**Q&A**

**Q1: Why is Nicholas Gleeson stepping down as CFO?**

Nicholas Gleeson is stepping down to focus on personal commitments. This decision is entirely personal and not related to company performance, strategy, or governance.

**Q2: Will this leadership change affect the company’s financial guidance or strategy?**

No. ADNOC L&S remains fully committed to its financial guidance and long-term growth strategy. The transition has been carefully planned to ensure continuity and stability.

**Q3: Who will take over the CFO role?**

Rahoof Khaleel Rahman has been appointed as interim CFO. Rahoof brings over 12 years of dedicated service at ADNOC L&S, building on a strong foundation of professional experience that dates back to 2004. His career spans key areas including Audit, Financial Reporting, Budgeting, and Cost Analysis. Rahoof worked with globally recognized organizations such as KPMG, Ernst & Young, BP, and various firms across the Middle East, contributing to his deep expertise and strategic insight in financial operations. He is a certified CGMA from Chartered Institute of Management Accountants (CIMA). He has led $2.5B in M&A transactions, integrated four companies to deliver $150M in cost synergies, and unlocked $200M in cash through working capital optimization. Rahoof has overseen $6B in infrastructure finance and led major systems implementations, including SAP and SOX for ABB across five entities. He also managed a portfolio of 20 audit clients at EY, ensuring compliance and excellence. A Chartered Accountant (ACMA, CGMA, ACA), Rahoof is known for his strategic mindset, credibility, and ability to align stakeholders around financial goals.

**Q4: Is there a plan to appoint a permanent CFO?**

Yes. The Company has initiated a formal search for a permanent successor and will announce the appointment in due course. We remain committed to keeping shareholders informed as we move through the transition.

**Q5: Should investors be concerned about this transition?**

No. The transition is being managed smoothly, with a clear succession plan in place. The Company’s financial health, strategic direction, and investor commitments remain unchanged.

**Q6: How does ADNOC L&S ensure financial continuity during leadership transition?**

The Company’s finance function is institutionalized, supported by strong systems, governance frameworks, and a highly capable team. ADNOC L&S maintains a robust balance sheet and resilient cash flow position, ensuring continuity and confidence in its financial operations.

**Q7: Will the dividend policy be affected?**

No. ADNOC L&S remains committed to its dividend policy and long-term value creation for shareholders.