety^{ai}: Innovate. Safety. Together.



Our annual Safety Day unites ADNOC's workforce to reflect on our collective responsibility for safety, reinforcing our culture of care, accountability and operational excellence.

In 2024, Safety Day was themed 'Safety^{ai} – Innovate. Safety. Together.', emphasizing the synergy between AI and human ingenuity to revolutionize safety performance. With a record-breaking 7,400 participants across virtual, site-based and in-person

engagements, Safety Day 2024 set a new standard for scale, innovation and impact.

From immersive AI and HSE technology exhibits to dynamic panel discussions featuring global industry leaders, the event underscored ADNOC's dedication to future-ready safety initiatives.

A central focus was on human performance principles, encouraging

employees to remain vigilant, voice concerns and learn from errors, so every team member contributes to a safer ADNOC.

Throughout the campaign period, employees participated in townhalls, toolbox talks and leadership site visits, aligning with a shared vision: to innovate, to collaborate and to lead the energy sector in safe, sustainable operations.

In 2024, ADNOC trained

40 leaders and more than

12,900 employees on human performance. The content focused on how individual abilities, characteristics and limitations impact overall well-being and productivity, while also setting the tone from the top to embed these principles across the organization.

Since 2020, ADNOC has successfully trained

57,000 employees and contractors in behavior-based safety.



In 2024, ADNOC's leadership teams conducted

2,600 site visits, engaging directly with employees and contractors to assess safety performance, address concerns and reinforce a proactive safety ethos.

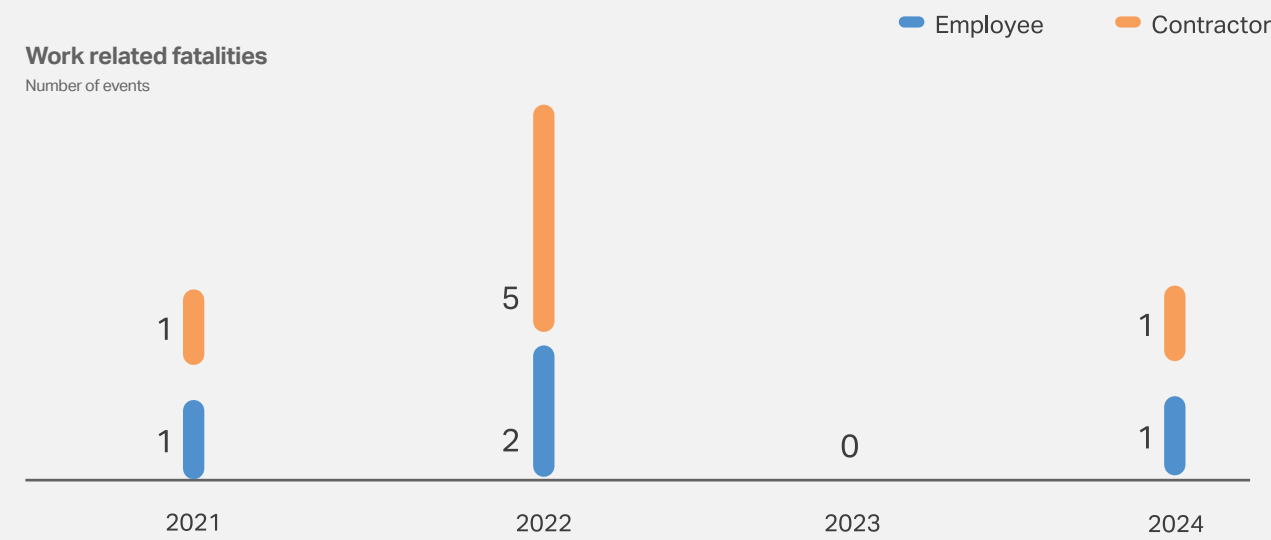
Performance

We have established comprehensive leading and lagging performance indicators to monitor our progress in safeguarding people and communities. We were deeply saddened to report two fatalities in 2024. The first incident was caused by a heavy object falling from height, while the second was a traffic accident at an onshore location. We conducted thorough investigations into both incidents and implemented enhanced safety measures based on the findings.

In regard to the first incident, we implemented targeted safety measures. We reviewed KPI effectiveness, conducted focused safety training and introduced new procedural policies. We also adopted the International Association of Oil & Gas Producers (IOGP) 'Start Work Checks'. In collaboration with AIQ, we are in the process of deploying AI-powered monitoring cameras, which provide real-time detection of safety concerns and operational risks, enabling proactive intervention and continuous safety improvement.

To address transportation safety, we introduced critical safety measures such as vehicle authorization guidelines, reviewing site safety rules with a focus on traffic management and Active Fatigue and Distraction Detection systems (AFDD). Additionally, we shared awareness and guidance materials with employees and contractors to reinforce learnings and prevent recurrence.

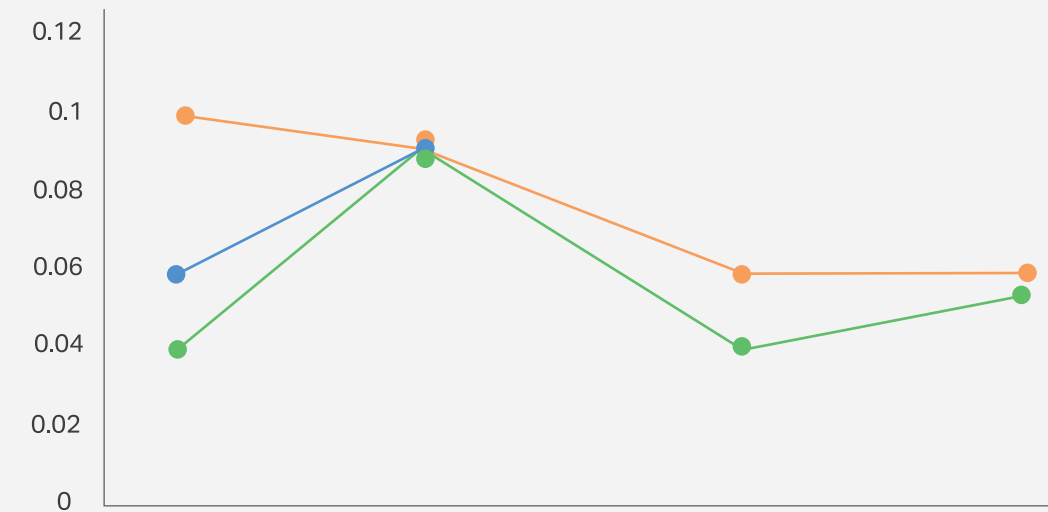
Both the Total Recordable Injury Rate (TRIR) and Lost Time Injury Rate (LTIR)¹² remained stable in comparison to 2023.



¹² Lost Time Injury Frequency (LTIF) has been updated to Lost Time Injury Rate (LTIR).

Lost time injury rate (LTIR)

Number of LTI cases per million workhours.



	2021	2022	2023	2024
Total	0.06	0.09	0.04	0.05
Employee	0.10	0.09	0.06	0.06
Contractor	0.04	0.09	0.04	0.05

Starting 2024, ADNOC has introduced IOGP's 'Fatalities and Permanent Impairment' (FPI) metric as a monitored key performance indicator. ADNOC recorded two permanent impairments, bringing the total to four FPIs.

We conduct regular risk-based audits to support the effectiveness of our safeguards and controls. The insights gained from our indicators guide us in setting priorities and identifying intervention areas.

We are adopting an array of advanced technologies to drive operational safety, increase efficiency and promote sustainability.

Enhancing maritime safety with AIQ's SMARTi solution



In 2024, ADNOC L&S successfully deployed AIQ's SMARTi intelligent operational safety monitoring solution across 86 maritime vessels. Leveraging AI-enabled computer vision technology, big data and analytics, SMARTi is able to process over 1 billion images daily with more than 90% accuracy, helping to proactively deter safety hazards in real-time. The solution provides 24/7 monitoring, supporting continued safety surveillance on vessels.

Electronic log system



We have implemented a digital solution to streamline and standardize shift handovers, replacing manual logging with a digital platform. The E-Log system helps accurate information transfer, enhances communication, reduces errors and provides real-time incident notifications for prompt action.



Incident management

ADNOC seeks to diligently prioritize incident prevention, striving for an injury-free workplace. Our "hurt-free philosophy" emphasizes evaluating both actual and potential incident outcomes to guide impactful mitigation strategies.

We have established a system to provide prompt notification, thorough investigation and comprehensive reporting of HSE incidents and emergencies to facilitate learning and prevent recurrence. We categorize incidents involving employees, suppliers, third parties and reportable contractors to analyze work-related injuries, illnesses and their root causes.

Investigations are expected to be conducted based on incident severity using the ADNOC Corporate Risk Matrix, with significant findings presented to senior management. Detailed analysis reports should then be compiled and lessons learned disseminated across the Group. Corrective actions are monitored for ongoing improvement. Additional information on Health and Safety (H&S) incidents can be found in the Performance section of this chapter.

Furthermore, routine internal and external HSEMS audits are conducted regularly, including mandatory audits per ISO standards and contractor welfare audits. In 2024, ~80 contractor audits were executed, leading to the identification of gaps and the formulation of resolution plans as appropriate.



Asset integrity and process safety

Our process safety measures commence at the early design stages to help maintain our facilities' safety throughout their life cycle. Our Asset Integrity & Process Safety (AIPS) Management framework provides a consistent risk-based methodology for asset integrity. In 2024, the AIPS achieved ISO 55001 certification.

We enforce safe operating procedures and maintenance programs to manage asset integrity and prevent incidents such as leaks and spills. To proactively address risks, we invest in Risk-Based Inspection (RBI), Predictive Maintenance Programs and Monitoring Systems that bolster operational safety throughout the asset lifecycle.

As part of our enterprise risk management strategy, our Leadership Committee oversees the mitigation of identified AIPS risks. Moreover, we engage actively with industry associations such as the IOGP, American Petroleum Institute (API), Center for Chemical Process Safety (CCPS) and the Energy Institute (EI) to exchange best practices, challenges and insights related to process safety. To continue enhancing our AIPS practices, we conduct periodic asset integrity safety assurance reviews with independent third-party evaluations.

ADNOC strives to uphold strict well management standards for well integrity and safety, in light of regulatory, operational and reputational importance of responsible well management. Our approach includes:

- Comprehensive management systems, guidelines and monitoring to detect and mitigate well integrity risks
- Leadership accountability to uphold the highest safety and operational standards
- Alignment with global best practices to drive compliance and long-term well performance

To further strengthen safety, efficiency and risk reduction, ADNOC has integrated AI-driven automation into its well operations to help reduce human exposure to hazardous environments.

Technology-driven safety initiatives

Risk-based inspection program for fuel stations' underground storage tanks

ADNOC Distribution implemented a RBI program for underground storage tanks (UGSTs) at fuel stations. The program is meant to prioritize inspections based on risk assessments, enabling more efficient and precise maintenance. By proactively identifying potential issues, we can take timely action to prevent environmental incidents.

The RBI program helps to optimize resource use and enhance safety for our personnel. This approach not only strengthens compliance with HSE standards but also supports ADNOC's sustainability goals by extending the lifespan of storage tanks and reducing waste. The pilot phase of this project covering 250 storage tanks was successfully completed in 2024. We expect that full-scale implementation covering more than 2,200 UGSTs will be completed in 2025.

Online robotic inspection for firewater aboveground storage tanks

ADNOC Distribution have deployed advanced robotic technology to conduct inspection of firewater aboveground storage tanks. Robotic technology allows for more efficient and precise inspections and early detection of potential issues, allowing for timely interventions, preventing environmental incidents. The technology helps to eliminate the need for confined space entry, enhancing the safety of personnel.



AIPS risk management GEO-dashboard

ADNOC Distribution developed an AIPS risk geo-dashboard, which offers a user-friendly, map-based platform for real-time risk monitoring across ADNOC Distribution's facilities.

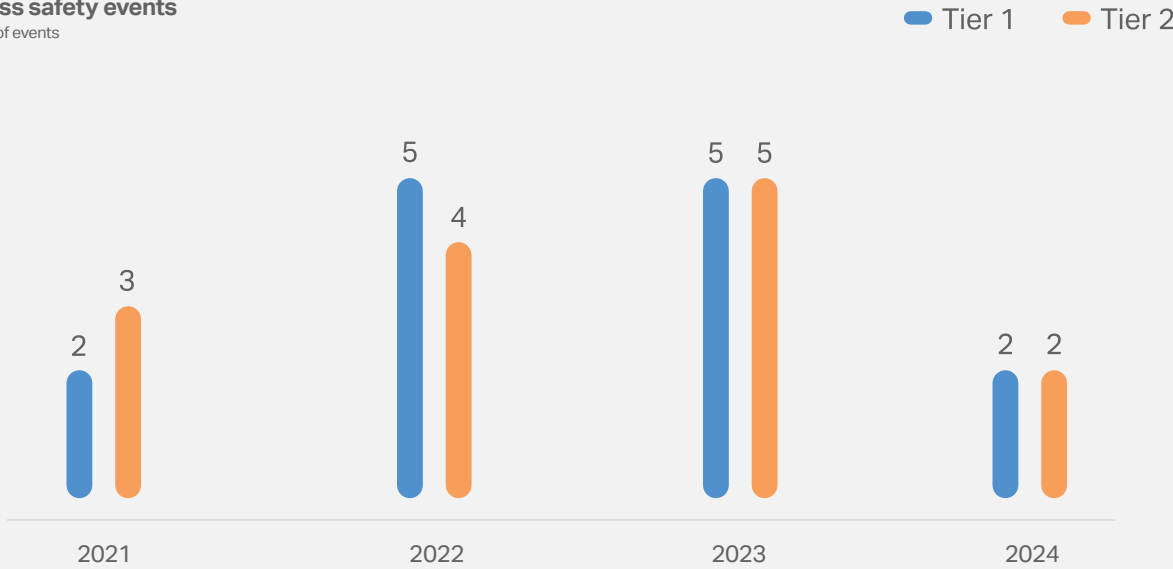
This tool helps visualize and manage risks more effectively by showing them on a map, making it easier to prioritize and address issues. Covering all facilities, the dashboard supports teamwork and better decision-making, reducing downtime and costs.



In 2024, we recorded two Tier 1¹³ and two Tier 2¹⁴ process safety events. One Tier 2 process event unfortunately led to an injury within our organization. We promptly activated safety protocols and emergency response procedures, providing medical attention and support. Thorough investigations identified root causes and corrective actions were implemented.

Process safety events

Number of events



¹³ As per API classification of safety events: A Tier 1 PSE is a loss of primary containment (LOPC) with the greatest consequence.

¹⁴ A Tier 2 PSE is a LOPC with lesser consequence.

RoboWell: automating safety in well operations design



In 2024, ADNOC deployed RoboWell, an AI-powered autonomous well control system developed by AIQ, at its offshore NASR field, marking the world's first offshore implementation of such technology.

RoboWell enhances well safety and operational reliability by:

- Automating real-time well monitoring and adjustments, reducing the risk of human error
- Detecting and responding to anomalies almost instantly, preventing potential well integrity failures
- Reducing manual interventions, significantly reducing workforce exposure to hazardous conditions

Impact on safety and efficiency

Since its deployment, RoboWell has delivered:

- Up to 30% optimization in gas lift consumption, ensuring controlled well operations
- Up to 5% increase in operating efficiency, reducing downtime and energy waste
- Improved well integrity monitoring, enhancing risk detection and prevention

With safety at the core of this innovation, RoboWell is enabling ADNOC to proactively manage well risks, reduce incidents and enhance operational resilience. Following its success at NASR, ADNOC plans to expand RoboWell across 500-plus wells, reinforcing its commitment to safe, efficient, and sustainable well operations.



“RoboWell has significantly improved our operations at ADNOC. By autonomously capturing data and managing wells, RoboWell allows us to control these wells from a central control room. This innovation reduces the need for physical inspections at the wellhead, enhancing both safety and efficiency. It's like running a virtual command center, making our processes safer, smoother and more reliable. It is an example of how AI and advanced technologies can have a positive impact on the world.”

• **Ali Al Ruwahi**
Senior Vice President,
Thamama Excellence Center, ADNOC



Emergency preparedness

Our ADNOC Group HSE Policy outlines our commitment to having world-class emergency response, crisis management and business continuity measures in place.

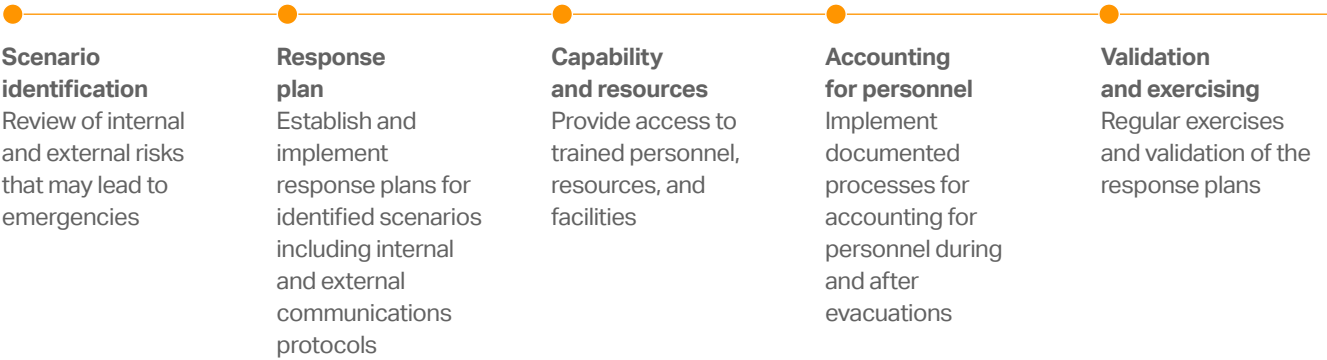
In the event of any incident, our emergency response management system is designed to generate a prompt deployment of resources, safeguarding our people and the environment, reducing escalation and securing business continuity.

This is supported by the HSE Emergency Preparedness manual and corporate practices, offering clear guidelines on reporting, preparing for and tackling emergencies of various hazards, including oil spill readiness and fire and rescue preparedness.

It also stipulates a tiered response structure led by senior leadership to help all organizational levels be ready to respond.

In 2024, we enhanced our emergency preparedness manual and corporate practices, aligning more rigorously with stringent UAE and international standards, industry benchmarks and best practices. This updated manual, mandatory for all ADNOC entities and contractors, supports a unified and more effective emergency response across our operations.

The overarching principles for emergency response and crisis management are as follows



We work to equip resources that can handle oil spills and emergencies, both onshore and offshore. Our five strategically located oil spill response centers are intended to provide optimal operational coverage. Additionally, we operate 34 fire stations staffed with full-time firefighters in key industrial zones in an effort to have comprehensive protection for all operational facilities.

These stations receive support from trained auxiliary fire and rescue personnel. Our facilities are equipped with state-of-the-art firefighting robots for safer interventions, and we utilize VR technology in training programs to enhance skills in a risk-free, immersive environment.

All entities engaged in marine operations or situated near shorelines, coastal areas, islands or influencing the maritime environment are required to develop and maintain an Oil Spill Contingency Plan (OSCP) for each location. These plans must adhere to the IPIECA Marine Spill Preparedness and Response.

Enhanced oil spill emergency preparedness: ADNOC Logistics & Services earns Nautical Institute accreditation

ADNOC Logistics & Services (L&S) received the prestigious Oil Spill Response Accreditation from the Nautical Institute, recognizing its excellence in oil spill preparedness and management. This accreditation reflects ADNOC L&S's commitment to rigorous training, advanced equipment and adherence to international best practices, underscoring its dedication to environmental stewardship and safeguarding marine ecosystems.

We regularly assess our response procedures and organizational capabilities through an annual training and exercise plan involving partners, contractors and local authorities. By simulating diverse scenarios, we gain valuable insights into the effectiveness of our response strategies and uncover areas for enhancement.

In 2024, ADNOC Group executed nine comprehensive exercises across various Group companies. Additionally, 46 individuals participated in the mandatory group crisis team induction to help thoroughly train crisis team members.

Strategic emergency response partnerships

Providing effective emergency management necessitates robust partnerships with essential stakeholders to achieve a coordinated response to both internal and external challenges and to drive continued improvements. ADNOC proactively collaborates with organizations

such as RECSO, LASTFIRE, the Civil Defense Authority of Abu Dhabi, the UAE National Crisis and Emergency Management Authority and local authorities to bolster emergency planning, conduct scenario-based exercises and develop unified response frameworks throughout its operations.

Marine environmental protection collaboration

In 2024, ADNOC successfully concluded a 10-year joint technical cooperation project with the Japan Cooperation Center Petroleum, supported by Cosmo Energy and the Maritime Disaster Prevention Center. The project focused on enhancing ADNOC Group's capabilities in oil spill prevention and response. Key components included conducting tidal current surveys, performing oil drifting simulations, developing an Environmental Sensitivity Index and establishing a comprehensive oil spill response plan tailored to ADNOC's operational environment. The overarching objective was to foster international cooperation in petroleum-related technological development, with a specific focus on marine environmental protection. The project exemplifies long-term collaboration and knowledge exchange between the UAE and Japan.

Business continuity management

We have worked to implement a holistic management strategy that encompasses strategic planning, risk mitigation and proactive decision-making to streamline business operations, protecting our employees, contractors and communities. ADNOC is dedicated to maintaining a resilient Business Continuity Management System (BCMS) in adherence with UAE NCEMA 7000:2021 standards.

Key implementation strategies include:

- Developing a resilient BCMS for smooth operations during disruptions
- Establishing a robust BCMS governance framework for effective BCMS management
- Conducting Business Impact Analyses (BIA) and risk assessments
- Creating strategies to protect essential operations, reduce disruptions, and achieve rapid recovery
- Developing Business Continuity Plans (BCPs) and response plans to help the swift recovery of critical operations and strengthen organizational resilience
- Providing training and raising awareness for preparedness
- Conducting exercises to validate BCP effectiveness
- Embedding BCM activities across our operations
- Regularly reviewing and enhancing the BCMS



ADVANCING NET ZERO





2024 performance

- 7kg CO₂e/boe upstream GHG intensity, placing us in the top tier of the lowest carbon-intensity oil and gas producers in the world
- 51GW of combined renewable energy capacity through our shareholding in Masdar
- 22% reduction in methane emissions compared to 2023
- 6.6 million tCO₂e reduction of total scope 1 and 2 emissions, including 5 million tonnes from clean power import
- \$220 million (AED 808 million) realized savings from emission reduction initiatives

Material topics

Climate Change and GHG Emissions

SDGs



The global population continues to grow and is projected to reach approximately 9.8 billion by 2050¹⁵, driving a parallel rise in energy demand. Today, almost 750 million¹⁵ people globally still live in energy poverty. Addressing this energy access gap, while reducing emissions and enabling economic growth, is a central focus for delivering reliable and affordable energy.

Amid increasing global energy demand and ongoing geopolitical and economic uncertainties, we believe the importance of reliable and responsible energy providers has never been greater in supporting global energy security and economic stability.

The UAE has reaffirmed its leadership in international climate action by setting an ambition to establish a just, orderly and equitable transition to net zero emissions by 2050.



¹⁵ Source: World population projected to reach 9.8 billion in 2050, and 11.2 billion in 2100, United Nations

¹⁵ Source: World population projected to reach 9.8 billion in 2050, and 11.2 billion in 2100, United Nations

Our approach

As a progressive and responsible energy producer, ADNOC is committed to advancing this vision. We believe that addressing climate action while meeting the world's rising energy demand requires pragmatic action, innovation and collaboration. ADNOC is working toward greater access to energy to drive value and enable the transformation of energy systems by

leveraging advanced technologies, forging global partnerships and enabling progress in industrial decarbonization. Our integrated approach supports the delivery of secure, sustainable and inclusive energy for generations to come.

Enabled by a \$23 billion (AED 84.4 billion) capital allocation, we are: Taking steps to

Decarbonizing

our operations while providing for the continued supply of affordable, lower-carbon energy to global markets

Accelerating

the development of tomorrow's clean energy systems through strategic investments in renewables, carbon capture, utilization and storage (CCUS), and low-carbon fuels such as low-carbon hydrogen and ammonia

Expanding a diversified energy portfolio

ADNOC is strategically expanding its diversified energy portfolio to ensure secure, reliable and responsible energy delivery.

Lower-carbon oil and gas production	Low-carbon hydrogen and ammonia production	Investing in lower-carbon intensity LNG	Investing in renewable energy	Global expansion
ADNOC remains committed to investing in decarbonizing our oil and gas value chain to deliver energy with carbon intensity that is among the lowest in the industry. We aim to be a leader in carbon efficiency by leveraging advanced technologies such as artificial intelligence (AI) in an effort to maximize efficiency and minimize emissions.	Already a major producer of hydrogen, ADNOC is investing in and deploying the latest technologies, while leveraging our global partnerships and expertise in carbon capture utilization and storage to build global low-carbon hydrogen and ammonia value chains. We aim to increase our low-carbon hydrogen portfolio capacity to one million tonnes per annum (mtpa) by 2030, positioning ADNOC as a leading producer.	The Ruwais LNG project, set to commence operations in 2028, is projected to have a capacity of 9.6 mtpa, with 8 million tonnes already committed to international buyers. This facility will be powered by clean energy, positioning it as one of the world's lowest-carbon intensity LNG plants.	Through our shareholding in Masdar, ADNOC has invested in 51 gigawatts (GW) of renewable energy capacity globally and targets 100GW of renewable energy capacity by 2030.	ADNOC's international investment arm, XRG, is a transformative international energy investment company, focused on natural gas, chemicals and scalable energy solutions to help power AI and industry globally.

Decarbonizing our operations

We aim to achieve net-zero emissions by 2045 and reduce the carbon intensity of our operations (Scope 1 and 2 emissions) by 25% by 2030 – targets that align with the goals of the Paris Agreement and the UAE Consensus.

To deliver on our 2030 targets, we have developed a cost-optimal portfolio of decarbonization projects that are either under development or in implementation across our value chain. We remain focused on driving energy efficiency, eliminating routine flaring, electrifying our onshore and offshore operations through clean energy sources such as solar and nuclear and expanding the deployment of CCUS technologies.

To support the delivery of our emissions reduction targets, we have strengthened our carbon management framework by integrating business

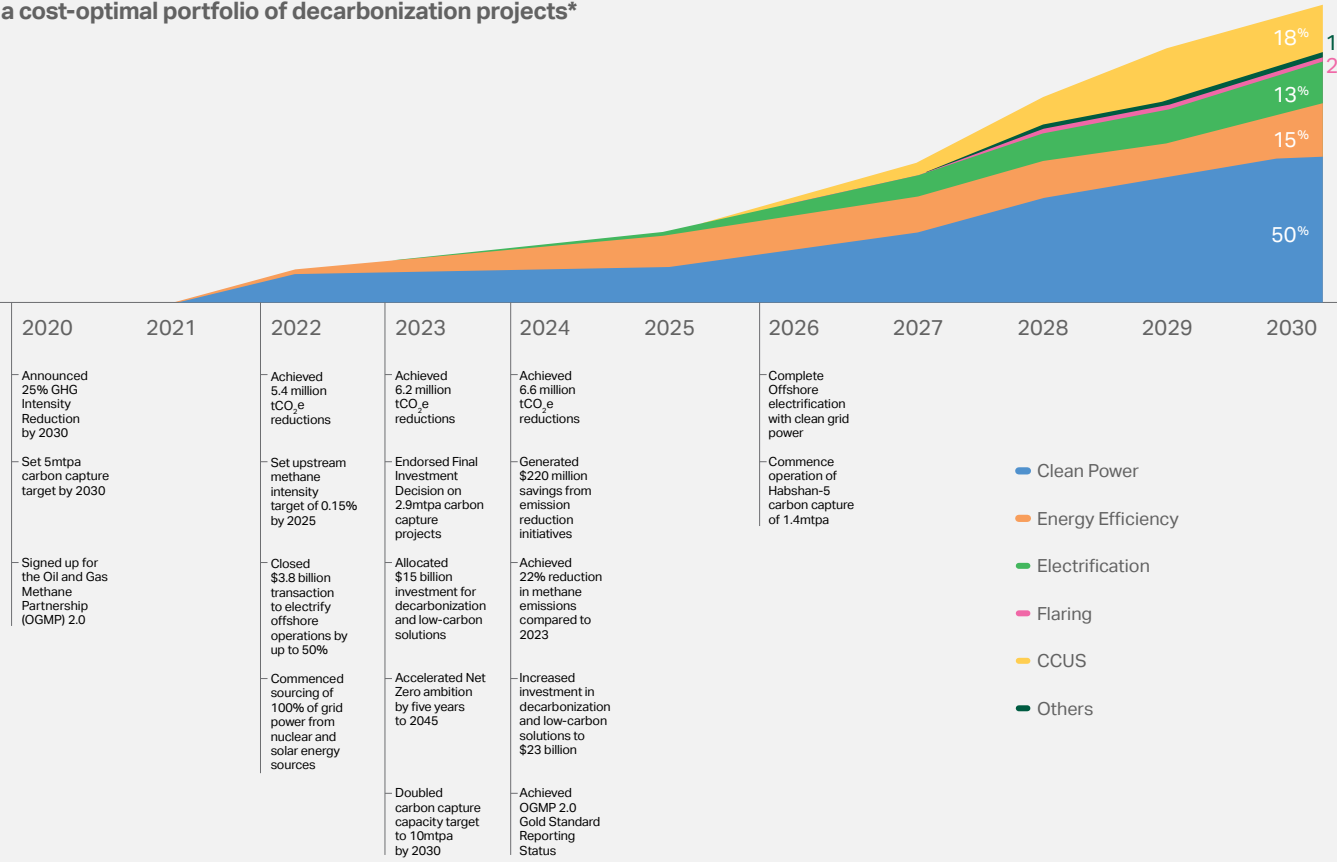
planning with emissions abatement strategies. This includes updating our governance processes and aligning capital deployment with our highest impact decarbonization opportunities to achieve measurable progress.

We are also progressing efforts towards developing a centralized data management platform that enables end-to-end traceability of our carbon footprint, verification of our realized emission reductions and monitoring our progress on delivering against our emission reduction goals. We have also advanced the deployment of predictive emissions monitoring systems across

our major emitting sources which, once rolled out, will enhance real-time visibility and proactive management of emissions.

In 2024, our upstream greenhouse gas (GHG) emissions totaled 24.6 million tonnes of CO₂ equivalent (tCO₂e), a 2% increase from 2023. Despite this, we sustained our position as one of the lowest carbon-intensity producers globally, maintaining an upstream GHG intensity of 7kg CO₂e per barrel of oil equivalent (boe).

Delivering on our 2030 GHG intensity reduction target through a cost-optimal portfolio of decarbonization projects*



* For illustrative purposes only.



Our 2024 performance

7kg CO₂e/boe

Upstream GHG intensity amongst lowest in the industry

24.6 mtCO₂e

Upstream GHG emissions

6.6 mtCO₂e

Reduction of scope 1 and 2 emissions, including 5 million tonnes from clean power import

\$220m
(AED 808 million)

Realized savings from emission reduction initiatives

22%

Reduction in methane emissions compared to 2023

Since 2022

1.3 GW

Clean power imported

18 mtCO₂e

In cumulative emission reductions

Upstream GHG intensity (CO₂e/boe)¹⁷

2022	7.2
2023	7.2
2024	7.0

Upstream emissions (million tCO₂e)¹⁶

2022	24.1
2023	24.0
2024	24.6

We implemented projects in energy efficiency, operational optimization and flare reduction that resulted in an emissions reduction of 1.6 million tCO₂e across our value chain. An additional abatement of 5 million tCO₂e was achieved through the import of grid power from clean sources.

Since 2022, we have achieved cumulative emissions reductions of over 18 million tCO₂e and secured the import of more than 1.3GW of clean power. These milestones underscore our continued commitment to enhancing the carbon efficiency of our operations and our role in delivering affordable, lower-carbon energy to meet rising global demand.

¹⁶ Upstream GHG emissions reporting in line with the International Association of Oil and Gas Producers (IOGP), which includes oil and gas production and processing.
¹⁷ Upstream GHG intensity excludes gas processing activities.

Energy and operational efficiency

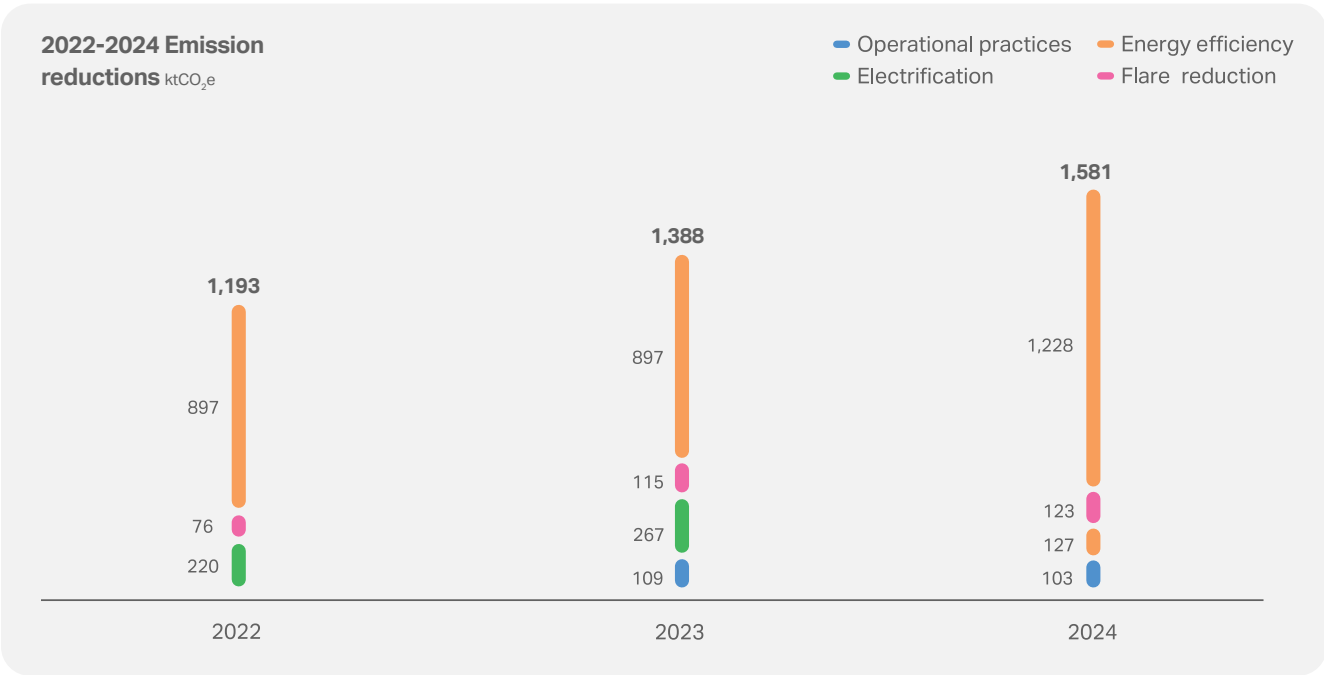
Energy efficiency is a strategic lever in ADNOC's decarbonization strategy, driving emissions reductions, cost optimization and operational resilience across our value chain. In 2024, targeted efficiency initiatives resulted in approximately 1.3 million tCO₂e of emissions reduction, bringing

our cumulative emission reductions to approximately 3 million tCO₂e since 2022. Our focused investment and execution of operational and energy efficiency measures have resulted in \$220 million (AED 808 million) in realized cost savings in 2024.

Our approach is anchored in three integrated action areas: process optimization, energy system integration and technology deployment. We have systematically enhanced asset performance through operational improvements, optimizing oil and gas train configurations, reducing fuel gas and steam consumption in sulfur recovery units and streamlining feed management for natural gas liquids. These interventions have delivered measurable efficiency gains, increased plant throughput and reduced energy intensity.

In parallel, we are modernizing infrastructure through the replacement of legacy equipment with high-efficiency systems, expanding waste heat recovery and scaling the use of clean electricity to power critical operations. These efforts are underpinned by advanced analytics, AI-driven monitoring and digital control systems that help enable real-time performance insights and predictive maintenance.

These actions characterize ADNOC's data-enabled and technology-led approach to decarbonization, helping to maximize energy productivity while reducing emissions and unlocking value. As we continue to scale these efforts, we are building a more agile, efficient and sustainable energy system, aligned with our net-zero aim, the UAE's broader climate goals and supporting ADNOC's role as a responsible, low-carbon energy provider.





“Technology is essential to ADNOC's journey towards net zero, and this milestone at Shah demonstrates our commitment to sustainability and innovation. By leveraging advanced solutions including AI, digitalization, remote operations and predictive data analytics, we are optimizing operational performance while significantly reducing emissions, reinforcing our position as a provider of some of the world’s least carbon-intensive oil and gas. We will continue to innovate to decarbonize our operations and future-proof our business while supporting a reliable energy supply to meet global demand.”

● **Musabbbeh Al Kaabi**
CEO
ADNOC Upstream

 [Watch here](#)

Industry-leading carbon intensity at Shah Oil Field

ADNOC's Shah Oil Field has achieved an industry-leading carbon intensity of 0.1 kg CO₂e/ boe, a benchmark among global oil fields. This milestone exemplifies ADNOC's leadership in sustainable energy production and reinforces its position as one of the world's lowest carbon-intensive oil and gas producers.

A flagship example of ADNOC's technology-enabled decarbonization strategy, the field has achieved industry-leading performance through

optimized field development and the integration of advanced technologies and digital solutions that enhance operational efficiency and reduce emissions. Key enablers include:

- **Centralized Predictive Analytics Diagnostics (CPAD):** ADNOC's proprietary AI-powered platform, which uses real-time data to predict equipment failures, reduce unplanned maintenance and enhance asset reliability, resulting in lower energy use and emissions

- **Liquid ejector technology:** An innovative system that recovers and reuses gas that would otherwise be flared or vented, enhancing energy efficiency while reducing greenhouse gas emissions
- **Clean power import:** power sourced from nuclear and solar energy, which has been instrumental in supporting efforts to decarbonize energy-intensive field operations

Neuron 5 – Enabling operational efficiency and long-term value through AI



Neuron 5 is a transformative digital initiative designed to unlock operational excellence, enhance asset reliability and accelerate operational efficiency across the entire value chain. Developed in collaboration with AIQ, Neuron 5 uses AI, advanced analytics and secure 5G connectivity to enable self-optimizing autonomous operations at scale.

By deploying the Neuron 5 toolkit, ADNOC is creating a future-ready, efficiency-led operating model. The initiative enhances real-time visibility, reduces technical losses and drives continued improvement through predictive maintenance and intelligent decision-making.

A unified digital infrastructure now integrates upstream and downstream assets, helping to enable rapid, data-driven insights that improve asset utilization, lower unit technical costs and reduce energy consumption.

By the end of 2024, Neuron 5 had been deployed across an initial 1,200 pieces of critical equipment. Full deployment continues to progress for completion by 2027. The program spans both static and rotating equipment, driving organization-wide efficiency gains.

The operational and energy efficiency gains from this solution are also expected to deliver emission reductions that will be monitored and verified as Neuron 5 progresses to full scale implementation.



“Neuron 5 is revolutionizing the way we work at ADNOC. This AI tool mimics the cognitive behavior of a human brain, making our day-to-day activities more efficient, productive and safer for everyone. Neuron 5 enables us to implement proactive maintenance plans and strategies in our facilities and the positive impact on our operations is already evident. Neuron 5 functions like an immune system, detecting and addressing problems seamlessly without us even noticing.”

Dr. Mariam Al Hendi
 Neuron 5 Program Manager,
 ADNOC Upstream

Electrification

We are progressing our efforts to electrify and decarbonize offshore operations using clean grid power. In partnership with the Abu Dhabi National Energy Company (TAQA), ADNOC’s \$3.8 billion (AED 14 billion) subsea transmission network will replace

offshore gas turbines with nuclear and solar-powered electricity which and is expected to cut offshore emissions by up to 50% by 2026. In 2024, we laid 1,000km of high voltage direct current cables connecting key offshore facilities to Abu Dhabi’s power grid.

Through our collaboration with Emerge, a joint venture between Masdar and EDF, solar panels had been successfully installed at 31 ADNOC Distribution service stations by the end of 2024. Building on this progress, ADNOC Distribution plans to expand solar panel installations to additional stations in 2025, further enhancing the sustainability of its retail operations.

Methane

We have committed to achieving near-zero methane emissions from our oil and gas operations by 2030 and continue to progress our efforts to maintain upstream methane emissions below 0.15% by 2025.

In 2024, we achieved a 22% reduction in methane emissions compared to 2023, representing a cumulative reduction of approximately 37% since 2022. This progress reflects our sustained focus on leak detection and repair campaigns, operational enhancements and the adoption of more accurate emissions measurement and reporting practices.

We have deployed a robust and comprehensive methane monitoring program across our operations, utilizing a suite of advanced technologies to detect, quantify and mitigate methane emissions. These include satellite imagery, aerial surveillance, drone-mounted sensors and optical gas imaging. These tools have enabled targeted interventions to address methane hotspots and significantly reduce emissions across our facilities. Our efforts were recognized with the award of the Oil & Gas Methane Partnership 2.0 (OGMP 2.0) Gold Standard Pathway status in 2022 and 2023. ADNOC achieved OGMP 2.0 Gold Standard Reporting status for 2024, reaffirming our credible and comprehensive approach to methane emissions monitoring.

Upstream methane emissions (ktonnes)

2022	35.7
2023	28.5
2024	22.3

LOOP – Turning methane into graphene and hydrogen



ADNOC Gas, in partnership with Baker Hughes, has successfully piloted Levidian’s patented LOOP technology at the Habshan gas processing plant, marking the first-ever deployment of this technology at an operational gas processing site.

The LOOP unit captures carbon from methane, the main constituent of natural gas, and transforms it into graphene, a material set to shape the future of multiple industrial applications. The LOOP unit can produce more than 1 tonne per

annum (tpa) of graphene and 1 tpa of hydrogen, making it a dual-purpose innovation aligned with global energy transition goals.

By transforming methane into valuable graphene and low-carbon hydrogen, we are unlocking new value from natural gas, driving decarbonization and supporting the UAE’s industrial growth and sustainability goals. Graphene has the potential to be used across industries to enhance the performance of electric vehicle batteries and solar panels as well

as creating stronger, more durable materials such as concrete, tires and polymer pipes.

Data collected during the pilot will be used to refine the ongoing development of AI modelling and digital twins to reduce energy consumption and maximize graphene output from future installations.

Flaring

We are committed to achieving zero routine flaring by 2030, in line with the World Bank’s Zero Routine Flaring by 2030 Initiative. ADNOC was an early adopter of a zero routine flaring policy and, in 2023, became a founding signatory of the Oil and Gas Decarbonization Charter (OGDC), joining more than 50 companies to work toward net-zero operations by 2050, near-zero upstream methane emissions and zero routine flaring by 2030.

According to the World Bank Global Gas Flaring Tracker, the UAE has one of the lowest flare volumes and flaring intensities among oil- and gas-producing nations. ADNOC’s routine flaring in 2024 was reduced by 8% compared to 2023. Our overall flaring saw a marginal increase due to planned non-routine flaring primarily from well testing activities.

We expect to continue to accelerate our efforts through the implementation of an integrated flare reduction program that focuses on:

- Operational optimization through the installation of vapor recovery units and flare gas recovery systems
- Engineering solutions to reduce flaring during maintenance, start-up and shut-down events
- Deployment of real-time flare monitoring digital solutions designed to optimize response times, detect inefficiencies and continually track flaring performance against reduction targets

Carbon capture and storage

ADNOC is targeting a carbon capture capacity of 10 million tonnes per annum (mtpa) of CO₂ by 2030 and we are leveraging our extensive geological expertise and advanced subsurface technologies to systematically identify, assess and develop geologically secure and technically viable CO₂ storage sites. These efforts are central to scaling up CCUS infrastructure and supporting the decarbonization of industrial value chains.

Building on our flagship CCUS facility, Al Reyadah, the first commercial-scale CCUS project in the Middle East with a capacity to capture 800,000 tonnes of CO₂ annually from Emirates Steel, we have continued to advance critical milestones that we expect will enable scale-up of CCUS deployment across our operations and the UAE. These efforts are integral to delivering on our decarbonization goals and support the delivery of lower-carbon energy to our global customers.

In 2023, ADNOC took final investment decisions on two major carbon capture and decarbonization projects, Habshan CCUS and Hail & Ghasha, increasing ADNOC’s committed carbon capture capacity to nearly 4 million tonnes of CO₂ per year. Both projects are currently in the engineering, procurement and construction (EPC) phase, with Habshan CCUS expected to commence operations in 2026 and Hail and Ghasha by 2028.

Hail and Ghasha development – leading low-carbon energy growth

The Hail and Ghasha development is a landmark project that integrates multiple decarbonization solutions into a single energy system. The project is designed to capture 1.5 million tonnes of CO₂ annually, with the captured CO₂ transported onshore and securely stored underground. The project will also produce low-carbon hydrogen to displace fuel gas and reduce overall emissions, while drawing on electricity from nuclear and solar sources via the national grid. More than 60% of the total investment in the Hail and Ghasha project will be retained within the UAE through ADNOC’s In-Country Value (ICV) program, reinforcing our role in supporting local economic development and climate action.

ADNOC has successfully sequestered over 18,000 tonnes of CO₂ from Fertiglobe’s UAE-based operations, marking a significant milestone in the world-first pilot project initiated in 2023 to permanently store CO₂ in Abu Dhabi’s onshore carbonate saline aquifers. The CO₂ injection site was identified through ADNOC’s extensive 3D seismic surveys and advanced subsurface modelling capabilities to identify optimal geological suitability for permanent storage. This milestone has supported the production of certified low-carbon ammonia, which was exported to Japan to generate clean electricity in the world’s first fully ammonia-powered turbine.

In 2024, classification body DNV certified the feasibility of CO₂ storage at ADNOC’s West Aquifer site in the UAE, validating the site’s technical suitability for long-term CO₂ storage, which was a step toward enabling permanent and secure geological sequestration. Certification underpins our efforts to decarbonize the Al Ruwais industrial complex and the company’s broader carbon capture and storage (CCS) strategy, which is central to achieving our Net Zero by 2045 ambition.

Scaling low-carbon solutions

In response to the rising global demand for energy, we are expanding our portfolio of lower-carbon solutions, including renewables, CCUS, low-carbon hydrogen and low-carbon ammonia. Our strategy focuses on enabling our customers to diversify their energy mix and meet their decarbonization goals. These efforts to deliver scalable and commercially viable solutions are central to our ambition to deliver secure, affordable and sustainable energy. Our efforts are supported through strategic partnerships and innovation.

Investing in the carbon capture and storage value chain

The Intergovernmental Panel on Climate Change (IPCC) underscores the critical roles of large-scale, low carbon solutions, such as CCUS and low-carbon fuels, in achieving global climate goals and decarbonizing hard-to-abate sectors while supporting energy security and economic growth.

CCUS is recognized as a critical lever and a scalable pathway to decarbonize hard-to-abate sectors, including steel, cement and petrochemicals, where

process emissions are unavoidable. It is also essential for reducing emissions from gas-fired power generation and industrial heat applications where electrification may not be technically or economically feasible.

In a significant step toward advancing global climate action, ADNOC, PETRONAS, and Storegga signed a joint study and development agreement in 2024 to explore offshore CCS opportunities in the Penyu Basin,

offshore Peninsular Malaysia. The agreement targets the safe and permanent storage of at least 5 million tonnes of CO₂ per annum by 2030. Malaysia’s extensive network of deep saline aquifers presents a unique opportunity to develop a regional CCS hub in Southeast Asia.

This initiative directly supports PETRONAS’ strategy to establish Malaysia as a leading CCS hub serving the broader Asia-Pacific region.

CO₂ mineralization



By combining direct air capture with in-situ mineralization, the ADNOC–44.01 partnership has supported the advancement of a scientifically robust, safe and scalable pathway for carbon dioxide removal, positioning the UAE as a leader in sustainable carbon removal solutions.

Building on the successful completion of the joint ADNOC and 44.01 pilot in 2023 that permanently mineralized 10 tonnes of CO₂ within Fujairah’s peridotite rock formations in under 100 days, 44.01 has announced plans to scale-up the pioneering carbon-to-rock project in the Emirate of Fujairah.

The first phase of the scale-up will involve the injection of more than 300 tonnes of CO₂ over an extended period, aiming to demonstrate the feasibility of deploying this technology at scale within the UAE.

Investing in renewables

ADNOC is targeting a portfolio capacity of more than 100GW by 2030 through our shareholding in Masdar, the Abu Dhabi Future Energy Company.

In 2024, Masdar significantly expanded its global renewables portfolio. Landmark acquisitions in the United States, Spain and Greece have resulted

in a 61% increase in capacity from 2023, surpassing 51 GW globally and generating more than 26,700 gigawatt hours of clean power.

Masdar’s global presence



Masdar also continued to advance projects across Emerging Markets and Developing Economies (EMDEs), including inaugurating the 500MW Zarafshan Wind Farm in Uzbekistan, the largest of its kind in Central Asia. This long-standing commitment to expanding energy access in EMDE's and the Global South was further bolstered by the successful second issuance of Masdar's green bonds – oversubscribed by 4.6 times and valued at \$1 billion – with proceeds being used

to fund Masdar's equity commitments on new greenfield projects, several of which are in developing economies. In the UAE, Masdar reached financial close on the 1,800-megawatt sixth phase of the Mohammed bin Rashid Al Maktoum Solar Park, the largest single-site solar park in the world. The solar park's capacity is expected to exceed 5,000 megawatts by 2030, with investments totaling approximately \$13.6 billion (AED 50 billion).



Hydrogen for mobility

In 2024, ADNOC Distribution launched the second phase of H2GO, the region's first high-speed green hydrogen refueling station, in partnership with Abu Dhabi Mobility. This phase powers a fleet of hydrogen-fueled buses that will undergo a 12-month trial to evaluate the viability of hydrogen as a clean energy solution for Abu Dhabi's public transport system.

The station produces green hydrogen on-site using an electrolyser powered by clean-grid electricity, aligning with the UAE's National Hydrogen Strategy and supporting the decarbonization of the transport sector.

Located in Masdar City, the pilot project is enabled through collaboration with local and global partners, marking a key step toward advancing green hydrogen infrastructure and accelerating the deployment of low-emission mobility solutions in the region.

Low-carbon energies

We expect that low-carbon hydrogen will play a vital role in unlocking additional decarbonization opportunities for the hard-to-abate industrial and transportation sectors. To this end, we are progressing our efforts to build low-carbon hydrogen and low-carbon ammonia supply chains, leveraging the UAE's substantial gas reserves, CCUS capabilities and global partnerships.

In 2024, ADNOC successfully delivered the world's first certified bulk commercial shipment of low-carbon ammonia to Mitsui for use in clean-power generation in Japan. The low-carbon certification process, from production to delivery, has been conducted by TÜV SÜD. Enabled by CCS, the captured CO₂ was permanently stored in the world's first fully sequestered CO₂ injection well in a carbonate saline aquifer. This landmark shipment, produced by Fertiglobe, builds on previous demonstration cargos delivered by ADNOC to customers in Asia and Germany.

ADNOC has also embarked on the design of a facility in Abu Dhabi to produce up to 0.4 mtpa of low-carbon hydrogen per year by capturing up to 3 million tCO₂.

ADNOC, together with its partners, TA'ZIZ, Fertiglobe, G.S. Energy Corporation and Mitsui are developing a 1mtpa lower-carbon ammonia facility at the TA'ZIZ Industrial Chemicals Zone. In 2024, TA'ZIZ awarded the construction contract for this facility with operations expected in 2027. The facility will strengthen Abu Dhabi's position as a hub for low-carbon fuels to meet growing global demand for clean hydrogen carriers.

In another 2024 milestone, ADNOC has signed an agreement to acquire a 35% equity stake in ExxonMobil's proposed low-carbon hydrogen and ammonia facility in Baytown, Texas. The investment is part of ADNOC's international growth strategy and commitment to lower-carbon solutions. The facility aims to produce up to 0.9mtpa of low-carbon hydrogen and over 1mtpa of low-carbon ammonia, with approximately 98% of CO₂ captured through advanced CCUS technologies. Once operational, it is expected to be the world's largest facility of its kind.

Enabling aviation decarbonization through SAF and LCAF

As part of our commitment to a lower-carbon future, ADNOC is leveraging its decarbonization capabilities to support hard-to-abate sectors such as aviation. The aviation sector grew by approximately 10% in 2024 compared to 2023 and is projected to grow by approximately 40% by 2030 relative to 2019, underscoring the urgency of deploying scalable emissions reduction solutions.

ADNOC believes both sustainable aviation fuel (SAF) and lower-carbon aviation fuel (LCAF) are critical fuels that will support decarbonization of the aviation sector.

In 2024, Wood completed a feasibility study confirming ADNOC Refining's readiness to produce LCAF in alignment with the anticipated certification process of the International Civil Aviation Organization's (ICAO) Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). Our investment across the value chain will help us play a vital role in enabling LCAF, which should in turn enable near-term emissions reductions using existing infrastructure.

SAF represents one of the most effective solutions to decarbonizing aviation. In 2023, ADNOC Refining

became the first company in the Middle East to receive International Sustainability Carbon Certification (ISCC) for SAF made from used cooking oil. We successfully produced 80 tonnes of SAF, sufficient to power a round-trip Abu Dhabi to Paris flight, with up to 81% lower-carbon intensity than conventional jet fuel.

These efforts reflect ADNOC's strategic commitment to advancing low-carbon aviation and enabling the global energy transition.



“Wood is delighted to confirm ADNOC Refining's capability to produce Lower Carbon Aviation Fuel (LCAF), a significant milestone in the journey towards decarbonizing the aviation sector. Through our comprehensive carbon lifecycle assessment, we have validated ADNOC's potential to meet stringent international certification standards. This achievement underscores ADNOC's role in advancing lower-carbon solutions and demonstrates their commitment to supporting the sustainable growth of the aviation industry.”

● **Dan Carter**
President of Technical Consulting & Decarbonisation,
Wood

wood.

Accelerating decarbonization of our industry

At ADNOC, we believe that the energy transition and decarbonization of the oil and gas sector can only be achieved through strong partnerships and collaboration across the entire value chain. We are actively working with industry peers and technology providers to drive impactful changes. We also participate in global initiatives to share best practices and drive collective emissions reduction efforts across the industry.



“As a founding signatory of the Oil & Gas Decarbonization Charter (OGDC), ADNOC continues to demonstrate exceptional leadership in advancing the energy transition. National Oil Companies play a vital role in this journey, and ADNOC's strong commitment to decarbonization and sustainability is an example for the wider industry. Beyond its own actions, ADNOC has played a key role in bringing industry players together – fostering collaboration, encouraging shared innovation, and helping to align efforts across the sector, and within the OGDC in particular, to deliver practical climate solutions that support the global goal of achieving Net Zero by 2050.”

● **Bjørn Otto Sverdrup**
Head of Secretariat,
Oil & Gas Decarbonization Charter (OGDC)



Oil and Gas Decarbonization Charter

As a founding signatory of the OGDC, launched at COP28, ADNOC joins 54 oil and gas companies representing approximately 45% of global oil and gas production. The Charter targets net zero operations by 2050, zero routine flaring, and near-zero methane emissions by 2030. It serves as a strong platform to foster industry-wide decarbonization through collaboration, collective action and enhanced transparency.

Oil and Gas Methane Partnership 2.0

ADNOC has been a committed member of OGMP 2.0 since its inception in 2020. We have consistently achieved the Gold Standard Pathway for methane emissions reporting and proudly attained Gold Reporting Status in 2024. To learn more about our methane reduction initiatives, please see the Methane section of this chapter.

Global Flaring and Methane Reduction Fund

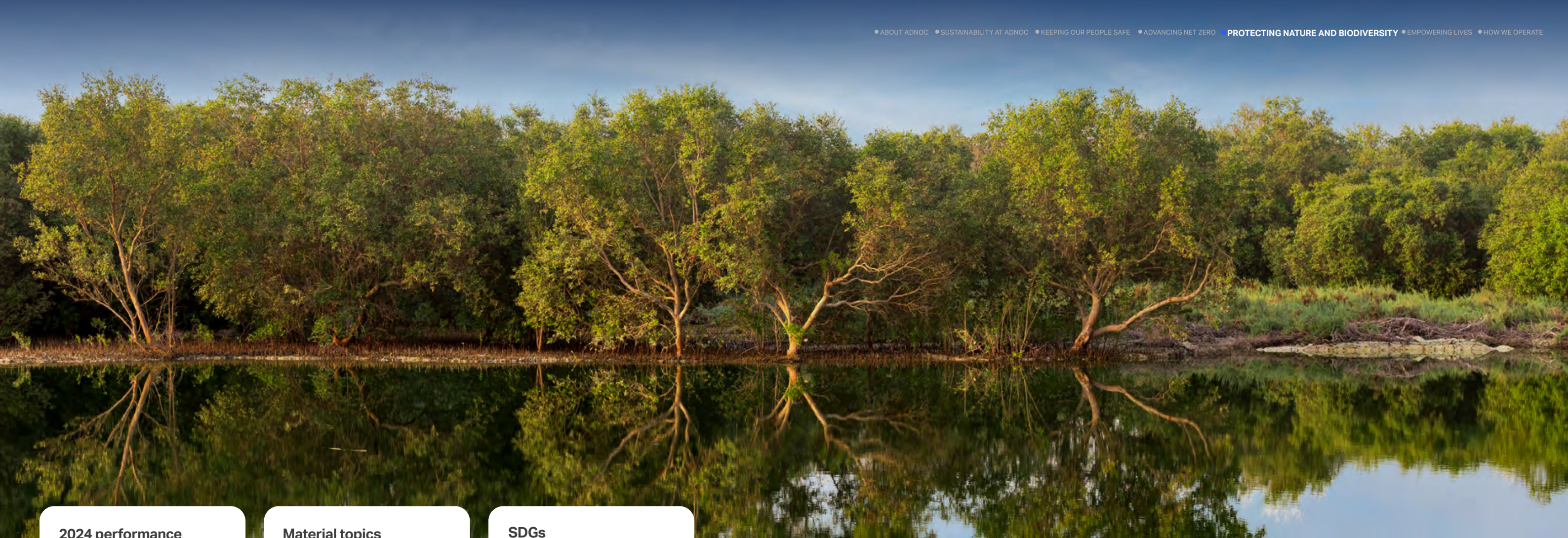
The UAE is a founding member of the Global Flaring and Methane Reduction (GFMR) Partnership, a World Bank-led initiative aimed at reducing methane emissions and ending routine gas flaring at oil production sites by 2030. With over \$200 million committed and efforts to mobilize further private sector investments, the fund provides grants, technical assistance and policy advisory services to support regulatory reform and capacity building. ADNOC actively contributes to the UAE's leadership in this initiative by offering technical and strategic advisory support.

Driving industry action on methane

In partnership with OGDC, ADNOC convened the second Advancing Towards Zero Methane Forum at Gastech 2024, bringing together national oil companies, financial institutions, technology providers and industry organizations to accelerate progress on methane reduction. The forum facilitated strategic dialogue on shared challenges, practical enablers, and opportunities for collaboration toward achieving near-zero methane emissions. This initiative reflects ADNOC's leadership in uniting the industry to deliver on climate commitments and drive measurable impact.



PROTECTING NATURE AND BIODIVERSITY



2024 performance

- 0.29% freshwater withdrawal of total water withdrawal
- >15,000 tonnes of waste diverted from landfill
- Planted over 300,000 mangroves and replenished our 2023 plantation, bringing the total to more than 2.8m mangroves planted towards our 10 million mangroves by 2030 target

Material topics

- Air emissions
- Waste management
- Biodiversity
- Water and water effluents management
- Resource use and circular economy
- Closure and rehabilitation

SDGs



Protecting nature and biodiversity is vital for life on earth and crucial to improving lives in our communities.

It is important to protect our natural ecosystems to meet global climate change and biodiversity targets.

We aim to have a positive impact on the environment through our actions to protect, maintain, enhance and restore biodiversity in areas where we work, particularly in sensitive sites onshore and offshore.

Our approach

We strive to systematically assess, mitigate and manage the environmental risks associated with the stages of our activities. Throughout the lifecycle of any project or operating facility, from development to decommissioning, we continually monitor and report to drive effective environmental management. As reflected in our Group Sustainability Policy Statement¹⁸ and HSE Policy¹⁹, we are committed to reducing our environmental footprint, protecting nature and biodiversity, practicing water stewardship and promoting circularity.

Our Health Safety Environment (HSE) Control Framework²⁰, supported by environmental management standards, provides a systematic approach to environmental protection, pollution prevention and control and environmental performance monitoring.

We conduct Environmental Impact Assessments (EIAs) during project planning for all greenfield and brownfield developments in accordance with company requirements and national and international regulations and standards. The EIAs help set baseline conditions and include comprehensive biodiversity surveys in sensitive areas. The outcomes inform mitigation measures and guide Environmental Management Plans (EMPs) to minimize potential negative impacts and ensure regulatory compliance. For projects requiring international funding, we make sure that the EIAs align with global standards such as the Equator Principles (EP) and International Finance Corporation (IFC) Performance Standards.

We endeavor to follow international best practices to develop project site closure and rehabilitation plans to reduce environmental and health impacts associated with out-of-service plants and affected sites. These include mitigation and monitoring plans for effective closure, rehabilitation and restoration. We dispose of final assets and fulfill remedial obligations in accordance with the relevant environmental laws and regulations. We regularly update our closure plans, which are intended to assure the restoration of land use for the community.

¹⁸ For more details on the ADNOC Group Sustainability Policy Statement please refer to chapter "How we Operate".

¹⁹ For more details on the ADNOC Group HSE Policy please refer to chapter "Keeping our people safe".

²⁰ For more details on our HSE Framework and please refer to chapter "Keeping our people safe".

Air quality

Air quality management is a critical component of ADNOC’s environmental programs across our operations. Non-GHG emissions such as nitrogen oxides (NOx), sulfur oxides (SOx), non-methane volatile organic compounds (NMVOCs) and particulate matter (PM) can impact public health and the environment. With air quality as a national priority, we seek to align our efforts with the UAE National Air Quality Agenda 2031.

Potential air quality impacts are assessed through EIAs, which incorporate air dispersion modelling to evaluate emissions against baseline environmental conditions. The outcomes of these assessments inform the development of tailored air quality management plans. Design and operational emission thresholds are in place for major air pollutants and are meant to comply with applicable regulatory requirements. We implement targeted pollution control plans and measures to meet these thresholds and reduce impact. Depending on the operation, actions may include:

- Deploying best available engineering controls and technologies, such as dry low nitrogen oxides (NOx) combustion systems
- Electrifying and enhancing the efficiency of power turbines
- Conducting regular leak detection and repair (LDAR) programs to mitigate fugitive emissions
- Switching from sour to sweet gas fuel to reduce sulfur dioxide (SO₂) emissions
- Recovering waste heat through dedicated energy efficiency projects
- Installing vapor recovery compressors and ejectors to reduce flaring in design and upgrade projects
- Installing oil treatment units to reduce emissions during loading operations

In 2024, our Ruwais refinery was upgraded with a more efficient sulfur recovery unit (SRU), resulting in a reduction of approximately 1,200 tonnes of sulfur oxides (SOx) emissions per year. All new plants are equipped with the best available sulfur recovery technologies to support ongoing emissions reduction efforts.

Monitoring

ADNOC maintains robust systems designed to monitor and report on both point source emissions and ambient air quality across its operations. Point source emissions monitoring is conducted under the Air Emissions Monitoring System (AEMS), launched in 2020, which utilizes Continuous Emissions Monitoring Systems (CEMS) and Predictive Emissions Monitoring Systems (PEMS). As of 2024, 33% of ADNOC’s point emission sources are covered under the AEMS, with full integration targeted across our facilities by 2026.

We operate a network of air quality monitoring stations which continually monitor the ambient air quality around our facilities, collecting real-time data into a simulation tool that informs our air quality management program. We collaborate with the Environment Agency – Abu Dhabi (EAD) to oversee ambient air quality and drive proactive interventions. Our system is linked with the EAD air quality database and we have provided EAD with access to 10 fixed air quality management system stations, increasing the geospatial coverage of EAD’s air quality monitoring network across Abu Dhabi.

We have established processes to report, investigate and respond to emissions-related incidents. These include root cause analyses and the implementation of corrective actions.

Performance

In 2024, ADNOC achieved a reduction in SOx emissions compared to 2023, primarily driven by a significant decrease in acid gas flaring and the adoption of revised emission factors for certain activities. The increase in non-methane volatile organic compounds (NMVOC) emissions is attributed to heightened tanker loading activities. We recorded a marginal increase in NOx emissions, largely attributed to elevated power demand associated with major projects, as well as the addition of new drilling rigs. We continue in our efforts to improve our emissions performance.

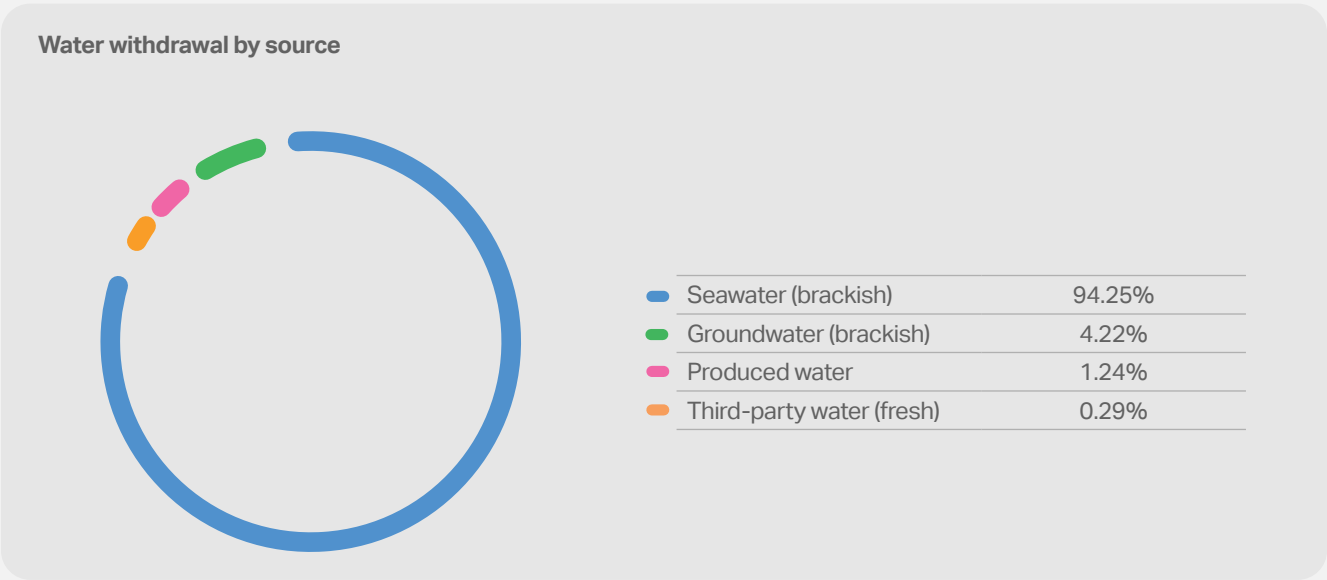


Water management

Water is an essential resource, vital for all forms of life. It supports ecosystems, human health and enables businesses. We seek to help safeguard it for future generations. Water is an integral part of our operations and we believe that our activities have the potential to impact water quantity and quality.

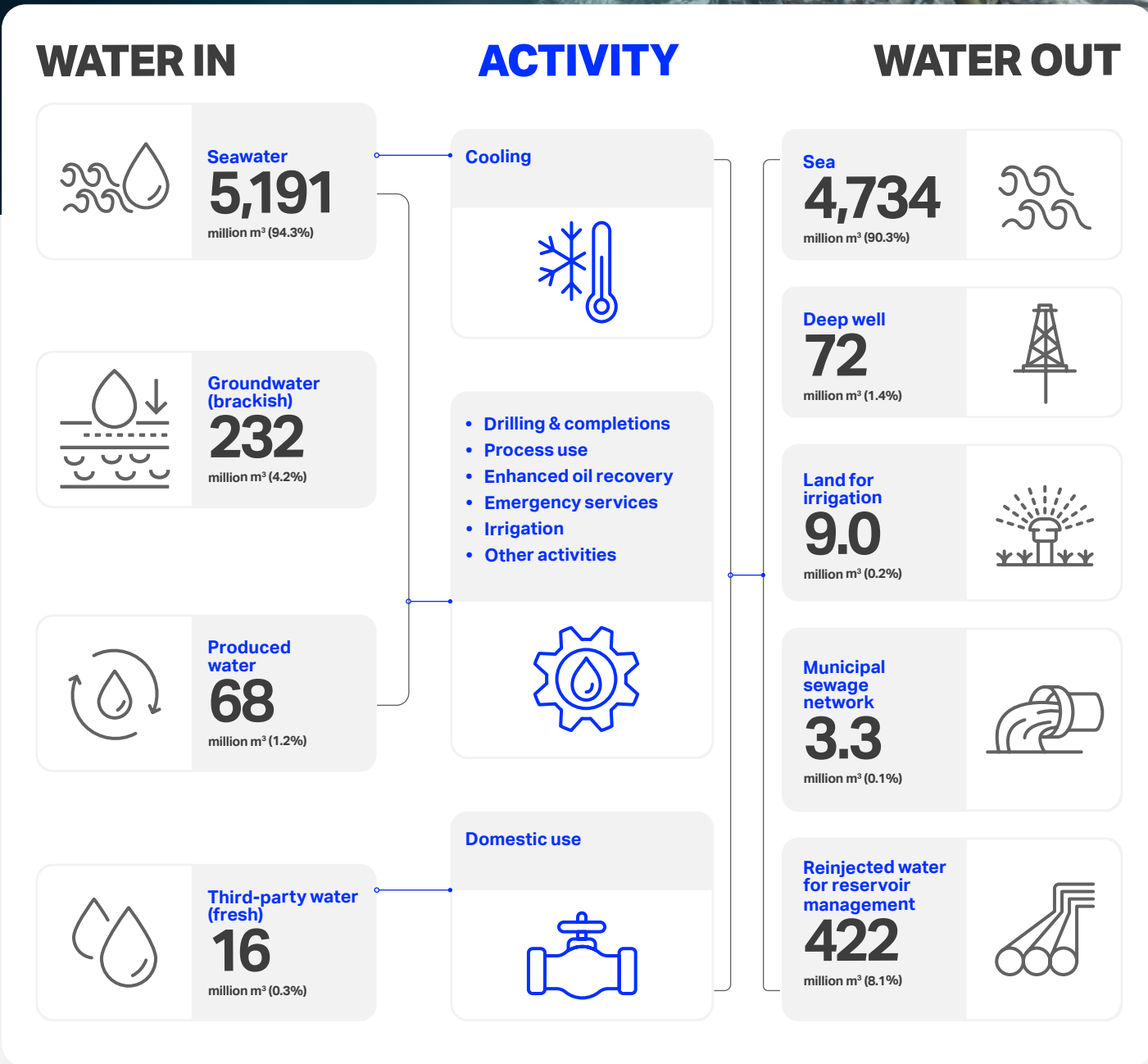
The UAE's arid environment faces significant water scarcity challenges²¹. The UAE Water Security Strategy 2036 aims to reduce water demand, improve efficiency and increase the reuse of treated water. In alignment with this strategy, ADNOC is committed to sustainable water stewardship to support both its operational needs and national water security goals.

ADNOC uses seawater as the primary source for its water needs, the majority of which is used for cooling purposes and fire-fighting activities. We are committed to limiting our freshwater²¹ consumption to below 0.5% annually.



²¹ ADNOCs operations in Abu Dhabi are located in a water stressed area as identified by the World Resource Institute (WRI) Aqueduct Water Risk Atlas tool.
²² Our fresh water is withdrawn from municipal water sources which we receive from third-party distribution companies managed by UAE government authorities

ADNOC water use



We assess the impact of our operations on water resources through EIAs, which direct our conservation efforts and the development of innovative water management solutions.

Our commitment to sustainable water stewardship is guided by a comprehensive water conservation strategy, which drives the efficient and responsible use of water resources across our operations through:

- Actively seeking opportunities to avoid unnecessary water use and applying reduce, reuse and recycle principles
- Utilizing non-freshwater alternatives, including treated wastewater, wherever feasible
- Deploying innovative technologies and water management solutions
- Supporting safe water discharge

Water stewardship efforts

Ensuring no process or industrial wastewater discharge to the desert	Treating and recycling all sewage generated at ADNOC sites for the irrigation of green spaces	Reusing produced water for enhanced oil recovery, as well as for process and irrigation needs post treatment
Adopting a no fresh surface and groundwater withdrawal for operations, drilling and well completion activities	Ensuring sustainable groundwater use that does not exceed natural aquifer recharge rates	Exploring the use of brine from desalination plants as an alternative for water injection
Deploying mobile, self-contained units for the dewatering and reuse of drilling mud	Mandating grey water treatment and re-using in accommodation design	Employing a hypersaline ²³ groundwater closed-loop system to maintain reservoir pressure and enhanced well production
	Implementing innovative solutions, fostering efficient water use and reduction at source	

²³ Hypersaline groundwater has total dissolved solids (TDS) above 150,000 ppm.



“Project Wave shows the impact that innovative water management can have at scale. We’re delivering a seawater nanofiltration plant that should supply 115 million imperial gallons of treated water per day to support reservoir pressure in the Bab and Bu Hasa fields. By replacing deep aquifer saline water systems, we’re reducing water-injection related energy use by up to 30% and using clean energy sources to power the process. It’s a more efficient and responsible way to manage water in our operations.”

Omar Hasan Al Marzooqi
 General Manager,
 ADNOC Upstream

Project wave – sustainable water management

A joint strategic initiative between ADNOC and Abu Dhabi National Energy Company (TAQA), Project Wave reflects ADNOC’s commitment to sustainable water management. The project is designed to reduce or eliminate the use of non-renewable groundwater by utilizing seawater as an alternative source through the development of an independent treatment facility using advanced nanofiltration technology. The industry-leading facility is expected to receive up to 100% of its power from the clean energy grid and treat 115 million imperial gallons per day

(MIGD) of nano filtered seawater, reducing water injection related energy consumption by up to 30%. The construction of a nanofiltration plant, water transportation system and pumping stations to supply treated seawater for enhanced oil recovery at Bab and Bu Hasa fields are currently underway and are expected to start operations in 2026.

By providing a dedicated supply of low salinity treated seawater, Project Wave will ensure a sustainable and long-term water source for ADNOC’s onshore operations, preserving

natural aquifers and supporting responsible resource use. The project contributes to ADNOC’s water stewardship by safeguarding aquifer recharge capacity, improving water injection performance and reducing both CAPEX and OPEX. It represents a long-term commitment to minimizing environmental impact while enabling operational resilience across our upstream assets.

ADNOC Onshore: Transforming produced water management

ADNOC’s Bu Hasa and Asab oil fields utilize Produced Water Reinjection (PWRI) technology to enhance oil recovery and manage water resources sustainably. In both fields, produced water, extracted alongside oil, is treated and reinjected into reservoirs to maintain pressure, improving oil recovery efficiency. This process reduces environmental impact by reducing the disposal of water into the sea. PWRI technology supports ADNOC’s sustainable water management efforts by helping to optimize water use, driving a reduced environmental footprint, and supporting long-term production.



Monitoring

Water use monitoring and measurement

We actively monitor water usage across our value chain by leveraging online monitoring systems to track consumption from each source as part of our sustainable water management. A comprehensive water balance is maintained at our operations, providing a clearer understanding of water inputs, reuse and discharge volumes. This approach enables us to further optimize efficiency, reduce waste and enhance water conservation efforts.

We continually monitor seawater withdrawal levels and parameters. Additionally, we monitor groundwater resources to understand recharge rates and provide for their long-term availability for the benefit of current and future local water users.

Wastewater monitoring and measurement

Our wastewater effluent management program is designed to safeguard the environment and public health by aligning with relevant environmental regulations²⁴ and internal corporate standards. Approximately 90% of our water disposal comprises of seawater used in closed-loop cooling systems, discharged safely after cooling with no chemical treatment required.

Other wastewater streams include produced water, process wastewater, brine reject, flowback water and domestic wastewater. Streams undergo primary, secondary or tertiary treatment to meet regulatory discharge limits.

We maintain ongoing monitoring of discharge quality and endeavor to implement corrective actions where needed. In 2024, no incidents of non-compliance with discharge limits were recorded. ADNOC reports wastewater quality trends to regulatory authorities and has a robust spill prevention and response framework in place to reduce risks and enable rapid containment²⁵.

ADNOC regularly monitors ambient groundwater and marine water conditions against baseline levels to support the effectiveness of its control measures and ongoing improvement of wastewater management practices. This monitoring includes groundwater wells, soil quality, marine water and sediment quality surveys, as well as interstitial liner monitoring.

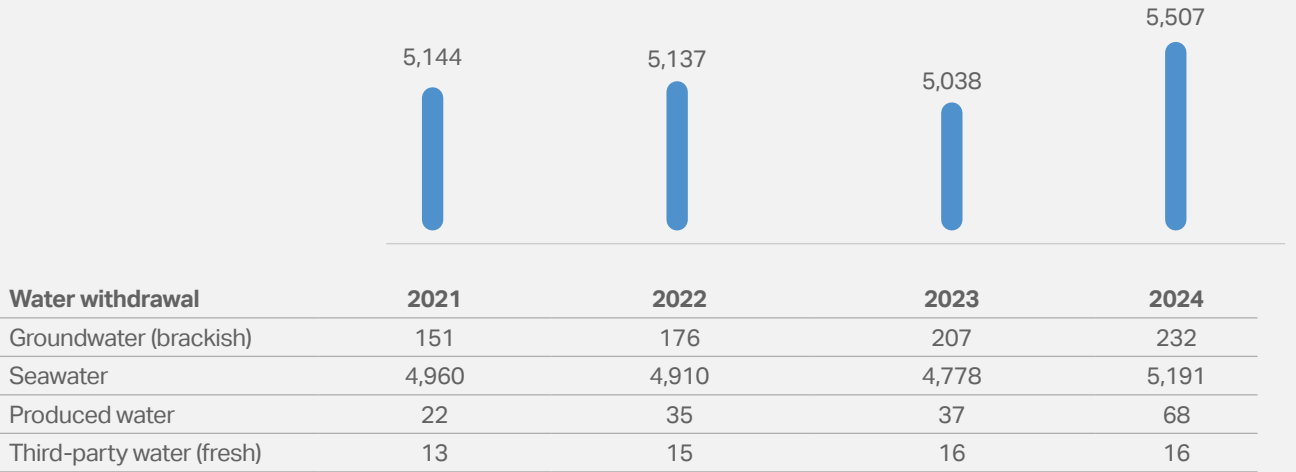
Performance

In 2024, we achieved our freshwater²⁶ target with 0.29%. We observed an increase in non-freshwater withdrawals due to production activities across our offshore and onshore operations, resulting in a rise in overall water disposal.

ADNOC is developing a comprehensive water stewardship strategy that includes assessing current water practices, identifying areas for improvement and implementing water management technologies to optimize and manage water consumption.

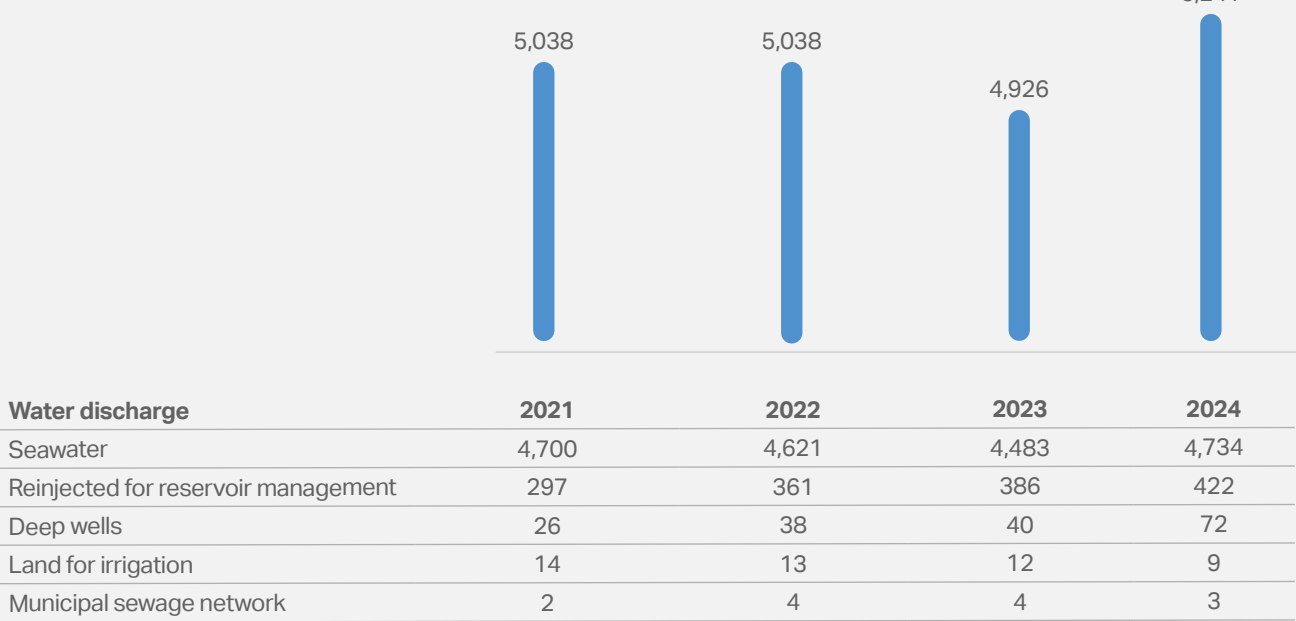
Water withdrawal volume by source

Million m³



Water discharge by destination

Million m³



²⁴ In Abu Dhabi, wastewater is regulated by the Abu Dhabi Department of Energy. All marine vessels comply with the requirements of the International Maritime Organization (IMO). Discharges to the marine environment are regulated under the Federal Law No (24) of 1999 for the Protection and Development of the Environment. Ambient marine water and sediments and soil quality are regulated under the Abu Dhabi Specification Guideline.

²⁵ For more details on our spill prevention and response measures, please refer to the 'Spill prevention' section in this chapter.

²⁶ Our fresh water is withdrawn from municipal water sources which we receive from third-party distribution companies managed by UAE government authorities.

Waste management

Effective waste management is essential to our effort to reducing potential impacts to nature and communities, as well as supporting sustainable operations. We generate both hazardous and non-hazardous waste, such as chemicals, sludge and industrial by-products, across our exploration, production and refining operations. Aligned with the UAE’s National Agenda for Integrated Waste Management, the requirements set by the Abu Dhabi waste management company, Tadweer Group, and the UAE Circular Economy Policy 2021-2031, we are committed to treating and managing all waste safely, from generation to disposal while adopting circularity principles in our approach.



Our waste management approach is built on the mitigation hierarchy principles of source reduction, reuse, recycling/recovery, treatment and responsible disposal. These principles are incorporated into the design and operation of all of our facilities. Our waste management standard requires the development and implementation of waste management plans to provide for a systematic approach to handling generated waste.

We have established the duty of care principle across waste-generating activities within our operations. This helps support strict compliance with manifest tracking, transport permits and regulatory approvals for waste handling. Waste transfers are overseen by the Bolisaty system, a smart integrated waste database developed by the Tadweer Group.

We engage licensed third-party contractors for the collection, segregation, transportation, treatment and disposal of all waste. Hazardous waste is to be directed to a MAGMA waste treatment facility (formerly

known as BeAAT facility)²⁷ and other approved management facilities which use proven technology for the safe treatment and disposal of hazardous waste. Where applicable, a proportion of this waste is sold to approved third parties for recycling and/or reuse. All non-hazardous waste is expected to be classified and segregated as per the requirements of the EAD and Tadweer Group. Whenever feasible, waste is sent for recycling or composting.

To help carry our waste handling activities in compliance with regulations, ADNOC verifies that contractors hold valid permits, maintain a clear chain of custody, collect destruction or receipt certificates and conduct periodic audits of treatment and disposal facilities.

In 2024, we conducted a comprehensive audit of waste management practices across several operations. The audit assessed compliance with ADNOC’s Waste Management Standard and the Duty of Care principle.

Waste management initiatives

Our Waste Management Reduction 2030 Roadmap leverages technology and data-driven solutions to reduce waste, manage resources efficiently and deliver cost savings. We work to increase waste diversion from landfills through targeted initiatives such as recycling waste oil and electronic waste, composting, organic waste and converting cooking oil into biofuels.

In 2024, we signed a Memorandum of Understanding (MoU) with Tadweer Group to strengthen collaboration in waste management practices. The MoU covers a range of activities including the expansion of waste management facilities, implementation of recycling stations and vending machines and processing food waste. The adoption of innovative waste management technologies is a key enabler of these activities.



“Tadweer Group is proud to partner with ADNOC to drive innovative, waste-to-value solutions that support the UAE’s Net Zero 2050 Strategy and COP28 commitments. Together, we’re advancing circular economy principles through initiatives focused on unlocking the value of waste as well as reducing, reusing, and recycling this invaluable resource. We’re also tapping into the production of alternative resources derived from waste such as sustainable fuels, including sustainable aviation fuels(SAF), renewable diesel, and naphtha. As partners, we are driving sustainable change and safeguarding the future of our planet by harnessing waste as an underutilized resource and showcasing how collaboration is a catalyst for powerful green initiatives. This partnership also opens the doors for future collaboration on technologies such as Carbon Capture and Sequestration, starting with our flagship waste to energy project in Abu Dhabi.”

● Ali Al Dhaheri
 Managing Director and Chief Executive Officer,
 Tadweer Group



²⁷ A MAGMA (formerly known as BeAAT) hazardous waste treatment facility is dedicated to the treatment, storage and safe disposal of hazardous waste generated by ADNOC and other industries in Abu Dhabi. This facility handles various types of waste, including liquid, sludge and solid waste, using advanced technologies to support environmental protection and compliance with health and safety standards. The MAGMA facility focuses on sustainability by promoting the recovery, recycling and reuse of waste streams whenever feasible.

Waste reduction highlights across ADNOC

ADNOC Onshore implemented crude oil washing (COW) technology to enhance tank cleaning efficiency and reduce hazardous sludge waste. The initiative helped eliminate manual desludging, reducing safety risks for workers. It also led to enhanced oil recovery and helped achieve a 50% reduction in oily sludge waste.

ADNOC Onshore also established a partnership with Fujairah Cement Factory to repurpose oily sludge as fuel for cement production. In 2024, the team collected and reused 66 tonnes of oily sludge.

In addition, ADNOC Onshore reduced environmental hazards and helped to maximize value through used battery recycling. The company collected and sold over 1,800 tonnes

of waste batteries from 2022-2024 to authorized recyclers, helping to reduce battery disposal costs.

ADNOC L&S repurposed scrap metal from old car parking shades to fabricate new single pole bollards. The initiative helped optimize space and accomplished a reuse/recycle rate of over 80%.

ADNOC established two recyclable materials collection centers, 119 waste collection bins, a solid waste management facility and a program to recycle used cooking oil into biofuels, supported by community awareness programs. Together, these initiatives led to a reduction of general waste by 34% (since September 2023), increased carton recycling by 130% and metal recycling by 223% (since September 2023).

Support for the UAE National Food Security Strategy 2051

- The “Reduce your FOODPrint campaign” enhanced food waste segregation and reporting, resulting in a food waste reduction of 700 tonnes in 2024
- In partnership with Ne'ma, the UAE's National Food Loss and Waste Initiative and Red Crescent, ADNOC donates all surplus food from its Ramadan iftar events, ensuring it is redirected to those in need. In 2024, ADNOC donated over 10,000 meals during Ramadan
- ADNOC deployed AI-driven systems which enable smarter planning and efficiency in kitchen operations, to track, analyze and reduce food waste in real time, achieving a 15% reduction in food waste where implemented

Borouge’s commitment to circular economy: sustainable packaging and waste solutions

Initiative	Description	Impact
Bornewables™: ISCC PLUS-certified polyolefins produced from renewable feedstocks	Bornewables™ is a range of circular polyolefins from Borouge and Borealis, made from renewable feedstock sourced from waste and residue streams. Suitable for various applications, including food-contact packaging and healthcare, Bornewables™ offers high performance while helping customers meet sustainability goals.	By replacing conventional materials, Bornewables™ reduces carbon dioxide emissions by 2,100 kg per tonne. These products maintain the performance of virgin polyolefins while reducing reliance on fossil-based feedstocks, supporting a circular economy.
Mono-material solutions for sustainable snack packaging	Borouge, in collaboration with Aerolam, developed a recyclable mono-material Cast Polypropylene (CPP) solution for snack food packaging. By using advanced materials like RD265CF, HD915CF, and RD368CF, Borouge replaced conventional PET/PE structures, offering an alternative that meets key performance criteria such as stiffness, barrier properties and sealing.	This innovation provides a solution for nitrogen-flushed snack food packaging, helping partners meet sustainability goals.
Collaboration with start-ups to promote circular economy through household waste segregation and recycling awareness	Borouge is fostering partnerships to advance circular economy principles in the UAE and globally. The initiative supports startups like RECAPP and Rebound, collaborates with the Circular Plastics Association and engages with governmental entities to improve recycling and waste segregation.	In 2024, Borouge contributed to the growth of RECAPP and Rebound and supported UAE regulations on circular economy practices, reinforcing waste reduction and recycling awareness at the household level.

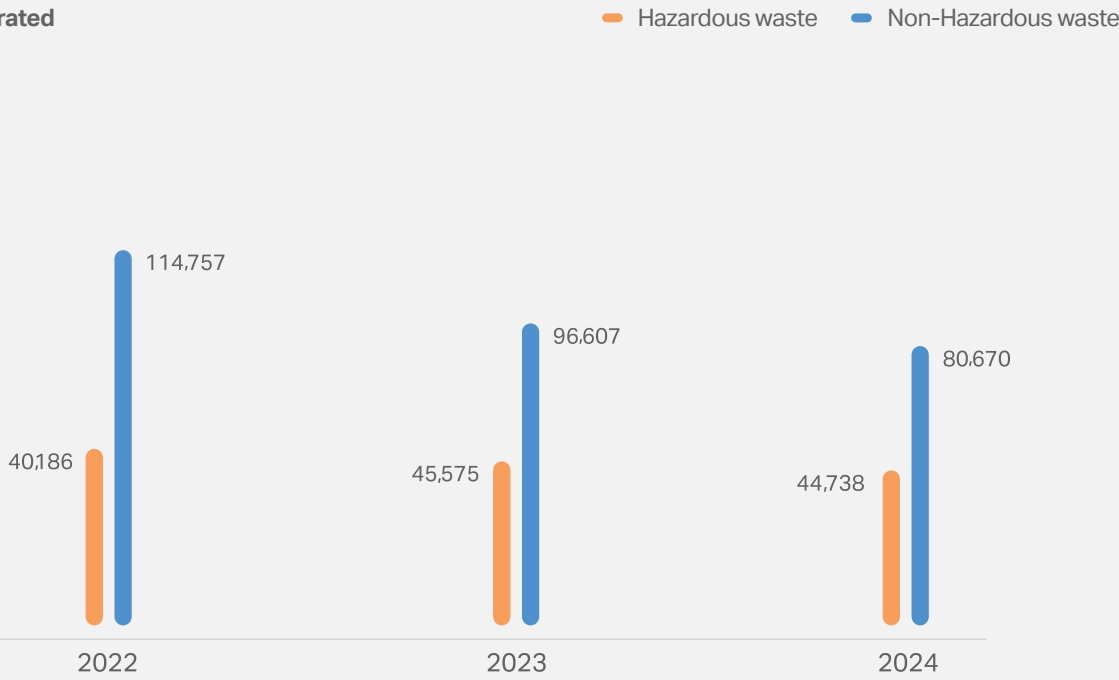
Performance

In 2024, we observed a reduction in both hazardous and non-hazardous waste generation compared to 2023. This improvement reflects our continued efforts to enhance waste minimization practices across our operations.

The volume of non-hazardous waste diverted from disposal decreased compared to 2023, primarily due to a decline in construction and demolition activities and a general reduction in non-hazardous waste generation.

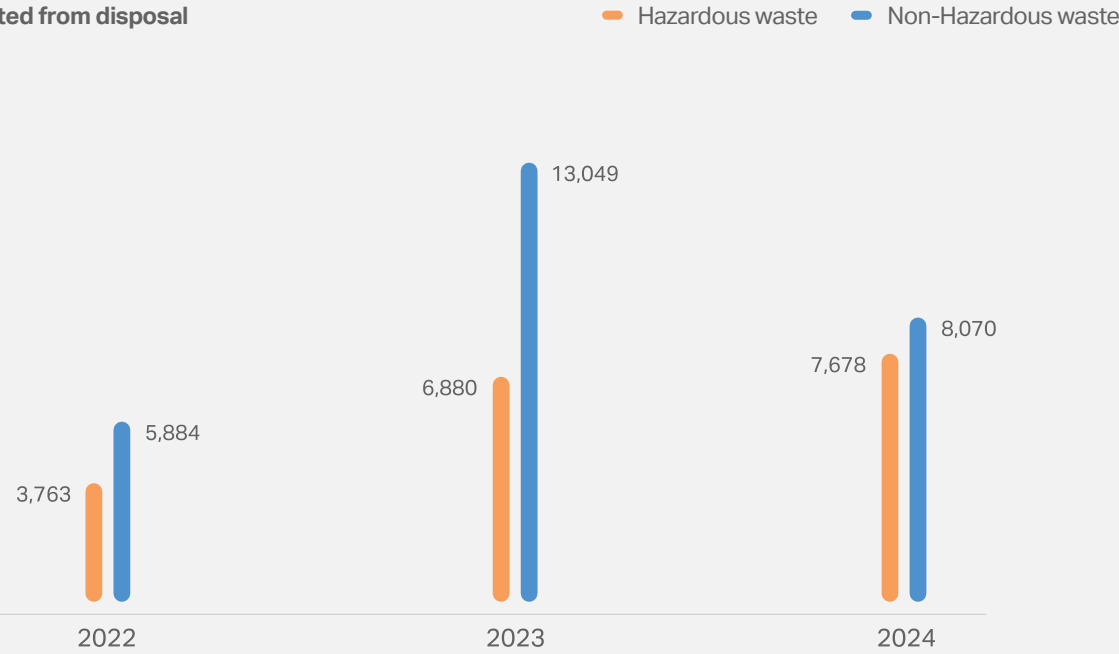
Waste generated

Tonnes



Waste diverted from disposal

Tonnes



Nature and biodiversity

Biodiversity and nature are crucial for sustaining life on Earth, underpinning global economies, combating climate change and supporting food systems. In 2024, the global community convened at the 16th Conference of the Parties to the Convention on Biological Diversity (COP16) to address critical issues such as the ocean-climate-biodiversity nexus and the identification of ecologically or biologically significant marine areas. In the UAE, the designation of nine globally significant Key Biodiversity Areas (KBAs) underscores the nation's commitment to preserving nature and protecting endangered species. These efforts are vital as they enhance ecosystem resilience, support sustainable development and align with the UAE's vision for a sustainable future.

Our operations are located in regions rich in marine and terrestrial life, and our activities have the potential to affect and influence the species that inhabit these environments and the ecosystem services that individuals, communities and businesses, including our own, depend on. Our commitment to reducing negative environmental impacts, protecting habitats and conserving species is reinforced by a proactive and integrated biodiversity management strategy that is designed to take into account the unique ecological sensitivities of the areas we operate in.

The UAE's natural landscape, shaped by its hot and dry climate, features three main ecosystems: vast deserts covering 80% of the country, mountain regions and 2,390 kilometers of coastal and marine environments along the Arabian Gulf and the Sea of Oman. These diverse habitats support a wide array of species. Approximately 25% of ADNOC concession areas and operations overlap with nine protected areas, which are home to species listed on the UAE National Red List²⁸ of critical or endangered species. Notable species include the hawksbill turtle, the osprey, the houbara, the dugong and the Arabian oryx.



²⁸ The UAE National Red List was developed with support and in alignment with the International Union for Conservation of Nature (IUCN) Red List of Threatened Species.



“The UAE’s natural heritage – from its iconic deserts to its rich marine ecosystems – is both a national treasure and a global ecological asset. As the country advances its economic ambitions, it is crucial that development goes hand in hand with environmental protection. ADNOC's dedication to integrating sustainability into its operations demonstrates that economic growth and environmental care are not mutually exclusive, but must coexist. This strategy reflects the UAE's broader goal of a prosperous future based on responsible, sustainable behavior.”

● **H.E. Dr. Shaikha Salem Al Dhaheri**
Secretary General,
Environment Agency - Abu Dhabi



Concessions in or near protected areas

Concession name ²⁹	Area of concession (km²)	Biodiversity value	Protected area name
Shah Gas Field	8,439	Terrestrial	• AL Delfaowyah Protected Area • Al Ramlah Protected Area
SARB Umm LuLu	853	Marine	• Marawah Marine Biosphere Reserve
Ruwais Unconventional	6,163	Terrestrial	• Al Houbara Protected Area • Al Tawi Protected Area
Onshore	12,000	Terrestrial	• Al Houbara Protected Area • Al Ghada Protected Area • Arabian Oryx Protected Area • Al Beda'a Protected Area • Al Delfaowyah Protected Area • Al Ramlah Protected Area
Ghasha	5,542	Marine	• Marawah Marine Biosphere Reserve
Al Yasat	8,439	Marine	• Al Yasat Marine Protected Area
Al Dhafra	4,408	Terrestrial	• Arabian Oryx Protected Area
ADOC	1,193	Marine	• Marawah Marine Biosphere Reserve

²⁹ All concessions are owned by ADNOC and located in Abu Dhabi, United Arab Emirates. The type of operations in these concessions is extractive and production. All concessions contain portions of protected areas. Environmental protected areas are managed by the EAD.

Our approach is guided by our Biodiversity Framework and aims to safeguard, preserve and conserve the biodiversity within our concession areas. The framework is intended to

align with federal and local government mandates, including the UAE's National Biodiversity Strategy and the Abu Dhabi Biodiversity Protection Policy.

ADNOC's biodiversity focus areas

Conserving habitats and preserving species

Developing and managing programs to conserve habitats, including mangroves, coral reefs, seagrass beds and deserts, where we are present, and to preserve species such as the green and hawksbill sea turtle, dugongs, osprey and the Arabian oryx.



Collaboration to accelerate progress

Collaborating with third-party organizations, environmental agencies and government bodies to advance biodiversity conservation.

Raising awareness

Connecting with educators, researchers and the wider community to inspire collective action to protect our natural ecosystems.

Protecting the environment

Safeguarding biodiversity through regular strengthening of environmental performance by reducing waste, enhancing water usage and improving air quality.³⁰



We consider international frameworks and best practices, including the International Finance Corporation's (IFC) Performance Standard 6 (PS6), Equator Principles (EP4) and industry best practices such as IPIECA industry guidance. We work closely with the EAD, which regulates and manages protected areas in Abu Dhabi, including those within our concessions in Abu Dhabi.

The mitigation hierarchy – avoid, minimize, restore and offset – is embedded into our Biodiversity Framework and expected to be applied throughout project lifecycles, including project design, construction, operation, decommissioning and reclamation.

EIAs are conducted for new projects and significant operational modifications. Biodiversity assessments, a critical element of EIAs, involve comprehensive ecological surveys to establish a

baseline understanding of local species and habitats, identify and assess potential impacts and prioritize mitigation measures to help implement biodiversity management best practices.

Biodiversity Action Plans (BAPs) are developed for operations within critical and sensitive areas and contain the ecosystem-specific mitigation measures and monitoring that are to be incorporated into a project throughout its lifecycle.

All ADNOC activities within defined protected areas require an EAD permit, which mandates comprehensive biodiversity management plans, regular environmental monitoring and the submission of compliance reports and any additional requirements as determined by the inhabited species.

Habitat conservation and species preservation activities include mangrove and seagrass planting, the deployment of artificial coral reef habitats and the monitoring and management of species such as the hawksbill turtle, the osprey, houbara, dugong and the Arabian oryx across our concessions.

We track biodiversity changes through monitoring programs and assess the effectiveness of mitigation measures. Monitoring programs are tailored based on the criticality and sensitivity of species and habitats and may include species tracking programs, periodic biodiversity assessments and regular site visits to evaluate biodiversity management efforts.

Conservation of the Arabian oryx

The Arabian oryx, once on the verge of extinction, owes its survival to the visionary efforts of our Founding Father, the late Sheikh Zayed bin Sultan Al Nahyan, who arranged for the capture of two breeding pairs.

Through the Sheikh Mohammed bin Zayed Arabian Oryx Release Program, managed by EAD, the UAE is home to

the largest population of Arabian oryx in the world today, a conservation success which saw the species reclassified from endangered to vulnerable by the International Union for Conservation of Nature (IUCN) in 2011.

ADNOC actively supports the UAE's conservation efforts by contributing to the protection of the Arabian oryx

at its sites in Qusahwira, Das Island and Zirku Island. Through the provision of medical aid, food and shelter, ADNOC collaborates with EAD to help monitor and sustain the Arabian oryx population, reinforcing the UAE's commitment to the conservation of this iconic species.

Supporting nature-based solutions

Nature-based solutions are integral to addressing environmental challenges, such as climate change, biodiversity loss and ecosystem degradation. ADNOC's tree-planting efforts exemplify this approach, aligning with both UAE and global initiatives such as the UAE Plant the Emirates program and the One Trillion Trees Initiative of the World Economic Forum. Our projects focus on planting mangroves, ghaf trees and date palms, each playing a crucial role in enhancing the environment and supporting sustainability goals.

Mangroves

Mangroves play a critical role in strengthening coastal resilience, protecting biodiversity and capturing carbon. In support of the UAE's national target to plant 100 million mangroves by 2030, ADNOC has committed to contribute 10 million mangroves as part of its broader Sustainability Strategy.

Since 2023, ADNOC has planted over 2.8 million mangroves, including more than 300,000 in 2024 alone, using advanced drone technology developed in the UAE. As part of our long-term ecosystem restoration efforts, we also replenished areas planted in 2023 to support their continued growth and help us meet our targeted expansion numbers. These achievements were made possible through drone-based aerial seed dispersal, enabling the distribution of over 7 million mangrove seeds to date.

In 2024, ADNOC joined the Abu Dhabi Mangrove Initiative, led by EAD, to accelerate mangrove restoration, align local actions, drive research and promote private sector and community participation. ADNOC was also recognized by the Ministry of Climate Change and Environment (MOCCAE) for its contribution to mangrove plantation efforts.

ADNOC's mangrove program integrates advanced monitoring tools, including machine learning and normalized difference vegetation index analysis, to track mangrove health and restoration success. Community engagement remains a core pillar of the initiative. In 2024, more than 700 ADNOC employees and 500 student volunteers participated in restoration events, with over 6,500 volunteer hours recorded across 17 sessions. To date, more than 26,000 youth and 990 employees have been engaged in awareness and planting activities.

ADNOC Distribution extended this effort to the public by launching the Adopt a Mangrove feature on its mobile app. This allows customers to redeem loyalty points to plant mangroves and track their impact in real time via a blockchain-enabled monitoring system. This initiative makes ADNOC Distribution the first fuel retailer globally to offer customer-led mangrove adoption with transparent digital tracking, connecting everyday consumer action with national and global climate goals.

Ghaf and palm trees

The ghaf tree is a resilient native species critical to the UAE's desert ecosystem. It supports biodiversity, enriches soil quality and thrives in arid conditions. At Bu Hasa, ADNOC repurposed a former disposal site into an 8,000-square-meter forest featuring over 700 ghaf trees. The forest is sustained by drip irrigation using treated sewage effluent, supported by solar-powered lighting and a wind turbine to reduce resource use. The area is now attracting native birdlife and desert species, enhancing local biodiversity.

The date palms are valued for their ability to provide shade and support biodiversity in desert environments. ADNOC has planted more than 6,000 date palms across several operational sites, including Zirku Island, as part of broader landscape and ecological enhancement efforts.

Biodiversity monitoring is conducted across these areas to assess habitat conditions and species presence, helping to guide adaptive conservation actions where needed.

³⁰ For more information, refer to the 'Environmental management' section in this chapter.



“As an environment engineer on this project, I am proud to see how our efforts balance human development with nature. The construction of artificial islands, named after traditional pearl diving sites, honors the region's rich cultural heritage, providing a controlled and minimally invasive environment, allowing marine species to flourish and thrive. This initiative reflects our commitment to preserving the natural beauty and ecological balance of the Marawah Marine Biosphere Reserve.”

● **Nada Abujarad**
Environment Engineer,
ADNOC Group



Hail and Ghasha – an innovative approach to development and biodiversity

The Hail and Ghasha project holds a critical role in the UAE's strategic objective of gas self-sufficiency and expanding gas exports. The groundbreaking initiative – the first of its kind aiming to operate with net-zero CO₂ emissions will capture 1.5 million tonnes of CO₂ annually, which will be transported onshore and securely stored underground. Additionally, the low-carbon hydrogen produced will serve as a cleaner alternative to fuel gas, further reducing emissions.

Situated within the Marawah Marine Biosphere Reserve (MMBR), the UAE's first UNESCO-designated biosphere reserve, which comprises more than 60% of Abu Dhabi's marine protected zones; the project will also harness clean energy from Abu Dhabi's electricity grid, utilizing both nuclear and renewable sources.

Illustrating how large-scale industrial developments can integrate sustainable solutions, the Hail and Gasha project has applied biodiversity protection, innovative infrastructure, restoration and

technology to deliver more energy with lower emissions and environmental impact. By focusing on both energy production and environmental stewardship, ADNOC demonstrates that industrial development can coexist with the preservation of vital marine ecosystems throughout the lifecycle of the project.

During the concept and design phase, ADNOC, in collaboration with the Environment Agency of Abu Dhabi (EAD), conducted one of the largest marine Environmental Impact Assessments ever undertaken in the country, with the findings integrated into a comprehensive biodiversity program. Key measures undertaken since then include marking the MMBR sea boundaries, refurbishing the Bu Tinah Central Building to support EAD's marine research and protection, surveying the marine biodiversity of the area, developing the MMBR Marine Species Catalogue and education programs, restoring mangroves, installing osprey nests and deploying artificial reefs to

boost biodiversity. The project also reduces environmental disruption by using artificial islands, significantly reducing the need for dredging across more than 100 planned well locations.

For ongoing facilities' construction and drilling activity, ADNOC is implementing an EAD-approved Construction Environmental Management Plan (CEMP), which restricts activities like dredging and pipe laying to designated areas, while enforcing strict controls on marine ecology, noise, air and soil quality to uphold best environmental practices. In line with ADNOC's broader sustainability goals, the project also includes planting one million mangroves, deploying enhanced artificial coral reefs and supporting marine conservation, including a turtle rescue and rehabilitation program in collaboration with EAD and other partners. Technologically advanced drilling methods are being used to eliminate traditional well construction steps by enabling fluid recovery and reinjection, further reducing the environmental impact.



Monitoring

ADNOC maintains a Geographic Information System that spans its concession areas in Abu Dhabi and integrates datasets from EAD. The system facilitates the assessment of potential impacts on sensitive environments by providing access to a wide range of environmental data subsets.

In the event of a biodiversity-related incident, ADNOC immediately notifies EAD rangers, conducts a

joint investigation and implements a remediation plan. In 2024, no biodiversity-related incidents were recorded.

We continue to enhance our biodiversity management efforts through capacity building, collaboration with environmental experts and the use of aerial monitoring technologies, such as drones, to support field assessments.

Raising awareness

Our belief is that conservation starts with education. As such, we are committed to promoting conservation awareness. Through employee initiatives and various partnerships, we have developed dedicated biodiversity education and awareness programs.

Collaboration to accelerate progress

We support nationwide conservation efforts alongside partners such as the EAD to nurture the nation's rich natural heritage. We hosted the 2024 Biodiversity Forum in collaboration with EAD, MOCCA and the regional CSO Network. The forum, titled 'Technology for Nature,' explored how AI and innovative technologies can help reverse biodiversity loss and strengthen ecosystem resilience. Key takeaways included the importance of technology,

cross-sector collaboration, innovation, public awareness and policy alignment in biodiversity preservation.

In 2024, ADNOC hosted a workshop facilitated by the IUCN for participants in the IPIECA Biodiversity Working Group. The workshop focused on biodiversity and ecosystem services and included lectures, discussions and a site visit to Al Jubail Mangrove Park, highlighting practical applications of biodiversity management.

Biodiversity education and awareness programs

E-Green

E-Green is the first e-learning platform dedicated to the environmental sector in the Middle East. We are proud to support EAD by contributing to a tool that offers educators access to scientific and well-researched information on the environment and conservation initiatives in Abu Dhabi.



Educating children through eco-literacy

We pass down knowledge to the next generation to ensure a keen sense of environmental stewardship is instilled from a young age. Students at ADNOC schools are educated about endangered animals and their ecological importance through an extensive range of environmental books.



Environmental signage

To increase public awareness of the precious natural environments that exist across the Emirate of Abu Dhabi, we have helped to install signs across ports and public beaches detailing key information on sensitive species and best practices for protection.



Soil and ground water remediation in Abu Dhabi refinery decommissioning project

The Abu Dhabi Refinery, the first ADNOC refinery established in the 1970s, ceased its operations in 2021 and the decommissioning activities are in progress. Governed by ADNOC's Health, Safety and Environment Management System (HSEMS) Standards, we are working to carry out the decommissioning process in compliance with Environmental Impact Assessments (EIA) and detailed safety

risk evaluations, aligning with both UAE regulations and applicable international best practices. A range of remediation technologies are being applied, including bioremediation and in-situ/ex-situ soil washing and other advanced methods depending on the nature and extent of contamination.

Additionally, a social impact assessment was conducted to identify potential

adverse effects on nearby communities and implement mitigation measures.

The project is currently progressing through a phased remediation approach, which is likely to be completed by 2025 with the ultimate objective to keep the site environmentally secure for safe repurposing in the future.



Spill prevention

Preventing hydrocarbon leaks and spills is a key priority for ADNOC. Spills can pose operational, safety and environmental risks, making prevention, preparedness and effective response essential to maintaining safe and responsible operations. ADNOC has established policies and procedures designed to mitigate the risk of spills, support containment and implement rapid response measures in the event of an incident.

Our waste management, emergency response, and oil spill response standards guide our approach to spill prevention, control and mitigation across operations³¹.

Our approach, underpinned by robust health, safety and environmental standards, focuses on four critical areas: prevention, preparedness, incident response and monitoring.

Performance

In 2024, the number of hydrocarbon spill incidents increased. However, the total volume of oil spilled was lower than in previous years. All incidents were below 10 barrels, and no spills occurred near environmentally sensitive areas.

	2021	2022	2023	2024
Hydrocarbon spill incidents (>1 barrel)				
No. of incidents	1	2	2	6
Volume of spill (bbl)	5	1,188	78	36.6
Volume recovered (bbl)	0	1,103	6	4
Non-hydrocarbon spill incidents (> 1 bbl)³²				
No. of incidents	0	0	0	1
Volume of spill (bbl)	-	-	-	4
Volume recovered (bbl)	-	-	-	0

³¹ For more information on our emergency response and crisis management approach, refer to the ‘Emergency response’ and crisis management’ section and the ‘Process safety and asset integrity’ section in the ‘Keeping our people safe’ chapter.

³² Reported non-hydrocarbon spills are only for onshore operations as offshore operations did not experience any spills.



EMPOWERING LIVES





2024 performance

- \$14.9 (AED 55 billion) returned to the UAE economy
- >1.3 million people benefitted from our CSR program
- 32% of our new UAE national hires are women
- 19% of senior leadership positions are held by women
- ~17,000 students engaged through the STEM for Life education program
- >64,500 ADNOC employee volunteering hours
- 20/21 ADNOC Group company boards include women members
- ~7,000 private sector jobs created for UAE Nationalss
- \$2.7 billion (AED 9.9 billion) in offtake agreements for llocal manufacturing.

Material topics

- Socioeconomic impact
- Employment practices, development and wellbeing
- Non-discrimination and equal opportunity
- Diversity and equal opportunities

The world’s population is expanding and energy demand is increasing along with it. Ensuring access to reliable and affordable energy is essential for communities and economies to thrive.

As a key driver of economic growth, ADNOC has a responsibility to invest in our communities and create a positive impact. Empowering our people and the communities in which we operate

SDGs



is key to delivering secure and sustainable energy for future generations. We want every market we serve – and every community we operate in – to be better with our presence. We want to be an employer of choice, a good neighbor and a trusted partner.

Our approach

Access to affordable, reliable and sustainable energy is an important driver of human development, economic progress and quality of life. ADNOC is expanding energy access to empower communities, drive socioeconomic progress and support a more inclusive global energy future. By pursuing a pragmatic and integrated approach based on advancing an ‘and-and’ approach that embraces traditional and lower-carbon energy sources, ADNOC is providing energy to empower economies and communities everywhere. We are working to transform energy systems, reduce emissions and accelerate sustainable development.

At the end of 2024, ADNOC launched XRG, a transformative international energy investment company, focused on natural gas, chemicals and scalable energy solutions to help power AI and industry globally. XRG’s portfolio includes operating and non-operating interests in industry-leading companies that are meeting the rapidly increasing global demand for energy and the chemicals that are essential to enable sustainable economic growth.

We are proud to promote a diverse and inclusive working environment in which talented individuals can thrive. Our business is driven by outstanding individuals, who set and exceed ambitious targets.

Through these actions, ADNOC is fueling growth, widening access to opportunity and empowering individuals and communities to build more resilient, prosperous and sustainable futures.

Driving growth and prosperity

We aspire to drive economic growth and sustainable progress wherever we operate. In the UAE, we support a resilient, diversified economy by strengthening domestic supply chains, creating high-skilled employment and increasing economic and long-term impact for the nation. We have two core programs that support the development of a diverse, sustainable and globally competitive national energy and manufacturing sector, while making our local supply chain more resilient: the In-Country Value (ICV) and Make it in the Emirates programs support the objective of the UAE’s Vision 2031.

In-Country Value program

ADNOC’s ICV program, launched in 2018, aims to enhance the resilience of our value chain by increasing the use of local goods and services, encouraging domestic manufacturing and creating job opportunities for UAE nationals in the private sector. The implementation of the ICV program into our procurement process follows the ADNOC Group ICV Implementation Guidelines.



In 2024, our ICV program returned \$14.9 billion (AED 55.0 billion) to the UAE economy, raising its total contribution to \$65.9 billion (AED 242.0 billion) to date. Building on a strong year, we have updated our ICV program target to return \$54.5 billion (AED 200 billion) to the UAE economy from 2025 to 2029.

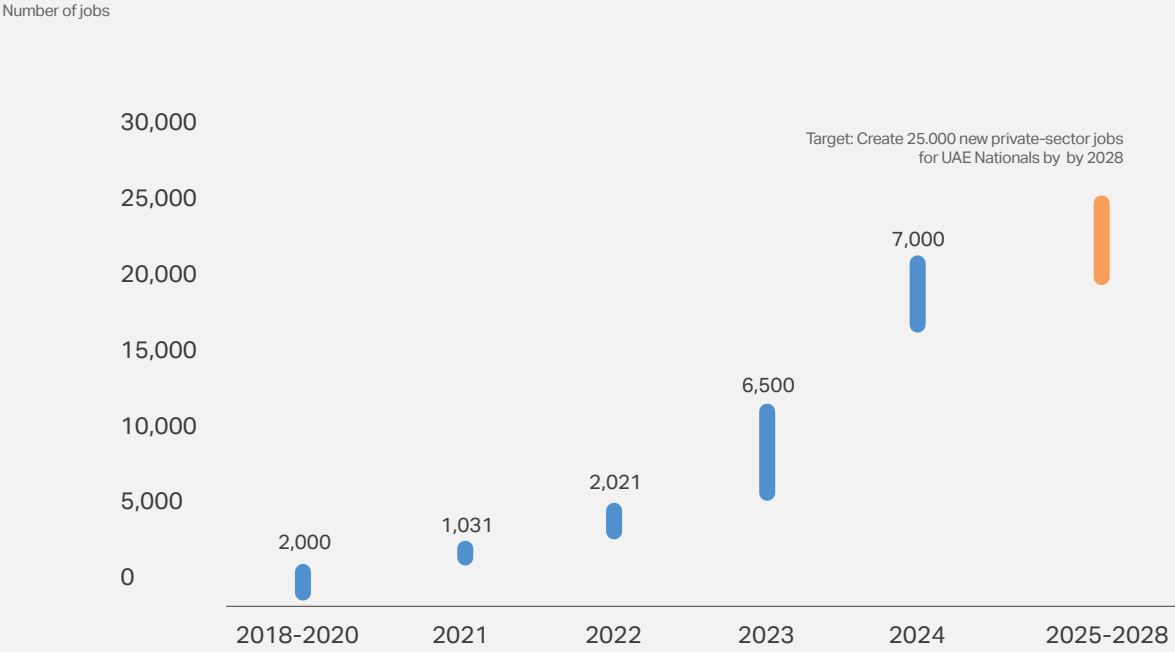
In 2024, we created 7,000 additional private sector jobs for UAE Nationals in our value chain, reaching a total of 18,500 jobs since the program’s inception in 2018. Building on this momentum, we are committed to reaching 25,000 private-sector job opportunities for UAE Nationals by 2028.

To support local suppliers and their contribution to the UAE’s economy, we engaged with more than 100 suppliers through tailored awareness and capability-building sessions. In 2024, these efforts enhanced their readiness for ICV certification and improved competitiveness across our procurement process.

Industrialist career exhibition

In partnership with the Ministry of Industry and Advanced Technology (MoIAT) and in collaboration with the Ministry of Human Resources and Emiratization (MoHRE) and Nafis, ADNOC organized targeted career exhibitions to enable the private sector to recruit UAE Nationals. They matched UAE Nationals with relevant career opportunities across industrial and advanced industries using a platform which enabled immediate interviews to fast-track recruitment. In 2024, we hosted two editions of this exhibition, offering more than 1,650 job opportunities.

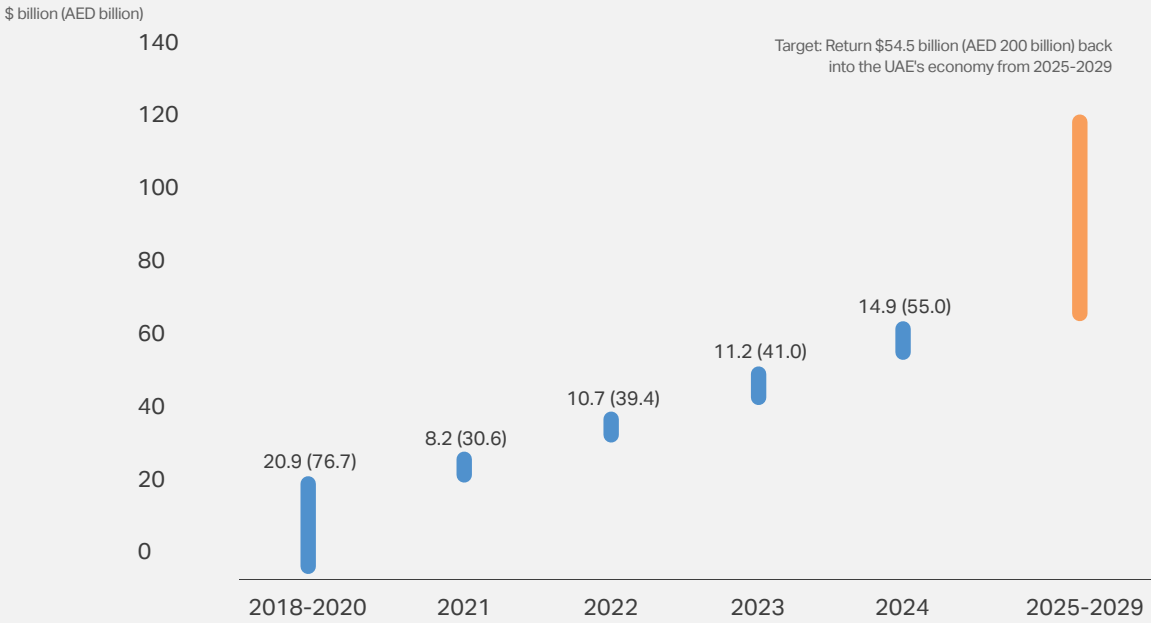
Number of jobs created for UAE Nationals in the private sector



“In line with the UAE leadership’s vision, ADNOC continues to play a central role in advancing the nation’s economic diversification and industrial development through our In-Country Value (ICV) program. Building on strong progress, we are expanding private-sector job opportunities for UAE Nationals and strengthening the role of the private sector in driving industrial growth. Through the ICV Program, we are deepening partnerships with local and international companies to unlock sustainable value, enhance local supply chains, and create shared long-term success.”

Ali A. Foolathi,
 Senior Vice President,
 Group Procurement Excellence & In-Country Value, ADNOC

Value returned to the UAE economy through the ICV program



“ENPPI is proud to collaborate with ADNOC in advancing the UAE's In-Country Value program. By prioritizing local sourcing and manufacturing, ADNOC is not only boosting the UAE’s industrial capabilities but also fostering a self-reliant and diverse economy. Our partnership underscores the importance of leveraging local expertise and resources to drive sustainable growth and innovation. Together, we are contributing to a resilient and prosperous future for the UAE.”

Eng. Wael Lotfyi,
 Chairman and Chief Executive Officer,
 ENPPI





“ADNOC’s proactive efforts in Emiratization and the UAE’s National In-Country Value Program are driving significant socioeconomic development. With its initiatives and active investment in local talent and resources, ADNOC is strengthening the UAE’s global competitiveness, creating valuable job opportunities for Emiratis, and shaping a prosperous future for our society. These efforts resonate with the ETCC’s vision to create a pool of qualified Emirati talents, capable of driving a sustainable, knowledge- and innovation-based UAE economy, powered by the skills and competence of our people, in line with the leadership’s vision in that regard.”

H.E. Ghannam Al Mazrouei,
 Secretary General,
 Emirati Talent Competitiveness Council (ETCC)

مجلس تنافسية الكوادر الإماراتية
 EMIRATI TALENT COMPETITIVENESS COUNCIL



Make it in the Emirates

ADNOC remains a key enabler of MoIAT’s Make it in the Emirates program. As part of our ICV program, we aim to localize our supply chain and unlock long-term manufacturing opportunities for the private sector through our procurement pipeline.

In 2022, we set a target of securing \$19 billion (AED 70 billion) worth of products

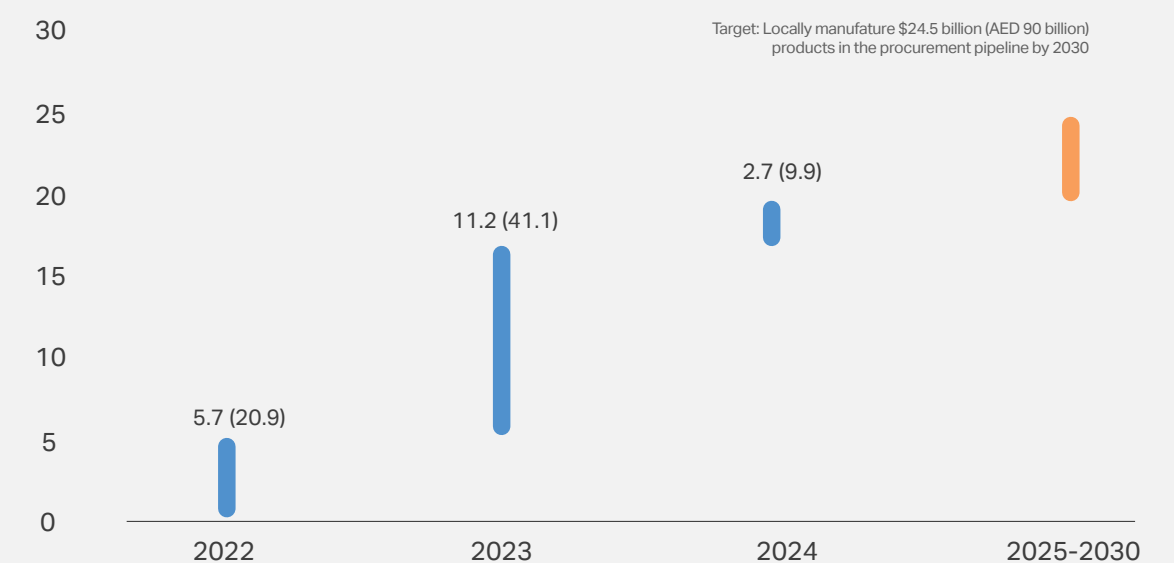
by 2027. In 2024, following a review of ADNOC’s procurement demand and market opportunities based on our business plan, we identified the potential for greater impact and raised our target to \$24.5 billion (AED 90 billion) by 2030.

By year-end, ADNOC had signed off-take agreements worth \$19.6 billion

(AED 72 billion) with 85 manufacturers, supporting the localization of over 100 products.

This progress not only reflects the economic impact of our ICV strategy, but also the role we play in enabling UAE Nationals to develop the skills and experience needed to pursue rewarding careers.

Value of offtake agreements for local manufacturing
 \$ billion (AED billion)



Helping our people achieve their full potential

We cultivate a high-performance culture that enables our people to grow, lead and contribute to ADNOC’s strategic goals and daily operations. Our human capital approach focuses on attracting, developing and retaining diverse, skilled talent across levels of seniority. By aligning performance with business aspirations, we seek to empower employees through clear role expectations and defined career pathways – supporting both individual growth and organizational success.

We invest in creating a highly skilled, diverse and capable workforce to drive performance.

Our Group Human Capital Directorate sets ADNOC’s people strategy, policies and guidelines in line with our corporate strategy and operational needs. It is responsible for overseeing the attraction, recruitment, mobility, development, succession and retention of talent, as well as the professional growth and development of employees.

We have a company-wide performance management system in place. Employee key performance indicators are individual and meant to align with our business objectives so employees understand how they can contribute.

We promote a culture that enables and energizes our employees. We have adopted a holistic approach to attract, develop and engage our people. The system is supported by an annual rewards program that incentivizes excellence and contributes to a performance-driven culture.

We make ADNOC employees aware of potential career paths through centralized role profiles detailing technical and leadership progression pathways. This enables managers across levels to engage with employees on what key competencies are required for them to develop and advance within the company.

In 2023, we started a program to develop our high performance and accountable culture. In 2024, we expanded this effort through the ADNOC Culture Masterclass, delivered by over 60 trained culture facilitators. The masterclass reached more than 3,500 managers – representing 82% of middle management – and received a 94% satisfaction rating. It was supported by the Culture Dashboard, featuring over 30 organizational metrics to assess cultural and performance outcomes.

Throughout 2025, ADNOC intends to increase the coverage of middle management trained on ADNOC Culture Masterclass and extend the initiative to high-potential youth across ADNOC.

Equipping our people to lead the AI transformation

At ADNOC, we are equipping our people to lead the transformation as we advance our ambition to become the world's most AI-enabled energy company. In 2024, more than 40,000 employees completed foundational AI training.



Training and development

We offer a broad range of training and development opportunities to build capabilities across the organization – strengthening skills, supporting career growth and reinforcing a high-performance culture.

ADNOC is strengthening its talent pipeline to support a high-performance, accountable, multi-skilled and diverse workforce. Our programs are intended to cover the full employee lifecycle – from youth development to executive leadership – driving alignment with evolving business needs.

- We focus on three priorities:
1. Upskilling on emerging skills
 2. Developing future leaders
 3. Digitizing the learning experience for greater efficiency and impact through an AI-enabled platform

We take a data-driven approach, using our ADNOC master skill library and insights from the organization-wide capability drive to guide internal skill benchmarking. This helps to align development programs with our strategic goals, address critical skill gaps and meet performance expectations.

Based on this framework, we deliver targeted programs such as the Talent Accelerator and Leadership Transition, along with specialized training in AI, environmental stewardship, data analysis and cybersecurity.

In 2024, employees completed approximately 1.5 million hours of training – approximately a 17% increase from 2023 – reflecting our ongoing commitment to workforce development as a foundation for sustainable performance.

We also support employees in planning for life beyond their careers. Our pre-retirement program, which had approximately 200 participants in 2024, offers guidance on goal setting and transition planning, while initiatives like Khebra and ADNOC Pioneers leverage the expertise of retired professionals through mentoring and consultancy opportunities. We hosted an annual ADNOC Pioneers Forum which saw more than 1,000 attendees in 2024.

Employee engagement

We conduct an annual employee engagement survey with support from a third-party provider. The survey is made available in three languages (Arabic, English and Malayalam) to gather insights from our employees. Survey outcomes help to inform action plans which are monitored by appointed champions at each ADNOC Group company. We follow up with annual pulse surveys to assess the effectiveness of our actions and to improve engagement. In the 2024 employee engagement survey, 82%

of ADNOC employees reported feeling highly engaged, contributing to a score of 74%, the highest since 2016. The employee experience score indicated that over 84% of employees had a positive perception of their experience at ADNOC.

Employees can also provide anonymous feedback through our Takallam platform, which means ‘to speak’ in Arabic. Employees use it to raise and address concerns without fear of retaliation³³.

Employee wellbeing

ADNOC launched the Energy for Wellbeing program in 2023 and expanded its reach in 2024 to foster a vibrant, engaged workplace culture. The program takes a holistic approach to wellbeing, prioritizing people, enhancing workplace quality, strengthening social cohesion and promoting a sustainable environment for employees, the community and the UAE. Its goal is to empower employees to realize their personal and professional goals, build resilience, boost productivity and maintain a healthy work-life balance.

As part of this initiative, ADNOC launched the ‘Employee Assistance Program’, offering employees and their families access to psychologists, dietitians, fitness and life coaches, as well as financial and legal consultants. In addition, all ADNOC Group employees and their families benefit from health and wellbeing apps such as TruDoc and Daman, which provide 24/7 access to multilingual doctors, teleconsultation services, prescription management and specialist referrals. TruDoc also enables appointment bookings and offers customized wellness programs, including meal and exercise plans.

In 2024, ADNOC launched a dedicated Energy for Wellbeing microsite and introduced the Wellbeing Toolkit for Managers to educate leaders on the importance of employee wellbeing and work-life balance. The company also rolled out over 2,000 programs engaging 175,000 participants, including employees, their families and service providers. To further support working parents, ADNOC introduced parent-friendly workplace initiatives under the Energy for Wellbeing program. These include a dedicated helpdesk email, AI chat for instant assistance and Viva Engage communities such as the parent-friendly community, designed to foster engagement and promote a balanced work culture.

We continue to collaborate through strategic partnerships with various UAE government entities, including the Department of Community Development and its subsidiaries, to further enhance the wellbeing of ADNOC employees and the wider UAE community.

³³ For more details on our ‘Takallam’ platform, refer to ‘How we Operate’

Compensation, benefits and rewards

We maintain a competitive compensation structure that supports talent retention and fosters long-term organizational success. Our Group Total Rewards & Human Capital Policies Division is responsible for designing and implementing compensation programs that align with regional and global best practices and ADNOC's strategic objectives. Furthermore, they are expected to manage the consistent implementation of these programs across ADNOC Group companies.

ADNOC's total rewards framework is based on the principles of fairness, equity and competitiveness. Our remuneration framework, which is a component of the total rewards framework, includes a combination of both fixed and variable pay components. The variable pay components are linked to the achievement of performance objectives which include sustainability, operational efficiency and workforce development targets.

ADNOC provides an employee supportive work environment and our benefits package for full-time employees includes life insurance, healthcare, parental leave, retirement and pension plans and end of service policy. ADNOC offers family-friendly policies designed to support employees' family and personal needs. Women receive maternity leave and the option for extended custody leave for childcare, with flexible working arrangements available for up to 18 months. Male employees are entitled to paternity leave, ensuring that both parents can be actively involved in early childcare.

Diversity, equity and inclusion

We are committed to providing a work environment that embraces diversity, equity and inclusion (DEI) regardless of gender, age, nationality or religion. As a participant in the UN Global Compact, we uphold principles that promote human rights, labor equity and non-discrimination.

Youth engagement remains a strategic priority. In 2024, 48% of our workforce was under the age of 38, and 24% of leadership roles were held by employees in this age group. Through structured engagement, innovation platforms and an active Youth Committee, young professionals contribute meaningfully to our initiatives and strategic priorities.

Our workforce represents 126 nationalities, reflecting ADNOC's diverse, inclusive culture and its ability to attract and retain talent.

We also maintain a strong focus on Emiratization in line with the UAE's national priorities to develop and empower local talent. In 2024, ADNOC exceeded its Emiratization target of 60% with 61% and has since set a more ambitious goal to further increase national representation, particularly in technical and leadership roles.

To support these priorities, we deliver targeted development programs such as the Future Leaders Program, to help equip high-potential UAE Nationals with the skills, exposure and experience needed to lead in a dynamic energy sector.

Our broader DEI initiatives include training on gender equity, inclusive leadership and cultural awareness. We also conduct specialized workshops for people of determination and deliver dedicated training for their managers, focused on inclusive practices, accessibility and bias reduction – driving a more supportive and equitable work environment for all.

ADNOC's parent-friendly workplace initiative

ADNOC's parent-friendly workplace initiative, under the Energy for Wellbeing Program, supports employees in achieving work-life integration by addressing the specific needs of working parents. The initiative offers flexible work arrangements, tailored parental leave and structured return-to-work assistance. Dedicated resources, including a microsite and a Yammer support group, provide guidance and peer engagement on balancing parenting and professional responsibilities.

Facilities include nursing rooms for new mothers and an onsite nursery, complemented by childcare vouchers to support broader childcare needs. Mental health support is also offered through access to counseling and psychological services via health apps.

In 2024, ADNOC collaborated with the Department of Community Development, the Supreme Council for Motherhood & Childhood alongside various health institutions

to deliver educational sessions aimed at promoting a parent-friendly workplace culture.

The initiative has been recognized with the Maan Social Contribution award and by the Early Childhood Authority, affirming ADNOC's commitment to employee wellbeing through inclusive policies and supportive infrastructure.



“At the Family Development Foundation, we believe that strong, resilient families are the foundation of a thriving society. Through our ongoing partnership with ADNOC, we have been able to deliver impactful social programs that support the personal and professional development of ADNOC employees and their families. These initiatives promote wellbeing, strengthen family bonds, and foster a culture of empathy and social responsibility. ADNOC's commitment to investing in the social fabric of its workforce reflects a deep understanding that sustainability is not only about the environment, but also about people.”

● **H.E. Mariam Mohammed Abdullah Al Rumaithi,**
Director General,
Family Development Foundation



Our diversity performance in 2024

16%

of workforce less than 30 years old

Women represented approximately

14%

of our total workforce

32%

of our new UAE National hires were women

80

number of people of determination employees

72%

of workforce between 30-50 years old

20 out of **21**

ADNOC Company boards include women members

19%

of senior leadership positions¹ were held by women

126

different nationalities

12%

of workforce more than 50 years old

890

women work across our operational sites

Women represented

48%

of the student talent pool

Empowering women

ADNOC is committed to advancing gender balance and empowering women. We are a participant in the United Nations Women’s Empowerment Principles and a supporter of the UAE Gender Balance Council’s Gender Equality Acceleration Pledge, signed during the 2024 Global Women’s Forum Dubai. This initiative aims to ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. As part of this pledge, we have set a target of achieving 30% women representation in middle and senior management appointments5 by 2028.

Our approach goes beyond compliance – it is embedded across leadership development, policy and culture. Multiple functions across ADNOC are engaged in driving progress through targeted initiatives that support women’s advancement in technical, managerial and leadership roles.

Highlights include:

- Our founding partnership with Aurora50’s Pathway20, the region’s first board-career accelerator for women, aimed at increasing the number of qualified women as board directors and connecting them to leading companies

- The introduction of courses that support women’s advancement into leadership roles by developing key skills such as executive presence, strategic leadership and empowerment. Ongoing efforts across business units to improve policy frameworks, promote flexible career pathways and provide equal access to development opportunities

These efforts are supported by the Gender Balance Committee, which provides cross-functional coordination and strategic oversight to help embed gender equity principles into ADNOC’s operating culture.



“Promoting gender balance and diversity is essential for sustainable development. By signing the UAE Gender Equality Acceleration Pledge, ADNOC is taking significant steps to empower women and foster an inclusive workplace. Their initiatives are crucial in advancing the UAE’s vision for gender equality and creating a more equitable society.”

● **H.E. Mouza AlSuwaidi**,
Secretary General,
UAE Gender Balance Council



Investing in and engaging with our communities

We believe that our success and resilience as a company is connected to the success and resilience of the communities we serve. Beyond economic contribution, our social impact is measured by how we manage community concerns and develop the communities in which we operate. With significant local presence and wide-ranging operations, our social license to operate is rooted in trust and social development. We work with government entities and other external stakeholders to help us have a positive impact on community development.

We are committed to creating positive impact through community initiatives and social volunteering. Guided by our Corporate Social Responsibility (CSR) Strategy, we invest in programs to enhance education, promote health and wellbeing, conserve the environment and empower diverse communities in line with the national development goals. While many of our programs and initiatives have been in place for several years, each year we assess how we can further improve and develop our CSR approach.

We actively work to embed social considerations into our operations to help us identify potential impacts and community concerns early and manage them responsibly. This includes maintaining open and transparent communication channels with communities and aligning with a globally recognized standard to safeguard against social risks.

Managing social risk

Our Social Risk Management (SRM) Standard is aligned with the International Finance Corporation (IFC) Environmental and Social Performance Standard and national requirements. We actively identify, assess, monitor and address any potential social impact on the communities where we operate and on stakeholders linked to our activities. The SRM standard provides guidelines to undertake comprehensive social risk management for all our green and brownfield projects, from concept to construction, and from operation to decommissioning.

We follow a structured process for managing the social impacts of our operations on communities and stakeholders which includes a requirement for robust stakeholder engagement plans.

As part of these plans, we keep stakeholders informed about project developments and potential impacts through various channels, including

brochures, SMS messages, group discussions and face-to-face meetings. We also provide multiple communication channels to enable communities and stakeholders to escalate any concerns and grievances related to our activities. This includes hotlines and specific teams responsible for promptly addressing and resolving concerns. This is a requirement in every ADNOC Group company.

During the reporting period, cross-functional teams conducted more than 90 social risk assessments covering both ongoing operations and new projects. No site assessed was classified as having high social risk.

We maintained ongoing engagement with identified stakeholders including over 175 face-to-face meetings, three SRM-related majlis meetings, 106 group discussion meetings and nine open townhall meetings in 2024 as part of our social risk processes.



Our SRM standard in practice

1

Social impact screening

Potential areas of concern and the level of social risk associated with the project are identified and assessed.

2

Social risk prioritization

A standardized checklist is applied to rank social risks, providing a quantitative basis for prioritization and further assessment.

3

Risk quantification

- Magnitude of possible effects on communities and stakeholders assessed.
- Geographic and social boundaries defined.
- Potentially affected stakeholder identified.

4

Stakeholder engagement

Focused interviews and discussions are conducted with key stakeholders at project sites to gather firsthand insights and perspectives on potential social risks.

5

Mitigation strategy development and implementation

Based on the risk assessment, detailed mitigation measures are developed with effective implementation and monitoring systems to track their performance.

Engaging the community in the world's largest 3D seismic survey

Thamama Excellence Center, ADNOC and BGP conducted the world's largest 3D seismic survey, covering 95,000 square kilometers of Abu Dhabi's land and waters. Valued at \$2.9 billion, this project aimed to enhance the UAE's oil and gas exploration capabilities.

A key aspect of this project was the extensive community engagement campaign led by ADNOC. To communicate and help address public concerns, the team distributed nearly 50,000 brochures and sent SMS alerts to over 40,000 residents ahead of seismic activities. They also installed

signboards throughout operational zones and published educational content on social media.

Direct engagement with the community was a priority. The team conducted majlis presentations, organized 17 school-based workshops and operated the BGP educational caravan on Hudayriat Island during weekends. Additionally, a seismic bus was stationed at mosques, schools and restaurants to provide information and answer questions. A dedicated hotline received 645 public enquiries related to noise and equipment.

To help avoid disruptions, the team designed surveying activities to reduce the impact of vibrations generated deep underground. Equipment noise was kept to a minimum and work schedules were adjusted in response to community feedback. Offshore activities to minimize environmental impact included marine mammal observation and protection protocols.

Social investment and volunteering

Our CSR strategy serves as the foundation for our social investment initiatives. We believe in creating meaningful value through active community engagement and employee-led volunteering. Our social investment programs focus on enhancing quality of life across the UAE with a strong focus on communities near our operations – where many of our employees and their families live.

In 2024, ADNOC employees across the Group actively contributed to more than 20 volunteering initiatives that supported community wellbeing, environmental sustainability and social inclusion through approximately 8,900 volunteers contributing over 64,500 hours.

Volunteers supported breast cancer awareness by staffing mobile screening centers and securing service station locations for free consultations during Breast Cancer Awareness Month. Moreover, we supported life-saving healthcare through the ADNOC Group's Blood Donation Campaign. In 2024, ADNOC Gas alone facilitated blood donations from over 490 employees.

Environmental campaigns included annual beach clean-ups and mangrove restoration efforts, engaging volunteers and local communities to preserve biodiversity and coastal ecosystems.

Other initiatives included educational workshops for students of determination, social activities for the elderly and food donation drives. During Ramadan, employees distributed iftar boxes and donated LPG cylinders to families preparing meals for their communities, in partnership with humanitarian organizations.



Building a thriving community in Al Dhannah City, Al Dhafra

ADNOC is delivering socioeconomic benefits to the community of Al Dhafra of the Al Dhafra region where ADNOC operates one of the world's largest integrated refining and petrochemicals complexes, including the TA'ZIZ industrial ecosystem. It includes zones for chemical production, conversion of chemicals into consumable products and service companies supporting the industrial zones and the wider community.

In four decades, ADNOC has transformed Al Dhannah City in Al Dhafra region from a remote desert village to a thriving city and a culturally diverse community with more than 45,000 residents representing 70 nationalities. ADNOC has implemented numerous healthcare, education and community development initiatives to promote the health

and wellbeing of Al Dhannah City's residents. Throughout 2024, ADNOC partnered with the Zayed Higher Organization for People of Determination (ZHO) to launch an assessment service at Al Dhannah Hospital. ADNOC also opened the first assessment center for people of determination (PoD) in Al Dhafra, offering high-quality diagnostic services, mobile clinics, optimal care, and treatment. The hospital supports ADNOC employees, their families, and the broader community with a range of medical services, including oncology, cochlear implants, and emergency care.

To measure its impact, ADNOC in collaboration with the Department of Community Development (DCD), conducts an annual community survey across Al Dhafra. In 2024, survey results showed a 7% increase in residents' perceived

quality of life, reflecting the value of ADNOC's integrated, people-centered approach to regional social and economic development. Notable initiatives include a focused mangrove and gaff tree plantation effort, which includes plantation programs for schools and the community, the Tadweer recycle program focused on waste recycling management and the sustainability run in collaboration with stakeholders. Through these and other initiatives, ADNOC continues to deliver long-term socio-economic value aligned with SDG11, Sustainable Cities and Communities. ADNOC's efforts are improving lives, fostering local economic growth and helping communities thrive. The investment in infrastructure projects help ensure long-term benefits for the people of Al Dhafra and Al Dhannah City.



“The Al Dhafra region is truly the heart of our operations. It makes up 70% of Abu Dhabi's land and holds 90% of the UAE's natural resources. We're not just focused on driving sustainable economic growth; we're also dedicated to making a real difference in the communities we serve.”

● **Mubarak Al Mansoori,**
Vice President,
Al Dhafra Region Affairs, ADNOC Group Business Support & Special Tasks



“ADNOC's unwavering support for People of Determination has been instrumental in fostering a more inclusive and empowering society. Through impactful joint initiatives with the Zayed Higher Organization – such as the Ramadan campaign, comprehensive diagnostic services in Al Dhafra, and the International Conference on Advances in Autism Research – ADNOC has demonstrated how corporate responsibility can translate into meaningful action. Their recent recognition with the Zayed Higher Organization Award is a testament to their dedication to enhancing the quality of life for individuals with disabilities, and to advancing the UAE's vision of an inclusive, compassionate future.”

● **H.E. Abdulla Al Humaidan,**
Secretary General,
Zayed Higher Organization for People of Determination





Fostering a knowledge-based economy

Education is a key tool that empowers the UAE’s future generations. Since 1974, we have been investing in education from elementary school to post-graduate studies. Through strategic partnerships, we advance quality education in a range of science, technology, engineering and math (STEM) programs. ADNOC's ongoing commitment supports training and development opportunities for continued learning.

Corporate social responsibility

The four pillars of our CSR Strategy have been designed to align with both global and national priorities, integrating the United Nations Sustainable Development Goals (UN SDGs) and the UAE’s national objectives.

Our CSR efforts aim to create lasting positive change, reinforcing our commitment to social progress and economic development. The strategy is led by our dedicated CSR Directorate and supported by a cross-functional CSR and Partnership Committee which provides strategic

direction and oversight for effective implementation. We also collaborate with external stakeholders, including government authorities, NGOs and educational institutes, which helps to identify initiatives that drive societal impact to our communities.

ADNOC's CSR Strategy

Growth and learning

Enable the UAE’s economic ambitions by supporting science, technology, engineering and math (STEM) education and empowering local business communities

Culture and community

Preserve cultural heritage and drive cohesive communities where we operate

Natural heritage and environment

Protect and preserve the ecosystem in every environment where we operate

Sports, health and wellbeing

Invest in sports to enhance the quality of life and wellbeing of existing and future generations



The ADNOC learning journey

ADNOC STEM Programs

Promotes STEM skills among students through initiatives like the ADNOC Bloomberg Education Initiative and Knowledge Bridge, and offers a free online platform called STEM for Life.

ADNOC Accelerated Scholarship Program

Supports outstanding students in disciplines essential for the UAE's economic development, where students study at more than 80 global institutions in The Times Top 100 Higher Education World University Rankings. More than 6,000 students have graduated from the ADNOC Scholarship Program since it was established in 1974.

ADNOC MoU with Japan International Cooperation Center

Provides global internship opportunities for students at top Japanese companies operating in the UAE.

ADNOC Internship Program

Offers university students the opportunity to gain hands-on experience through learning placements within the ADNOC Group.

ADNOC Legal Development Institute

Develops UAE national legal talent with world-class qualifications and work experience.

ADNOC Work Integrated Learning Program

Bridges the academic-industry gap by providing hands-on experience in collaboration with Khalifa University.

Schools Outreach Program

Inspires young talents in STEM through nationwide initiatives, engaging students from grades 7 to 12.

ADNOC Schools

Offers a rigorous academic curriculum for elementary to high school students across four schools in Abu Dhabi and Al Dhafra.

ADNOC Technical Academy

Trains young UAE Nationals as operators and technicians through a 30-month program. The Academy has trained more than 6,500 UAE Nationals since inception.

ADNOC Accelerator Program Fresh Graduates

Provides a development pathway to permanent employment for high-caliber Emirati graduates through on-the-job training.

ADNOC Young Coders Program for the Nation

Engages UAE youth with foundational programming skills and AI through a collaboration with 42 Abu Dhabi.

ADNOC Accelerated Program RO'YA

Nurtures Emirati talents with a Professional Development Program in partnership with Khalifa University, introducing them to the energy sector and developing their leadership and business skills.

ADNOC Work Placement Program for School Students

Offers school students hands-on experience through placements within the ADNOC Group.

ADNOC Yas in Schools Program

Engages students in project-based STEM learning by designing and building model racing cars to compete in national finals.

Through our growth and learning pillar initiatives:

- Over 17,000 students trained through STEM-focused outreach work placement programs in 2024
- Over 3,000 interns placed within ADNOC in the last five years, gaining

valuable experience that aids in launching their careers

ADNOC received the prestigious CSR Contribution of the Year 2024 award at the Third Sector Awards, hosted by the Department of Community

Development at the Abu Dhabi Energy Centre. The recognition highlights our impactful CSR initiatives and our contributions to advancing education across the UAE.

Sports health and wellbeing

We actively promote health and wellbeing and encourage our employees and communities to engage in physical activity and live a healthy lifestyle.

Through a diverse range of initiatives, we promote fitness, wellness and community engagement, with accessibility for people of different ages, genders and abilities. This is achieved through physical activity programs, awareness campaigns, or inclusive events. Physical activity is one way to empower individuals to lead healthier lives and build social bonds.

In 2024, we supported numerous sports events and programs, including football, running, cycling, martial arts and volleyball, through partnerships with key national platforms such as the UAE Special Olympics, the Fatima Bint Mubarak Volleyball Championship and the Al Jazira Football Academy.

The ADNOC Abu Dhabi Marathon remains our flagship event, where we proudly serve as the title partner in collaboration with the Abu Dhabi Sports Council. In 2024, 33,000 runners took part in the event, including 3,000 participants who completed the full marathon distance. Our employees

represented 22% of the total participants, underscoring our strong internal engagement and commitment to fostering a culture of wellness. Marathon participation rose by 20% from last year and women made up 36% of the runners.



HOW WE OPERATE



Material topics

- Business ethics
- Public policy
- Technological innovation and digitalization

SDGs



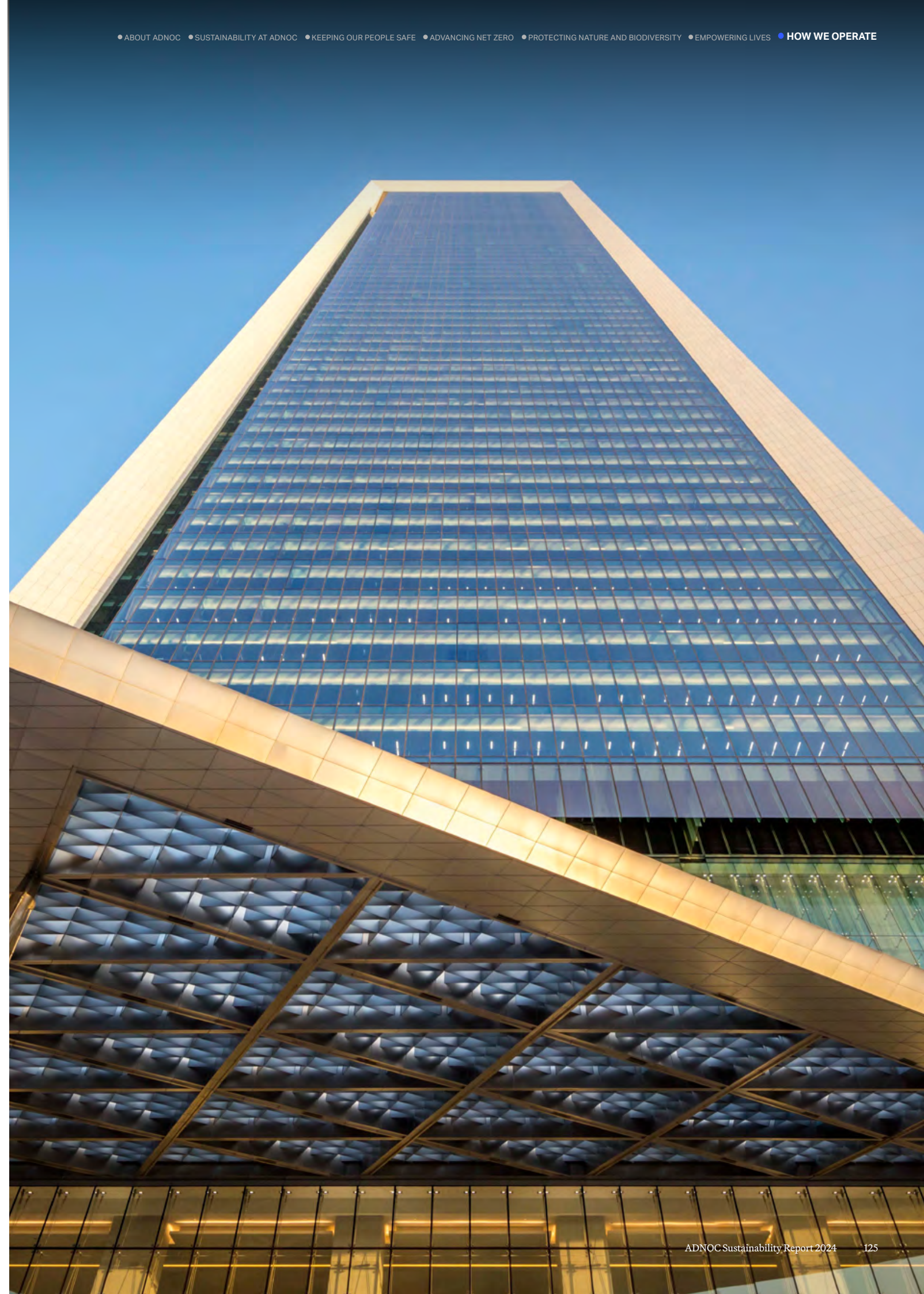
The way we conduct our day-to-day operations and our operating model is central to creating sustainable, long-term value.

As a business we want to support our people, partners and the communities where we operate.

We aspire to be a trusted business and a partner of choice that promotes the highest ethical standards, operates with integrity and is transparent about the way we manage environmental, social and governance issues across our business.

Our leadership

We believe that good corporate governance is underpinned by clear roles, responsibilities and accountabilities, together with the proper utilization of distinct skills and processes. Our robust corporate governance framework defines ADNOC’s decision-making structure, which enables the delivery of our long-term strategy and daily operations. It sets out the corporate governance structure and mechanisms that support decision-making and assurance processes and systems to maintain effective control.

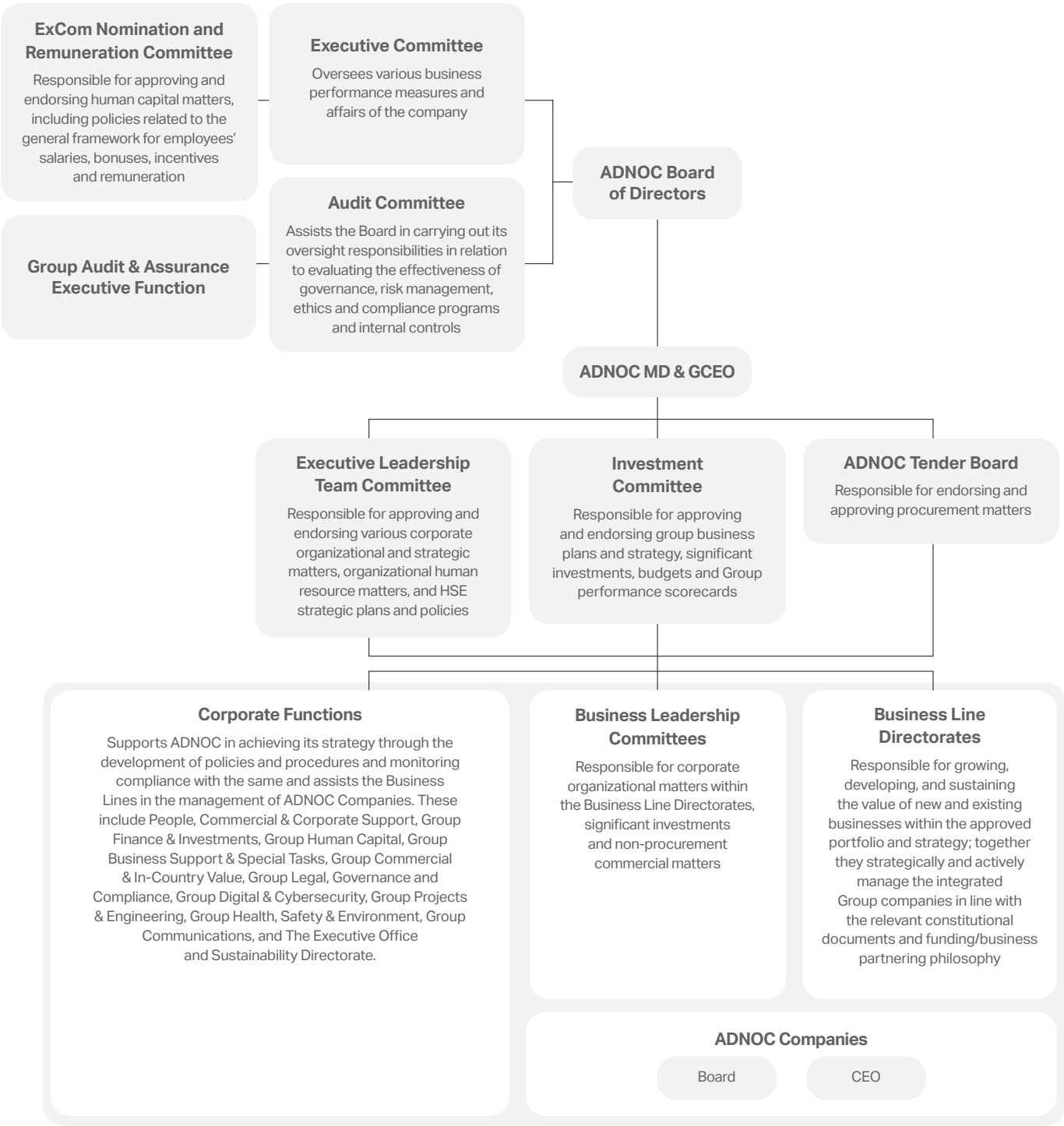


ADNOC's corporate governance structure

The ADNOC Board of Directors (BoD) comprises eleven members including the Managing Director and Group Chief Executive Officer (MD & GCEO). It has overall responsibility for the direction and oversight of the company, including approving and overseeing the implementation of strategic objectives, governance framework, corporate culture, as well as oversight of senior management. The Board has the power to form any number

of committees it deems necessary for effective oversight of the Group, and to delegate all or some of its authority to any of the committees or the MD & GCEO as appropriate. The Board delegates day-to-day management and operation of ADNOC to its MD & GCEO, who chairs the Executive Leadership Team (ELT) Committee and Investment Committee (IC). The MD & GCEO has also established the Tender Board and Business Leadership Committees (BLC).

The ELT is responsible for endorsing or approving (in line with its mandate) strategic, corporate, HSE, human capital, and communications matters. The MD & GCEO and the Board committees provide regular updates to the Board of Directors on operational performance, strategic initiatives and key decisions to drive alignment with the company's goals and objectives.



Our Executive Management Team

H.E. Dr. Sultan Ahmed Al Jaber MD & GCEO	Mr. Omar Suwaina Al Suwaidi Director, The Executive Office and Sustainability Directorate	Mr. Musabbeh Al Kaabi Chief Executive Officer, Upstream
Mr. Khaled Salmeen Chief Executive Officer, Downstream	Mr. Khaled AlAlkeem Al Zaabi Group Chief Financial Officer	Mr. Yaser Saeed Almazrouei Executive Director, People, Commercial & Corporate Support Directorate
Mr. Ahmed Abujarad Group Chief Audit & Assurance Officer	Mr. Marwan Naim Nijmeh Group Chief Legal Officer	Dr. Saleh Alhashmi Director, Commercial & In-Country Value Directorate
Mr. Amir Nabil Gerges Group Chief Health, Safety & Environment Officer		

Our Executive Management Team possesses the extensive experience, skillsets and related qualifications required to support our Sustainability Strategy, including:

- Financial and accounting
- Risk oversight and management
- Energy and chemicals industry
- Legal and governance
- Regulatory and compliance

- Engineering, technology, manufacturing and/or other technical knowledge
- Executive and/or other significant leadership
- Technology and innovation
- Health, safety and environment
- Sustainability

In 2024, the Executive Office Directorate was renamed the Executive Office and Sustainability Directorate. In addition to its existing mandate, the directorate now also oversees sustainability, technology and artificial intelligence, reinforcing ADNOC's commitment to decarbonization, innovation and advanced technologies.

Our sustainability governance model

We have implemented a governance model that aligns sustainability with our business strategy and goals.

This involves the ELT Committee and the Group Sustainability and ESG Steering Committee, the latter of which is chaired by the Chief Sustainability Officer (CSO). Overall accountability for sustainability within ADNOC lies with the MD & GCEO.

The ELT implements and monitors ADNOC’s progress with respect to its Sustainability Strategy. The Group Sustainability and ESG Steering Committee supports sustainability and ESG strategy execution and is responsible for monitoring the implementation of ADNOC’s sustainability efforts. Its responsibilities include advising on Sustainability Strategy and ESG-related action plans, advising on emerging ESG-related risks and opportunities and supporting adequate resource allocation to implement strategic sustainability initiatives. The CSO oversees ADNOC’s Sustainability Strategy and performance and provides strategic direction for its ESG disclosures and reporting.

ADNOC business line directorates and Group companies are accountable for

implementing sustainability standards and for instilling effective management of related risks and performance. Corporate and technical functions, across different disciplines, provide support and advice to the business lines. These central functions are responsible for delivering against their defined objectives and developing governing policies and processes to support sustainability objectives across business lines.

The Sustainability Executive Function oversees the execution of our Sustainability Strategy and reports on ESG performance. It also advises business lines and functions on the effectiveness of their implementation strategies in meeting our long-term targets and in driving programs aimed at enhancing our sustainability performance.

In 2024, ADNOC established its Group Sustainability Policy Statement which outlines and reinforces our Group-wide sustainability commitments.

The Policy Statement upholds our commitment to contributing to the UAE’s sustainability agenda, including UAE Net Zero by 2050 and ADNOC’s Net Zero by 2045 ambition through

greenhouse gas (GHG) reduction, climate risk management and nature-based solutions. It also includes a focus on enhancing resource use, including water.

It promotes human rights, diversity and inclusion, employee wellbeing, Emiratisation and contributing to local socioeconomic development.

It emphasizes the importance of safety and security, ethical operations, transparent ESG performance tracking and appropriate governance systems.

The Policy Statement further strengthens our commitment to innovation and collaboration, leveraging emerging technologies, including AI, and forging partnerships with international organizations, academia and industry to advance sustainability performance.

Implementation is governed through the ADNOC Group Sustainability and Climate Framework, enabling performance tracking, transparent reporting and continuous improvement across Group companies.

Relationship with the government

ADNOC is a Public Joint Stock Company ultimately owned by the Government of Abu Dhabi. It is, therefore, a key priority for us to act responsibly for our society for the long term, while maximizing value for our shareholders. Since the company’s inception, we have played an integral role in Abu Dhabi’s economic development. We manage, produce and preserve Abu Dhabi’s hydrocarbon reserves. Oil and gas contribute up to 50% of the Abu Dhabi economy. ADNOC also contributes to the manufacturing, wholesale and retail trade sectors. We contribute resources that support the social fabric and vitality of the communities in which we operate, for example via direct social investments such as corporate social responsibility (CSR) activities and our ICV program. Our work in turn supports

the Government of the Emirate of Abu Dhabi’s development strategy, which is articulated in the Abu Dhabi Policy Agenda 2007–2008 (“Policy Agenda”) and the Abu Dhabi Economic Vision 2030 (“2030 Economic Vision”).

The 2030 Economic Vision was designed as a comprehensive plan to diversify the Emirate’s economy and significantly grow the contribution of the non-oil sector by 2030. Its core economic objectives include enhancing competitiveness, productivity and diversification, which are intended to reduce growth volatility, thereby promoting economic resilience and long-term national prosperity. It is also intended to enlarge Abu Dhabi’s enterprise base by encouraging entrepreneurs, small enterprises and foreign direct investment, enabling the

development of new national champion enterprises to act as economic anchors.

To ensure all areas of society benefit from this new development, the 2030 Economic Vision encompasses action to enable Abu Dhabi’s youth to enter the workforce, maximize the participation of women and to continue to attract skilled labor from abroad.

To support the Vision, as part of approving ADNOC’s five-year business plan for 2024–28, our Board endorsed the aim of adding \$54 billion (AED 200 billion) to the UAE economy through our ICV program. The ICV program is a significant enabler of the diversification and upskilling of our local value chain.



Enterprise risk management

Risk management is an integral part of ADNOC's activities and decisions and fundamental to achieving our organizational objectives. Our enterprise risk management framework is based on the ISO 31000 Risk Management Guidelines and COSO's Enterprise Risk Management guidance integrating with strategy setting and performance management.



Our unified enterprise risk management (ERM) framework and standard bring together issues related to health, safety, environment, climate, financial and operational risks, within one management system, driving consistency in our risk management practices across the group. This includes an updated risk breakdown structure which defines the risk categories applicable across our entire business operations.

Our ERM framework defines a systematic approach to identifying, analyzing, evaluating, prioritizing, monitoring and responding to risks, supported through bespoke processes and enabled by a digital risk management platform serving as a single source of truth for managing risks. Risk management tools, such as and not limited to a unified corporate risk matrix, defined risk attitude statements and established interface across all risk assurance functions.

Our risk assurance functions include: Health, Safety and Environment (HSE), Sustainability Executive Function, Information Security, Corporate Business Continuity, Emergency Response & Crisis Management, Corporate Compliance, Legal, Governance & Compliance, Financial Risk Management, Project Risk Management, Fraud Risk Management, and Asset Integrity & Process Safety.

Risk governance

Our Board of Directors provides ultimate risk oversight.

The Audit Committee assists the ADNOC Board in overseeing the Company's governance, financial reporting, risk management and internal control activities. It reviews the company's strategies and policies with respect to risk assessment and risk management systems and the effectiveness of controls in place to mitigate material business risks.

The ELT requires risk assessments and mitigation plans to be completed for each matter it reviews, endorses and approves, which includes HSE matters such as ADNOC's business continuity plans, HSE policies, strategic objectives, strategies and the disclosure of company information relating to production and emissions.

The Investment Committee (IC) reviews and endorses the ERM framework and oversees risk data documentation and maintenance, that Risk Action Plans are implemented where appropriate, according to the processes and

workflows defined in the ERM standard, and where appropriate, that risk data is communicated effectively to the ADNOC Board of Directors.

Risk assessments are performed for matters presented to each Business Leadership Committee, including in respect of organizational matters, non-procurement commercial matters and significant investments matters, and material risks are identified, documented and communicated, along with risk mitigation plans.

The Group Chief Financial Officer, in collaboration with each Group company CEO, is responsible for ensuring adequate support for the implementation of ERM activities and providing periodic updates to the ADNOC IC regarding the most significant risks.

The CSO is responsible for ensuring that sustainability-related risks are governed through established processes, controls and procedures. The responsibilities related to sustainability oversight are often

delegated to specific management-level positions or committees.

The Group ERM function is responsible for the effective implementation of the ERM framework across the group. This involves providing guidance and support to Group company ERM departments, facilitating integrated risk and performance reviews and monitoring top risks on an ongoing basis.

Group companies have risk management committees and ERM departments in place and continuously maintain and update their respective risk registers and monitor risks to identify Group company risks and their impact on objectives.

Risk champions and risk owners are responsible for risk management of specified business functions and for managing action plans respectively.

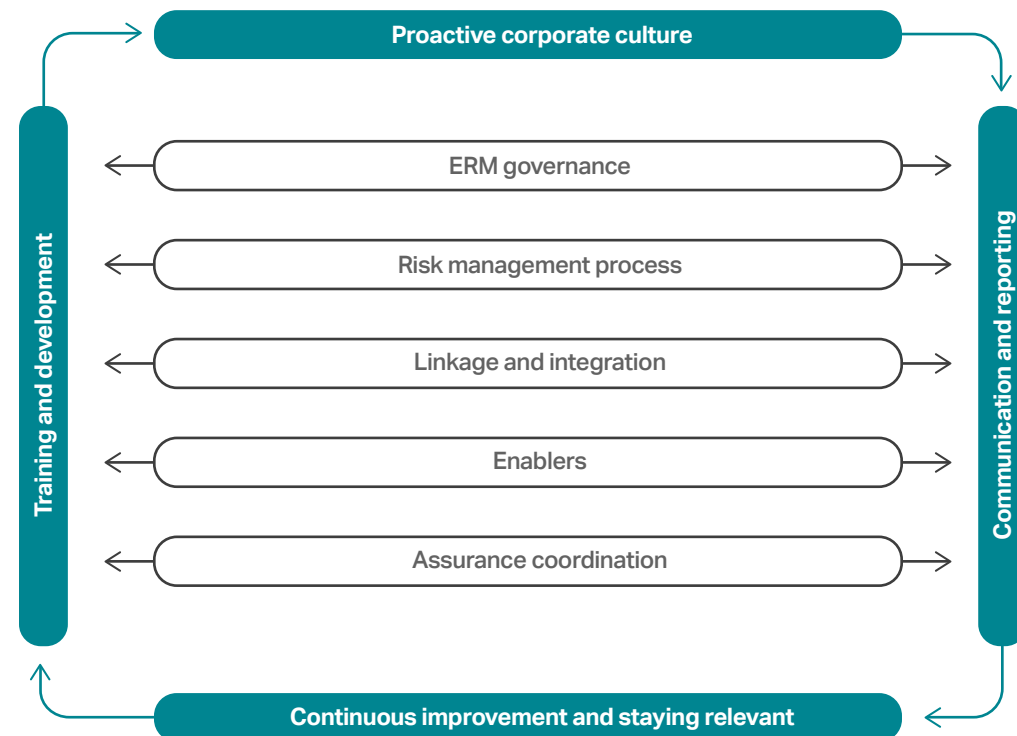
Risk management

Risk identification exercises are conducted at least annually. The corporate risk matrix is utilized to consistently assess and prioritize risk based on their potential impact and likelihood against five impact types: HSE, society and reputation, financial, investment value and objectives. For certain risk assurance functions, such as Sustainability Executive Function, bespoke assessment scales are used and calibrated to ERM reporting.

We maintain continuous visibility of the top risks across the Group through quarterly reporting from Group companies to their respective business directorates, providing updates on the effective management of risks and their impact on the organization's strategic objectives and business plans.

A dedicated in-house ERM training program has been established to promote consistent implementation of ERM activities across the organization and improve the overall risk culture.

Enterprise risk management



Climate-related risks

ADNOC is strategically positioned to mitigate climate-related risks while seizing opportunities arising from the global energy transition.

To support this, we have developed a Climate Change Risk Framework (CCRF) that defines a structured, enterprise-wide approach for identifying, assessing and managing climate-related risks and opportunities across our operations and assets.

The CCRF includes detailed climate hazard and prospect taxonomy, supported by prioritization criteria and assessment guidelines, which will serve as the foundation for identifying and managing climate-related risks and opportunities across our operations. The assessment process will:

- Evaluate potential impact, timescale, exposure and readiness to manage identified risks, considering the magnitude and severity of potential effects as well as likelihood
- Assess vulnerability of business segments and the organization's readiness to respond
- Be scenario-based using IPCC Sixth Assessment Report (AR6) scenarios including Shared Socioeconomic Pathways (SSP) SSP1-26, SSP2-45 and SSP5-85. Transition risks are assessed using the Network for Greening the Financial System (NGFS) suite of models and scenarios published in 2024. A 10-year interval is considered for evaluating risks

We are advancing our efforts to integrate climate risk considerations into strategic decision-making and enterprise risk management systems to enhance organizational resilience. As part of this, we will be conducting physical climate risk assessments across our asset portfolio to identify exposure to climate-related hazards and evaluate appropriate adaptation measures. These assessments will help ensure that our assets are resilient under a range of future climate scenarios.

Operating with integrity

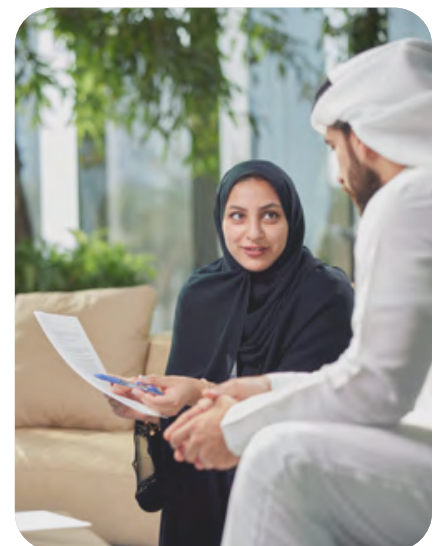
Ethical practices, compliance with laws and regulations and transparency are essential to building trust with stakeholders, fostering a culture of accountability and ensuring long-term success. By upholding the highest standards of integrity, ADNOC not only enhances its reputation, but also contributes to the broader goal of sustainable development, ensuring that its operations positively impact the environment, society and the economy.

Our ethics and compliance program sets out the approach to managing compliance obligations, mitigating compliance risks and upholding the highest levels of ethical standards. The Group Ethics and Compliance function is responsible for the development, implementation and review of the Group Ethics and Compliance program with oversight from the MD & GCEO, ADNOC Board of Directors and the ADNOC Audit Committee. Our Group Ethics and Compliance Program is certified under ISO 37001 (Anti-Bribery Management Systems) and ISO 37301 (Compliance Management Systems).

Our Code of Conduct sets out our commitment to conducting business ethically, responsibly and in compliance with laws and regulations. It sets the requirements and expectations for our employees and contractors to act with integrity at all times.

Our Supplier and Partner Code of Ethics applies to all third parties we do business with, including suppliers and strategic partners³⁴. It sets out the rules and standards that are necessary to conduct our business in an ethical and compliant manner and in accordance with our values.

We have adopted and implemented corporate compliance policies, standards and procedures across all key compliance risk areas, and continue to review and update these as required for a company of our size and structure, operating in the industries we do. In 2024, we introduced new key policies, standards and guidelines to address the ethical use of AI, privacy and data protection.



³⁴ For additional information refer to the Responsible sourcing section of this chapter.

Compliance program



Code of Conduct
our commitment to act with integrity in everything we do



Ethics & Compliance
the framework governing our Ethics & Compliance Program



Supplier & Partner Code of Ethics
the standard of behavior we require for third parties working for ADNOC



Whistleblowing and Non-Retaliation
our commitment to a speak-up culture and no retaliation



Anti-Bribery and Anti Corruption
no tolerance for fraud, bribery, or corruption



Conflict of Interests
conflicts between responsibilities to ADNOC and outside interests must be disclosed



Gifts and Entertainment
gifts & Entertainment (offered or received) must be appropriate



Sanctions & International Trade Controls
estrictions on the business we can do with certain entities end countries



Integrity Due Diligence
all companies ADNOC does business with must be reviewed for integrity



Compliance Investigations
compliance investigations are conducted fairly and rigorously



Competition Compliance
avoiding anti-competitive conduct when dealing with competitors or third parties



Inside Information and Insider Trading
requirements applying to sensitive information about ADNOC Distribution and ADCOP



Anti-Money Laundering
compliance with applicable anti-money laundering laws and regulations



Ethical use of AI
responsible and ethical development, deployment and use of AI



Privacy and Data Protection
requirements for appropriate protection and management of personal data

Compliance assessment and monitoring

We conduct compliance risk assessments periodically to identify, measure, and update ethics and compliance risks in our business activities, assess current state of controls and develop risk mitigation plans as required. We also assess adherence to the compliance obligations and the compliance program across the ADNOC Group.

We work collaboratively with our partners, suppliers, customers and government entities to elevate the collective fight against corruption, demonstrating how integrity and transparency are integral to how we operate. Addressing corruption, internally and collectively, aligns with our company values. All our suppliers, customers and other third parties who work with us are subject to, amongst others, anti-bribery and corruption exposure risk assessments as part of our integrity due diligence process.



Raising concerns

ADNOC Group is committed to an open and transparent culture where everyone is empowered to speak up whenever our values and integrity are at risk.

We ensure concerns can be reported in a manner that is legitimate, fair and equitable. This includes employee engagement surveys, ad hoc workers' committees, targeted contractor helplines, a direct line to the Group Compliance team via a compliance phone contact number and mailbox and an anonymous whistleblowing helpline Takallam (which means 'to speak' in Arabic) run by an independent third party on our behalf. The whistleblowing line is available to employees, contractors, other third parties and the general public 24/7 in both English and Arabic languages.

Any concerns received are handled in strict confidence. In accordance with the ADNOC Group Whistleblowing and Non-Retaliation Standard, we strictly prohibit retaliation of any kind against anyone who reports a business ethics concern in good faith or cooperates with an investigation.

We have policies and processes in place to resolve issues identified through Takallam or via other channels. We are committed to ensuring concerns or grievances are investigated impartially and free from attempts by interested parties to influence the outcomes. Any remedial measures are based on fairness, equality and procedural transparency.

Approximately 640 Takallam matters were raised in 2024. These matters were internally reviewed and, where necessary, appropriate action was taken. Identified gaps or areas for improvement were shared with the respective functions for implementation.

Training and awareness

It is mandatory for all our employees to complete annual training on the ADNOC Group Code of Conduct, including antibribery and corruption policies and standards and other related Group policies and procedures. Employees also complete an annual compliance declaration confirming their understanding of, and compliance with, the ADNOC Group Code of Conduct and other compliance policies.

We regularly hold employee training and awareness sessions on conflicts of interest, gifts and entertainment and the importance of speaking up without fear of retaliation for all employees. Additionally, we provide compliance updates throughout the year for our business lines, provide compliance inductions for new joiners and conduct targeted compliance training on specific topics, including competition law and antitrust and sanctions and international trade controls.

To strengthen awareness across the value chain, we extended Code of Ethics training to our contractors, reinforcing our expectations of ethical conduct beyond ADNOC's direct workforce.

In 2024, 99.5% of all employees assigned to complete the online annual Code of Conduct training and declaration did so successfully.



Conflicts of interest

ADNOC has a robust process for governing conflicts of interest, which is set out in the Conflict of Interests standard and applies to all our employees. Employees have a duty to disclose a potential, actual or perceived conflict of interest, including any internal or external relationships or interests that could impair objectivity or lead to perceived bias. Once reported, individualized controls to manage any potential risks are applied, as appropriate. As part of the annual compliance declaration, employees confirm the status of any conflicts they may have.

Gifts and entertainment

ADNOC has a Gifts and Entertainment standard in place to ensure all gifts and entertainment offered or received by employees is modest, legal and appropriate. Employees are required to disclose and seek approval for gifts or entertainment above certain thresholds or involving government officials.



Human rights and labor practices

We respect internationally recognized human rights standards, including The Ten Principles of the United Nations Global Compact on human rights, labor, environment and anti-corruption, of which we are a participant. Our commitment to human rights is based on our values, which are set out in our Code of Conduct, reflected in our policies, standards and processes, and applicable to our employees and suppliers³⁵.

We are bound by the UAE Federal Decree-Law No. (33) of 2021 regulation, and its amendments, which governs employment relations in the private sector, granting workers the opportunity to take on temporary and flexible work, freelance jobs and condensed working hours. The law also explicitly prohibits forced labor, bans employers from withholding employees' documents and forbids sexual harassment and any form of physical, verbal and/or psychological abuse of employees. It includes comprehensive legislative protections, as well as enforcement, monitoring and reporting mechanisms. These are implemented so that workers are treated with respect and without discrimination. Measures also empower workers to report disputes and incidents of abuse confidentially.

We strive to provide a working environment that is compliant with all applicable laws, protects labor rights, respects diversity, equity and inclusion and recognizes that people are our most valuable asset. We endeavor to promote a culture of respect and awareness throughout our business. We deliver training on our values and raise awareness among employees. We expect every leader across our business to be exemplary in promoting an ethical culture. We seek to partner with and procure from suppliers that adhere to the principles set out in ADNOC's Supplier and Partner Code of Business Ethics, which captures our commitment to respect fair labor practices.

As part of our robust due diligence on customers, suppliers and other third parties we work with, we consider human rights issues and their impact on our working relationship.

We proactively run welfare audits with our suppliers to identify and mitigate any labor rights issues. Additionally, our whistleblowing helpline is available to raise integrity-related concerns³⁶.



³⁵ For additional information refer to the 'Operating with integrity' and 'Responsible sourcing' sections of this chapter.

³⁶ Refer to the 'Operating with integrity' section of this chapter for more information on Takallam.

Cybersecurity and data privacy

As we continue our digital transformation journey and further embed digitalization and information technology in our operations, it becomes increasingly vital that we protect our digital assets from cyber incidents that could harm our people, disrupt our processes or affect our systems. We are committed to building a resilient organization that can withstand and recover from any cyber incident. To that extent, our cybersecurity management system not only defines and prescribes key controls for implementing and maintaining cybersecurity posture but seeks to instill an agile and proactive mindset that aims to keep us ahead of cyber threats.

We have established a robust threat intelligence function responsible for monitoring the cyber landscape and providing timely, actionable insights on threats or risks that may affect our business. Our cybersecurity operations center monitors and investigates suspicious activity around the clock and has been enhanced through automation. We have a dedicated incident response team to respond to and contain cyberattacks and a business continuity plan designed to protect business operations from disruptions or effects of adverse events.

Our cybersecurity management system has been certified compliant with both national and international standards. Additionally, we have adopted or aligned with a range of other international standards and best practices.

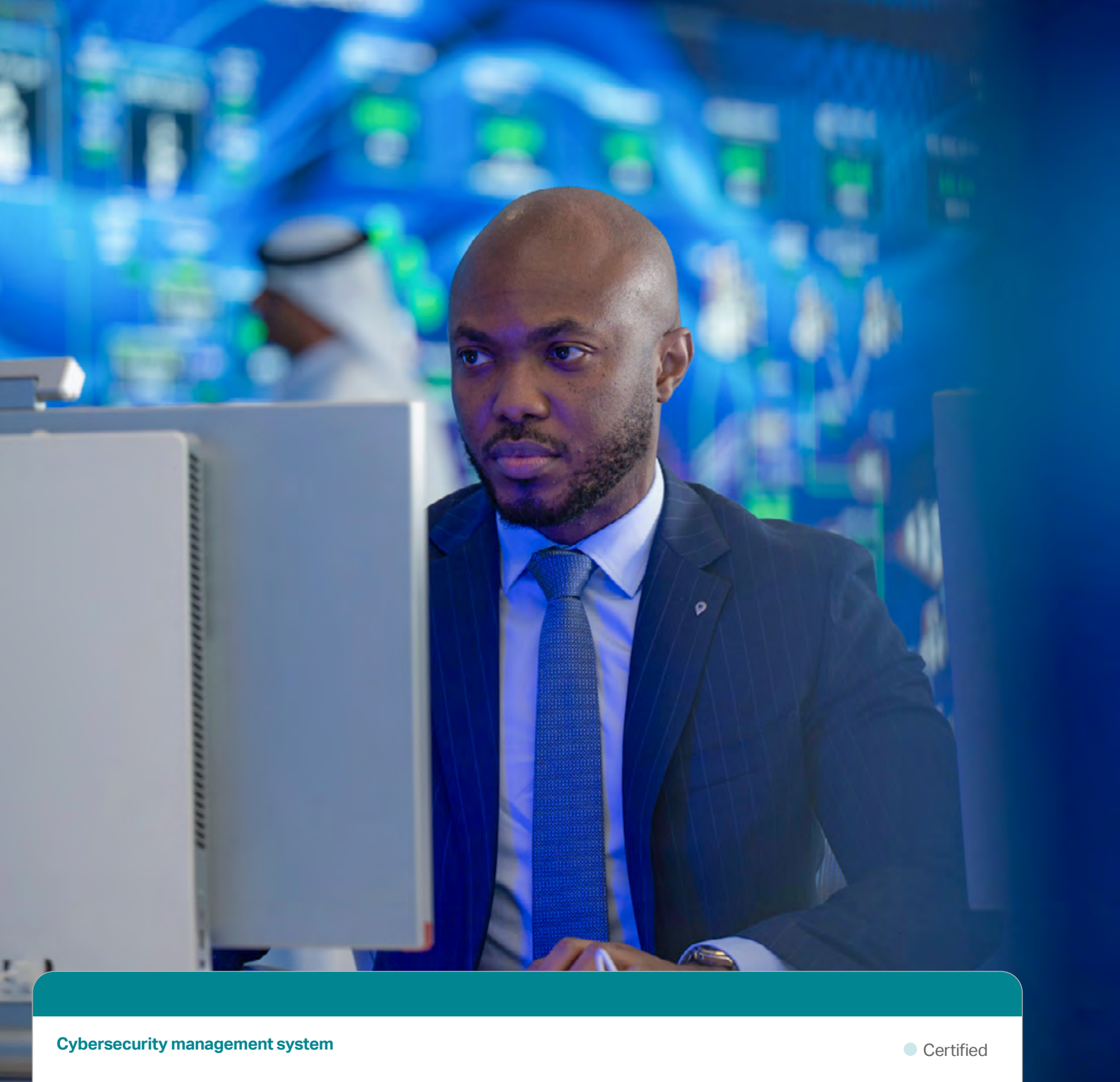
We regularly assess and monitor our digital footprint and posture, as well as the performance of our cyber defense, and implement proactive measures to mitigate potential digital risks or gaps. We generate and distribute compliance reports detailing remediation actions to management.

Investment in our IT infrastructure is a priority to have in place effective and robust security measures. We continually monitor and evaluate the performance of our security systems, routinely testing their effectiveness and adapting them to enhance our capabilities and sustain our business resilience.

We foster a culture of innovation in the cybersecurity domain, where we combine innovative technologies and solutions with modern processes, build new cyber capabilities and create a more resilient digital environment.

To protect critical components of our supply chain from cyber threats and enhance their resilience, coverage of our cyber defense and response capabilities extends to our supplier network. Companies that wish to conduct business with us must register and comply with specific cybersecurity controls under our policies. We have formed alliances, both regionally and internationally, to collaborate with key industry partners to share and act on cyber threat signals.





Cybersecurity management system

● Certified

ISO 27001:
Information
Security
Management
Standard

UAE
Information
Assurance
Standard
(UIAS)

ISO 22301:
Business
Continuity
Management
Standard

TEC 62443 :
Cybersecurity
for Operational
Technology In
Industrial
Automation
and Control
Systems
Standards

ISO/
TEC20000:
Service
Management
Standard

ISO 27701:
Privacy
Information
Management

Data privacy

We collect, process and store personal data where necessary for our operations. As outlined by our Data Management Policy Statement, we are committed to respecting the privacy of individuals. We take great care to manage personal data appropriately and in compliance with applicable laws, in particular the UAE Personal Data Protection Law (PDPL) and the EU General Data Protection Regulation (GDPR). In 2024, we introduced the Group Privacy and Data Protection Standard and accompanying procedure to help us continue to handle personal data in an ethical and lawful manner. Our Information Classification Standard sets mandatory rules for classifying digital information, defines data categories,

and outlines roles and responsibilities for consistent sensitivity labelling. This labelling is integrated and enforced through technology across all digital information exchange channels.

We are implementing a Group-wide data protection and privacy (DPP) program to automate and centralize key processes such as data mapping, consent tracking, impact assessment and third party risk assessments to improve compliance. Companies that wish to conduct business and register with us must comply with all controls under our Data Management Policy Statement.



Training and awareness

Our people are the strongest link in our cyber defence and data protection. Through our CyberAware program we continue to invest in training them to prevent, protect against and respond to emerging cyber threats and risks, as well as handling data securely.

Our training and awareness programs include regular phishing simulations, people engagement through internal 'cyber events,' specialized on-the-job training programs, tabletop exercises, e-learning and gamification, as well as a community and family cyber outreach program. Our programs are delivered Group-wide to help everyone be well-informed with customized training provided for specific roles with unique needs and responsibilities.

ADNOC CyberAware – building cyber resilience

ADNOC's CyberAware program supports our commitment to building a cyber-resilient workforce and raising digital safety awareness. In 2024, more than 21,000 employees across 100-plus ADNOC Group sites participated in awareness sessions.

CyberAware also engaged more than 3,800 students across Abu Dhabi, providing essential cybersecurity knowledge and skills to securely navigate the digital world.

In 2024, we showcased our CyberAware program at ADIPEC to raise cyber awareness around

artificial intelligence. During the session we hosted a cyber incident simulation for our industry colleagues and held the largest national 'Capture the Flag' competition, where university students identified and fixed system vulnerabilities in a simulated industrial environment.

Our CyberAware program promotes practical cyber resilience, teamwork and real-time problem-solving, empowering future talent and supporting the national cybersecurity agenda.

Responsible sourcing

ADNOC has a responsible sourcing strategy in place to manage environmental and social risk, uphold labor and human rights principles and support compliance with health, safety and ethical standards across our supply chain. We aim for the products, services and technologies we procure to contribute to a more sustainable future, aligned with the UAE's national sustainability and industrial development agenda.



We strive to adhere to responsible business partnering principles in our relationships, guided by our Procurement Policy, due diligence and evaluation programs as outlined in our Supplier and Partner Code of Ethics and contractual agreements. ADNOC's Code of Ethics enforces fair labor practices, anti-corruption measures, environmental protection and responsible use of confidential information. Our active suppliers and partners have signed this code, with dedicated ethics and compliance channels available for reporting concerns. In addition, we screen and monitor our suppliers and partners to monitor compliance with safety, environmental, health and labor standards.

By integrating responsible sourcing with our In-Country Value (ICV) program and health, safety and environment (HSE) governance, ADNOC seeks to embed sustainability and ethics in our procurement program. This approach helps us create long-term economic, environmental and social value for ADNOC, our suppliers and the communities we serve.

Contractor welfare

ADNOC's approach to responsible sourcing is closely tied to our commitment to the health, safety and wellbeing of contractors across our operations. This commitment is embedded within the ADNOC HSE Control Framework and governed by the Contractor HSE Management Manual, which defines the minimum welfare requirements that contractors must meet, regardless of their site location or conditions.

The objective is to improve contractor welfare conditions in their site locations, including accommodation, recreation, catering, medical and other facilities. It also focuses on remuneration, wages, employee leave and end-of-service requirements that may affect contractor employee wellbeing.

Responsible sourcing program

In 2024, ADNOC launched its Responsible Sourcing Program (RSP) to boost transparency and promote sustainable procurement. Further, the Program helps ensure our procured products and services contribute to ADNOC's sustainability agenda.

Achieving the RSP's goals are centered around four main pillars:

1. Collaborate with suppliers
2. Manage ESG risks across the value chain
3. Leverage technology to better manage ESG risks and opportunities
4. Promote sustainability leading practices across the value chain

As part of the program, we reviewed and updated our procurement policies to align with current sustainability standards. We conducted ESG pre-assessments with 30 strategic suppliers, organized supplier forums and stakeholder sessions to foster open dialogue and to collaborate on future strategies that could enhance sustainability across ADNOC's

procurement and projects.

To build internal capability, 90% of our procurement employees received training in responsible sourcing and governance, empowering them to make procurement decisions that support ADNOC's Sustainability Strategy. We developed a customized sustainable procurement training program which is scheduled for roll out in 2025.

We seek to continue enhancing the RSP by improving the measurement, monitoring and management of environmental and social performance in our supply chain. Key focus areas include tailored supplier engagement, enhanced ESG metric monitoring and robust performance evaluation mechanisms.

Internal Audit

The Internal Audit function, an internal part of ADNOC, operates under the oversight of the ADNOC Audit Committee, a subcommittee of the Board. Our Internal Audit follows a centralized assurance approach, including all operated companies in a comprehensive annual risk-based audit planning process. Strategic alignment of the audit function is maintained through five-year plans refreshed annually, along with a rolling three-year risk-based internal audit plan reviewed yearly. These plans are also revisited in response to significant changes in the business landscape or risk profile.

Our internal audit priorities are determined through the outcomes of a structured risk assessment process, aligned with Abu Dhabi Accountability Authority (ADAA) regulations and the Institute of Internal Auditors' (IIA) Global Internal Audit Standards (GIAS) and informed by stakeholder input,

including ESG considerations. We follow an extended assurance internal audit model, which covers governance, operations, IT, finance, standards/regulations, and monitoring and reporting and includes a thorough one-year audit scope for each area. Our audit model has been recognized with the IIA Regional Leading Practice Award 2024 in the IA-ESG category for its innovative and impact-driven audit practices.

ESG aspects are integrated within this extended assurance model as appropriate, supported by relevant ISO and other local and international standards, along with dedicated audits to strengthen ESG assurance and drive continuous improvement. Audit findings, including ESG-related issues, are tagged in the Audit Management System for efficient tracking and reporting.

ESG data index

KEEPING OUR PEOPLE SAFE¹

Metric	Unit	GRI	2021	2022	2023	2024	Footnote
Hours worked	million workhours	403-9	497	500	554	653	
Employee	million workhours	403-9	106	112	126	128	
Contractor	million workhours	403-9	393	388	428	526	
Work related fatalities	#	403-9	2	7	0	2	2, 3
Employee	#	403-9	1	2	0	1	
Contractor	#	403-9	1	5	0	1	
Fatal Accident Rate (FAR)	# per 100 million workhours	403-9	0.4	1.4	0	0.3	2, 3
Total Recordable Injuries (TRI)	#	403-9	111	99	85	72	2, 3
Employee	#	2-7	33	17	20	19	
Contractor	#	2-7	78	82	65	53	
Total Recordable Injury Rate (TRIR)	# of TRI cases per million workhours	403-9	0.22	0.2	0.12	0.11	
Employee	# of TRI cases per million workhours	403-9	0.3	1.0	0.16	0.15	
Contractor	# of TRI cases per million workhours	403-9	0.2	3.0	0.11	0.10	
Lost Time Injuries (LTI)	#	403-9	28	44	27	33	
Employee	#	403-9	11	10	8	8	
Contractor	#	403-9	17	34	19	25	
Lost Time Injury Rate (LTIR)	# of LTI cases per million workhours	403-9	0.06	0.09	0.04	0.05	2, 3, 4
Employee	# of LTI cases per million workhours	403-9	0.10	0.09	0.06	0.06	
Contractor	# of LTI cases per million workhours	403-9	0.04	0.09	0.04	0.05	
HSE leadership site visits	#	n/a	-	-	-	2,584	
Occupational health and safety illness	#	403-10	-	-	0	4	
Process safety event: Tier 1	#	n/a	2	5	5	2	5
Process safety event: Tier 2	#	n/a	3	4	5	2	6

TOGETHER TOWARDS NET ZERO

Metric	Unit	GRI	2021	2022	2023	2024	Footnote
Energy consumption	million GJ	302-1	748.4	721.2	719.5	734.6	1, 7
Energy improvements	million GJ		5.8	7.6	18.0	23.2	1, 7
Upstream GHG emissions	million tCO ₂ e	305-3	24.9	24.1	24.0	24.6	2, 8, 9
Upstream GHG intensity	tCO ₂ e per thousand boe of production	305-4		7.2	7.2	7.0	9
Upstream methane emissions	kilotonnes	305-3	37.9	35.7	28.6	22.3	2, 10, 11
Flaring	MMSCF			23,925	25,976	27,010	1, 2
GHG emissions reduction	million tCO ₂ e	305-5		1.2	1.4	1.6	1, 2
GHG emissions reduction from clean power imports	million tCO ₂ e			4.2	4.8	5.0	1
Clean power import	MWh			9,408,519	10,694,567	11,032,369	2

PROTECTING NATURE & BIODIVERSITY

Metric	Unit	GRI	2021	2022	2023	2024	Footnote
AIR EMISSIONS							1
Nitrogen oxides (NOx)	kilotonnes	305-7	78.3	84.7	86.4	92.8	
Sulfur oxides (SOx)	kilotonnes	305-7	151.5	264.2	373.1	291.5	
Non-methane volatile organic compounds (VOCs)	kilotonnes	305-7	92.8	108.8	111.0	136.7	
Carbon monoxide (CO)	kilotonnes	305-7	32.4	34.9	37.0	39.0	
Particulate matter (PM)	kilotonnes	305-7	-	-	1.9	2.1	

PROTECTING NATURE & BIODIVERSITY

Metric	Unit	GRI	2021	2022	2023	2024	Footnote
WATER							1
Total water withdrawal	million m³	303-3	5,144	5,137	5,038	5,507	
Surface water	million m³	303-3					
Freshwater	million m³	303-3					12
Other water	million m³	303-3					13
Groundwater	million m³	303-3	150.6	176.4	207	232.2	14
Freshwater	million m³	303-3					12
Other water	million m³	303-3	150.6	176.4	207	232.2	13
Seawater	million m³	303-3	4,960	4,910	4,778	5,191	
Produced water	million m³	303-3	22.2	34.8	36.6	68.5	
Third-party water	million m³	303-3	13.4	15.1	15.7	15.9	15
Freshwater	million m³	303-3	13.4	15.1	15.7	15.9	12
Other water	million m³	303-3					13
% Of freshwater withdrawn	ratio of freshwater to total water withdrawn	303-3	0.26%	0.29%	0.31%	0.29%	
Total water discharge	million m³	303-4	5,038	5,038	4,926	5,241	
Land for irrigation	million m³	303-4	13.6	12.6	12.0	9.0	
Groundwater	million m³	303-4	322.6	399.2	426.3	494.5	14
Deep wells	million m³	303-4	25.7	38.2	40.4	72.4	
Reinjected for reservoir management	million m³	303-4	296.9	361.0	386.0	422.0	
Seawater	million m³	303-4	4,699.6	4,621.4	4,483.0	4,734.3	
Municipal sewage network	million m³	303-4	2.4	4.3	4.1	3.3	

PROTECTING NATURE & BIODIVERSITY

Metric	Unit	GRI	2021	2022	2023	2024	Footnote
WASTE							1
Total waste generated	tonnes	306-3		154,943	142,182	125,408	
Hazardous waste generated	tonnes	306-3		40,186	45,575	44,738	
Non-hazardous waste generated	tonnes	306-3		114,757	96,607	80,670	
Total waste diverted from disposal	tonnes	306-4		9,647	19,929	15,748	
Hazardous waste diverted	tonnes	306-4		3,763	6,880	7,678	
Non-hazardous waste diverted	tonnes	306-4		5,884	13,049	8,090	
Total waste disposed	tonnes	306-5		145,296	122,253	109,660	
Hazardous waste disposed	tonnes	306-5		36,423	38,695	37,060	16
Non-Hazardous waste disposed (municipal landfill)	tonnes	306-5		108,873	83,558	72,580	
BIODIVERSITY							1.17
Percentage of ADNOC concession areas that overlap with protected areas	%	304-1		25%	25%	25%	
Total number of protected areas that overlap with ADNOC concession or operational areas	#	304-1		9	9	9	
SPILLS							1
Hydrocarbon spills							
Onshore							
No. of incidents	#	306-3	1	2	2	5	2
Volume of spill	bbl	306-3	5	1,188	73	17	2
Volume recovered	bbl	306-3	0	1,103	6	4	2
% recovery	%	306-3	0%	93%	8.2%	20.8%	
Offshore							
No. of incidents	#	306-3	0	0	0	1	1
Volume of spill	bbl	306-3				19	2
Volume recovered	bbl	306-3				0	2
% recovery	%	306-3				0%	2

PROTECTING NATURE & BIODIVERSITY

Metric	Unit	GRI	2021	2022	2023	2024	Footnote
Non-Hydrocarbon Spills							
Onshore							
No. of incidents	#	306-3	0	0	0	1	2
Volume of spill	bbl	306-3				4	2
Volume recovered	bbl	306-3				0	2
% recovery	%	306-3				0%	
Offshore							
No. of incidents	#	306-3	0	0	0	0	2
Volume of spill	bbl	306-3					2
Volume recovered	bbl	306-3					2
% recovery	%	306-3					

EMPOWERING LIVES

Metric	Unit	GRI	2021	2022	2023	2024	Footnote
DRIVING GROWTH AND PROSPERITY							
Value returned to the UAE economy through the ICV program (cumulative since 2018)	\$ billion (AED billion)		29.1 (106.6)	39.8 (146)	51 (187)	65.9 (242.0)	
Value returned back into the UAE economy through the ICV program	\$ billion (AED billion)		8.2 (30.6)	10.7 (39.4)	11.2 (41.0)	14.9 (55.0)	
Number of jobs created for UAE Nationals in the private sector (cumulative since 2018)	#		3,000	5,000	11,500	18,500	
Number of jobs created for UAE Nationals in the private sector	#		1,031	2,021	6,500	7,000	
Value of offtake agreements for local manufacturing (cumulative since 2022)	\$ billion (AED billion)			5.7 (20.9)	16.9 (62.4)	19.6 (72.3)	
Value of offtake agreements for local manufacturing since 2022	\$ billion (AED billion)		-	5.7 (20.9)	11.2 (41.1)	2.7 (9.9)	

EMPOWERING LIVES

Metric	Unit	GRI	2021	2022	2023	2024	Footnote
PEOPLE							
1							
Number of employees	#	2-7	46,089	45,351	44,677	44,384	
Men	#	2-7	40,400	39,606	38,809	38,327	
Women	#	2-7	5,689	5,745	5,868	6,057	
<30 years old	#	2-7	10,397	9,311	8,185	7,169	
30-50 years old	#	2-7	30,806	31,113	31,506	32,068	
>50 years old	#	2-7	4,886	4,927	4,986	5,147	
Middle East and North Africa	%	2-7	61.2%	61.8%	63.1%	64.2%	
Eastern Europe and Central Asia, Latin America and Caribbean, North America, Western Europe	%	2-7	3.3%	3.4%	3.7%	3.7%	
East Asia and Pacific, South Asia	%	2-7	34.0%	33.3%	31.9%	30.9%	
Africa	%	2-7	1.4%	1.4%	1.3%	1.3%	
Number of executive and senior management	#		514	567	609	706	18
Men	#		448	491	513	585	
Women	#		66	76	96	121	
<30 years old	#		2	2	0	0	
30-50 years old	#		402	436	476	548	
>50 years old	#		110	129	133	158	
Number of new employee hires	#	401-1	1,723	2,721	2,294	2,255	
Men	#	401-1	1,453	2,332	1,936	1,851	
Women	#	401-1	270	389	358	404	
<30 years old	#	401-1	597	1188	895	1020	
30-50 years old	#	401-1	998	1418	1248	1141	
>50 years old	#	401-1	128	115	151	94	
Middle East and North Africa	%	401-1	46.9%	51.9%	59.5%	60%	
Eastern Europe and Central Asia, Latin America and Caribbean, North America, Western Europe	%	401-1	14.0%	8.7%	12.0%	10%	
East Asia and Pacific, South Asia	%	401-1	35.1%	37.8%	27.4%	29%	
Africa	%	401-1	2.6%	1.6%	1.0%	1.0%	

EMPOWERING LIVES

METRIC	UNIT	GRI	2021	2022	2023	2024	FOOTNOTE
PEOPLE							
Number of employee exits	#	401-1	2,503	2,590	2,922	2,277	
Men	#	401-1	2,339	2,373	2,663	2,075	
Women	#	401-1	164	217	259	202	
<30 years old	#	401-1	244	339	314	292	
30-50 years old	#	401-1	1,420	1,480	1,688	1,276	
> 50 years old	#	401-1	839	771	920	709	
Middle East and North Africa	%	401-1	34.1%	43.3%	46.5%	46.3%	
Eastern Europe and Central Asia, Latin America and Caribbean, North America, Western Europe	%	401-1	8.5%	7.8%	7.7%	9.9%	
East Asia and Pacific, South Asia	%	401-1	55.8%	46.4%	44.5%	42.4%	
Africa	%	401-1	1.6%	2.4%	1.3%	1.4%	
Average employee turnover rate	-	401-1	5%	6%	6.6%	5.1%	
DIVERSITY AND INCLUSION							1
Total number of Nationalities	#	405-1	118	121	121	126	
Number of somen employees at site	#	405-1	1,112	873	917	890	
Number of UAE National Women hired	#	405-1	196	278	279	297	
Percentage of Women in senior leadership positions	%	405-1	18%	20%	21%	19%	18
Percentage of ADNOC Group company boards with women representation	%	405-1			90%	95%	
Women in executive and senior management roles	#	405-1	66	76	96	121	
EMIRATIZATION							1
Emiratization rate	%		58.0%	58.6%	59.7%	61.1%	19
Number of new hires that are UAE Nationals	#		585	912	826	928	
EMPLOYEE TRAINING							
Total training hours		404-1			1,285,524	1,498,498	20
Average hours of training		401-1				20.1	

FOOTNOTES:

1. Reporting boundary includes all entities within ADNOC’s operational control, as such it excludes: Borouge Pte joint venture activities outside the UAE, Fertiglobe (inside and outside the UAE).
2. Data has undergone external limited assurance in accordance with ISAE 3000 standard.
3. Includes employees and contractors.
4. Lost Time Injury Frequency (LTIF) has been updated to Lost Time Injury Rate (LTIR)
5. As per API classification of safety events: A Tier 1 PSE is a loss of primary containment (LOPC) with the greatest consequence.
6. A Tier 2 PSE is a LOPC with lesser consequence
7. Updates to 2022 and 2023 values are due to strengthened governance practices.
8. Upstream GHG emissions reporting in line with the International Association of Oil and Gas Producers (IOGP), which includes oil and gas production and processing. Our downstream joint ventures Borouge, ADNOC Distribution, ADNOC Logistics and Services and ADNOC Gas report their GHG emissions through their annual sustainability reports.
9. Upstream GHG emissions (excluding gas processing) per thousand barrel oil equivalent of gross oil and gas production.
10. Methane emissions from upstream oil and gas activities operated by ADNOC. Reporting is aligned with the Oil and Gas Methane Partnership (OGMP) framework.
11. The 2021 and 2023 restated values ensure better alignment with the OGMP boundary suggestions.
12. Freshwater (TDS: <1,000 mg/L)
13. Other water (TDS: > 1,000 mg/L
14. Ground water includes slightly brackish, medium brackish, and hypersaline water.
15. Third-party water consists of municipal water supplies from third-party distribution companies.
16. Directed to MAGMA waste management facility for treatment and disposal. A MAGMA (formerly known as BeAAT) hazardous waste treatment facility is dedicated to the treatment, storage, and safe disposal of hazardous waste generated by ADNOC and other industries in Abu Dhabi. This facility handles various types of waste, including liquid, sludge, and solid waste, using advanced technologies to ensure environmental protection and compliance with health and safety standards. The MAGMA facility focuses on sustainability by promoting recovery, recycling, and reuse of waste streams whenever feasible.
17. Protected areas are defined by the Environment Agency - Abu Dhabi
18. Includes employees holding the following positions: Associate General Counsel, General Counsel, Vice Presidents, Senior Vice Presidents, Chiefs, Executives, and Directors
19. Ratio of total number of UAE Nationals to the number of positions targeted for Emiratization. This excludes service companies ADNOC Distribution, ADNOC Drilling and ADNOC Logistics & Services.
20. Values were restated from 2023 to reflect changes in the scope of entities.

GRI Index

GENERAL DISCLOSURES

STANDARD	DISCLOSURE NUMBER	DISCLOSURE TITLE	2024 RESPONSE
GRI 2: General Disclosures 2021	2-1	Organizational details	About ADNOC, page. 10-16
	2-2	Entities included in the organization's sustainability reporting	About this report - Reporting boundaries, page. 36 ADNOC does not publicly disclose its consolidated financial statements, as it is not a publicly listed entity and is therefore not subject to any regulatory requirement to publish such financial information. As a state-owned enterprise wholly owned by the Government of Abu Dhabi, ADNOC complies with all applicable legal and regulatory obligations governing financial reporting and disclosure within the United Arab Emirates.
	2-3	Reporting period, frequency and contact point	About this report - Reporting boundaries, page. 36-37
	2-4	Restatements of information	ESG data index, page. 145
	2-5	External assurance	About this report - Internal validation and external assurance, Page. 37 Assurance letter, page. 160
	2-6	Activities, value chain and other business relationships	About ADNOC - Our business and value chain, page. 12-16
	2-7	Employees	ESG data index, page. 149
	2-8	Workers who are not employees	ESG data index, page. 149
	2-9	Governance structure and composition	How we operate - ADNOC's corporate governance structure, page. 126-127
	2-11	Chair of the highest governance body	How we operate - ADNOC's corporate governance structure, page. 126-127
	2-12	Role of the highest governance body in overseeing the management of impacts	How we operate - ADNOC's corporate governance structure, page. 126-128
	2-13	Delegation of responsibility for managing impacts	How we operate - ADNOC's corporate governance structure, page. 126-128
	2-14	Role of the highest governance body in sustainability reporting	About this report - Internal validation and external assurance, page. 37

GENERAL DISCLOSURES

STANDARD	DISCLOSURE NUMBER	DISCLOSURE TITLE	2024 RESPONSE
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body	How we operate - ADNOC's corporate governance structure, page. 127
	2-22	Statement on sustainable development strategy	Sustainability at ADNOC, Our 2030 Sustainability Strategy, page. 21-24
	2-23	Policy commitments	Keeping our people safe, page. 38-57 Our sustainability governance model, page. 128 ADNOC Code of Conduct: https://www.adnoc.ae/en/our-story/code-of-conduct
	2-25	Processes to remediate negative impacts	How we operate - Raising concerns, page. 135
	2-26	Mechanisms for seeking advice and raising concerns	How we operate - Raising concerns, page. 135
	2-28	Membership associations	We are a participant in the UN Global Compact. We are members of industry collaborations such as the Institute of Oil and Gas Providers (IOGP), the International Petroleum Industry Environmental Conservation Association (IPIECA), the World Business Council for Sustainable Development (WBCSD), the Oil & Gas Methane Partnership (OGMP) 2.0, and the Oil & Gas Decarbonization Charter (OGDC).
	2-29	Approach to stakeholder engagement	Sustainability at ADNOC - Stakeholder engagement and partnerships, page. 28-31

MATERIAL TOPICS

STANDARD	DISCLOSURE NUMBER	DISCLOSURE TITLE	2024 RESPONSE
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Sustainability at ADNOC - Our material topics, page. 32-33
	3-2	List of material topics	Sustainability at ADNOC - Our material topics, page. 32-33
Biodiversity			
GRI 3: Material Topics 2021	3-3	Management of material topics	Nature and biodiversity, page. 90
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Protecting nature and biodiversity - Nature and biodiversity, page. 91 ESG data index, page. 144
	304-3	Habitats protected or restored	Protecting nature and biodiversity - Nature and biodiversity, page. 91-97
Economic performance			
GRI 3: Material Topics 2021	3-3	Management of material topics	Empowering lives - Driving growth and prosperity, page. 104
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Empowering lives - Driving growth and prosperity, page. 104 ESG data index, page. 148
	201-3	Defined benefit plan obligations and other retirement plans	Empowering lives - Helping our people achieve their full potential - Compensation, benefits and rewards, page. 110

MATERIAL TOPICS

STANDARD	DISCLOSURE NUMBER	DISCLOSURE TITLE	2024 RESPONSE
Procurement practices			
GRI 3: Material Topics 2021	3-3	Management of material topics	Empowering lives - Driving growth and prosperity, page. 104-106
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	ESG data index, page. 107
Anti-corruption			
GRI 3: Material Topics 2021	3-3	Management of material topics	How we operate - Operating with integrity, page. 133
GRI 205: Anti-corruption 2016	205-2	Communication and training bout anti-corruption policies and procedures	ESG data index, page. 145
Energy			
GRI 3: Material Topics 2021	3-3	Management of material topics	Advancing net zero, page. 44
GRI 302: Energy 2016	302-1	Reduction of energy consumption	ESG data index, page. 145

MATERIAL TOPICS

STANDARD	DISCLOSURE NUMBER	DISCLOSURE TITLE	2024 RESPONSE
Water and effluents			
GRI 3: Material Topics 2021	3-3	Management of material topics	Protecting nature and biodiversity - Water management, page. 80-82
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Protecting nature and biodiversity - Water management, page. 84-85
	303-2	Management of water discharge-related impacts	Protecting nature and biodiversity - Water management, page. 84
	303-3	Water withdrawal	Protecting nature and biodiversity - Water management, page. 85 ESG data index, page. 146
	303-4	Water discharge	Protecting nature and biodiversity - Water management, page. 85 ESG data index, page. 146
	303-5	Water consumption	ESG data index, page. 146

Emissions			
GRI 3: Material Topics 2021	3-3	Management of material topics	Advancing net zero, page. 61 Protecting nature and biodiversity, Air Quality, page 145.
GRI 305: Emissions 2016	305-4	GHG emissions intensity	Advancing net zero, page. 63 ESG data index, page. 145
	305-5	Reduction of GHG emissions	Advancing net zero, page. 63 ESG data index, page. 145
	305-6	Emissions of ozone-depleting substances (ODS)	ADNOC does not produce, import or export ozone-depleting substances (ODS), which are primarily used in refrigeration, air conditioning and fire suppression systems. We are phasing out ODS in alignment with national and international environmental goals.

MATERIAL TOPICS

STANDARD	DISCLOSURE NUMBER	DISCLOSURE TITLE	2024 RESPONSE
Emissions			
GRI 305: Emissions 2016	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Protecting nature and biodiversity - Air quality, page. 79 ESG data index, page. 145 We estimate significant air emissions using a combination of industry standard emission factors and site specific data in line with established best practics in the oil and gas sector. Primary sources for emission factors include US EPA AP-42 for stationary combustion and industrial processes and EMEP/EEA Air Pollutant Emission Inventory Guidebook (2023) for mobile sources and equipment. Stoichiometric calculations are applied where appropriate, using fuel composition and flow rate data to estimate specific pollutants. Advanced monitoring systems included Predictive Monitoring Systems and Continuous Emissions Monitoring are in place.
Spills			
GRI 3: Material Topics 2021	3-3	Management of material topics	Protecting nature and biodiversity - Spill prevention, page. 98 ESG data index, page. 147
GRI 306: Effluents and Waste 2016	306-3	Significant spills	Protecting nature and biodiversity - Spill prevention, page. 98 ESG data index, page. 147
Waste [The material topics and the disclosures included under the material topics are examples. See guidance under row 39]			
GRI 3: Material Topics 2021	3-3	Management of material topics	Protecting nature and biodiversity - Waste management, page. 86
	306-1	Waste generation and significant waste-related impacts	Protecting nature and biodiversity - Waste management, page. 86 ESG data index, page. 147
	306-3	Waste generated	Protecting nature and biodiversity - Waste management, page. 89 ESG data index, page. 147
	306-4	Waste diverted from disposal	Protecting nature and biodiversity - Waste management, page. 89 ESG data index, page. 147
	306-5	Waste directed to disposal	ESG data index, page. 147

MATERIAL TOPICS

STANDARD	DISCLOSURE NUMBER	DISCLOSURE TITLE	2024 RESPONSE
Employment			
GRI 3: Material Topics 2021	3-3	Management of material topics	Empowering lives, page. 103
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	ESG data index, page. 149
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Empowering Lives - Compensation benefits and rewards, page. 110
Occupational health and safety			
GRI 3: Material Topics 2021	3-3	Management of material topics	Keeping our people safe, page. 42
	403-1	Occupational health and safety management system	Keeping our people safe - Occupational health, page. 42
	403-2	Hazard identification, risk assessment, and incident investigation	Keeping our people safe - Occupational health, page. 42
	403-3	Occupational health services	Keeping our people safe - Occupational health, page. 42
	403-4	Worker participation, consultation, and communication on occupational health and safety	Keeping our people safe - Personal safety and work management, page. 44-47
	403-5	Worker training on occupational health and safety	Keeping our people safe - Safety training and workforce engagement, page. 47
	403-6	Promotion of worker health	Keeping our people safe - Occupational health, page. 42 Empowering lives - Employee wellbeing, page. 42
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Keeping our people safe - Contractor HSE, page. 46
	403-8	Workers covered by an occupational health and safety management system	Keeping our people safe - Occupational health, page. 42
	403-9	Work-related injuries	Keeping our people safe - Performance, Page. 48-49 ESG data index, Page. 144
	403-10	Work-related ill health	Keeping our people safe - Performance, page. 48-49 ESG data index, page. 144

MATERIAL TOPICS

STANDARD	DISCLOSURE NUMBER	DISCLOSURE TITLE	2024 RESPONSE
Training and Education			
GRI 3: Material Topics 2021	3-3	Management of material topics	Empowering lives - Helping our people acheive full potential, page. 108-109
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Empowering lives - Training and development, page. 109
	404-2	Programs for upgrading employee skills and transition assistance programs	Empowering lives - Helping our people acheive full potential, page. 108-109
	404-3	Percentage of employees receiving regular performance and career development reviews	Empowering lives - Helping our people acheive full potential, page. 108
Diversity and equal opportunity			
GRI 3: Material Topics 2021	3-3	Management of material topics	Empowering lives - Diversity, equity and inclusion, page. 111
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	ESG data index, page. 149
Local communities			
GRI 3: Material Topics 2021	3-3	Management of material topics	Empowering lives - Investing in and engaging with our communities, page. 112
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Empowering lives - Managing social risk, page. 113
	413-2	Operations with significant actual and potential negative impacts on local communities	Empowering lives - Managing social risk, page. 113



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Independent practitioner's assurance report

ABU DHABI NATIONAL OIL COMPANY (ADNOC) P.J.S.C

Scope

We have been engaged by ADNOC to perform a 'Limited Assurance', as defined by International Standards on Assurance Engagements, here after referred to as "*the engagement*", to report on ADNOC's sustainability metrics in Annex A (the "Subject Matter") contained in ADNOC's (the "Company's") 2024 Sustainability Report for the year ended December 31, 2024 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by ADNOC

In preparing the sustainability metrics in Annex A, ADNOC applied the Global Reporting Initiative (GRI) Standards (the "Criteria").

ADNOC's responsibilities

ADNOC's management is responsible for selecting the Criteria, and for presenting the sustainability metrics in Annex A in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard on Assurance Engagements (ISAE 3000)*, the *international standard on Sustainability Assurance (ISSA 5000)*, *General Requirements on Sustainability Assurance and the Accountability AA1000 Assurance Standard (AA1000AS)*, and the terms of reference for this engagement as agreed with ADNOC on May 8th, 2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.



Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Engaged with the relevant internal functions, sampled Group Companies relevant teams, and other relevant stakeholders during the assurance exercise
- Conducted testing and analysis to assess the accuracy and reliability of the reported data
- Evaluated the design and implementation of relevant internal controls
- Reviewed the scope, boundary, methodologies and assumptions utilized in estimating ADNOC's GHG emission footprint/intensity for consistency and correctness of approach
- Undertook analytical review procedures of the reported data related to the Subject Matter including testing outputs and selected conversions

We also performed such other procedures as we considered necessary in the circumstances.



Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to sustainability metrics in Annex A, in order for it to be in accordance with the Criteria.

Restricted Use

The report is intended solely for the information and use of ADNOC for the disclosures made in the Sustainability Report for the year ended 31 December 2024 and is not intended to be and should not be used by anyone other than ABU DHABI NATIONAL OIL COMPANY (ADNOC) P.J.S.C

for Ernst & Young Middle East (Abu Dhabi Branch)


Mobin Khan
Partner

June 4th, 2025
Abu Dhabi, United Arab Emirates



Annex A: ADNOC’s sustainability metrics (the “Subject Matter”)

Sustainability Metrics	2024 Values	Unit of Measure
Scope 1 & scope 2 emissions ¹	24.6	Million tonnes of CO ₂ e
Methane emissions ²	22.3	Thousand tonnes of CH ₄
Total flaring volume	27,010	MMSCF
GHG emissions abatement projects	1.6	Million tonnes of CO ₂ e
Clean power import ³	11,032,369	MWh
TRI ⁴	72	Number
LTIF ⁴	0.05	Number ⁵
FAR ⁴	0.31	Number ⁶

1. Market-based GHG emissions (Scope 1 and 2) from upstream oil and gas production including gas processing. Reporting in line with the International Association of Oil and Gas producers’ (IOGP) definition.
2. Methane emissions from upstream oil and gas activities operated by ADNOC. Reporting is aligned with the Oil and Gas Methane Partnership (OGMP) framework.
3. ADNOC’s clean power consumption through clean power agreement with EWEC
4. Total Recordable Injuries (TRI), Lost Time Injury Frequency (LTIF), Fatality Accident Rate (FAR)
5. The number of Lost Time Injuries (LTIs) per 1,000,000 (million) hours worked
6. The number of fatal incidents per 100,000,000 (100 million) hours worked



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Independent practitioner's assurance report

ABU DHABI NATIONAL OIL COMPANY (ADNOC) P.J.S.C

Scope

We have been engaged by ADNOC to perform a 'Limited Assurance', as defined by International Standards on Assurance Engagements, here after referred to as "*the engagement*", to report on ADNOC's sustainability metrics in Annex A (the "Subject Matter") contained in ADNOC's (the "Company's") 2024 Sustainability Report for the year ended December 31, 2024 (the "Report").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by ADNOC

In preparing the sustainability metrics in Annex A, ADNOC applied the Global Reporting Initiative (GRI) Standards (the "Criteria").

ADNOC's responsibilities

ADNOC's management is responsible for selecting the Criteria, and for presenting the sustainability metrics in Annex A in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard on Assurance Engagements (ISAE 3000)*, the *international standard on Sustainability Assurance (ISSA 5000)*, *General Requirements on Sustainability Assurance and the Accountability AA1000 Assurance Standard (AA1000AS)*, and the terms of reference for this engagement as agreed with ADNOC on May 8th, 2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.



Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Engaged with the relevant internal functions, sampled Group Companies relevant teams, and other relevant stakeholders during the assurance exercise
- Conducted testing and analysis to assess the accuracy and reliability of the reported data
- Evaluated the design and implementation of relevant internal controls
- Undertook analytical procedures to support the reasonableness of the data
- Undertook analytical review procedures of the reported data related to the Subject Matter including testing outputs and selected conversions

We also performed such other procedures as we considered necessary in the circumstances.



Conclusion
Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to sustainability metrics in Annex A, in order for it to be in accordance with the Criteria.

Restricted Use
The report is intended solely for the information and use of ADNOC for the disclosures made in the Sustainability Report for the year ended 31 December 2024 and is not intended to be and should not be used by anyone other than ABU DHABI NATIONAL OIL COMPANY (ADNOC) P.J.S.C

for Ernst & Young Middle East (Abu Dhabi Branch)


Mobin Khan
Partner

June 30th, 2025
Abu Dhabi, United Arab Emirates



Annex A: ADNOC’s sustainability metrics (the “Subject Matter”)

Metric			2024 value	Unit of Measure
Spills	Hydrocarbon spills (>1bbl)	Number of Spills	6	Number
		Volume of Spills	36.6	Barrel (bbl)
		Volume recovered	4	Barrel (bbl)
	Non-Hydrocarbon Spills (>1bbl)	Number of Spills	1	Number
		Volume of Spills	4	Barrel (bbl)
		Volume recovered	0	Barrel (bbl)
Non-GHG Emissions	SOx		291,476.00	Metric Tonnes
	NOx		92,840.58	Metric Tonnes
	NMVOCs		136,682.00	Metric Tonnes
	CO		39,928.77	Metric Tonnes
	PM		2120.40	Metric Tonnes



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