

Scaling Horizons Sustainably

AD Ports Group
Sustainability
Report 2024





**Our 2024
Sustainability
Report captures
the past, present
and future of our
sustainability
strategy.**

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Introduction

AD Ports Group is a publicly listed entity on the Abu Dhabi Securities Exchange (ADX), operating under its legal name, Abu Dhabi Ports Company PJSC. Headquartered at Zayed Port in Abu Dhabi, with a strategic presence across 50+ countries.

This Sustainability Report covers the reporting period from January 2024 to December 2024. AD Ports Group publishes its sustainability report on an annual basis, aligned with the company's financial reporting cycle. The report reflects the

Group's ongoing commitment to transparency, accountability, and sustainable development. There have been no restatements on information for the previous reporting cycle. We would like to highlight that our report, select performance data, and claims undergo independent limited assurance by EY and the assurance statement is provided on page 105 of this report.

For any questions regarding the content of this report or the reported information, please contact: sustainability.office@adports.ae

Assurance

The report, inclusive of select performance data and claims, has undergone verification and assurance conducted by an independent third party.

"The report is developed with reference to the Global Reporting Initiative (GRI) Standards"

Reporting Principles



Sustainability Context



Completeness



Quality Balance



Comparability



Accuracy



Timeliness



Verifiability



Clarity

Managing Director & Group CEO's Statement

In an era of global challenges, from climate change to evolving market dynamics, we recognise that responsible business practices are fundamental to creating enduring value for our stakeholders, communities, and the environment.

Sustainability is embedded in our corporate strategy, shaping our decisions, operations, and long-term growth. Our Group's three fundamental pillars for sustainable development are: economic growth, environmentally responsible development and operations, and active social engagement and development.

Driving Sustainable Growth

This commitment to sustainability has been reinforced through one of the most significant milestones in our corporate history: the integration of Noatum, a global integrated logistics platform. The successful restructuring has positioned the Group as a vertically integrated global logistics leader, expanding our presence to 50+ countries and strengthening operations with the addition of 15 terminals in Spain. This transformation has driven our Group's 48% year-on-year total revenue growth in 2024, reaching AED 17.29 billion. By integrating Noatum's capabilities, we have enhanced operational efficiency, strengthened our supply chain resilience, and reinforced our commitment to sustainable logistics.

Advancing Climate Action

With sustainability at the core of our business, we have accelerated our climate action agenda. We have expanded our renewable energy portfolio, completing several solar photovoltaic (PV) projects, and we have begun to electrify portions of our fleet and equipment, reducing our dependence on fossil fuels.

Plans are underway to install electric vessel charging infrastructure at Khalifa Port, and we have deployed our first LNG-powered vessel with lower carbon emissions, as we study the efficacy of emerging low-carbon fuel technologies. Efficiency improvement projects have been prioritised across all clusters, ensuring our growth aligns with environmental responsibility.

For the second consecutive year, we have measured, verified, and reported a comprehensive greenhouse gas (GHG) inventory covering all three scopes, reinforcing our leadership in transparent emissions disclosure. With GHG reduction targets in place, we are implementing science-based mitigation measures, supporting national and global decarbonisation goals, including the UAE's Net Zero 2050 vision.

Investing in Our People

Our employees drive our success, and we take pride in fostering an inclusive, diverse, and empowering work environment. This commitment has resulted in a high employee engagement and satisfaction

score, reflecting our talent development and well-being efforts. We are equipping our workforce with future-ready capabilities through structured learning and upskilling programmes, ensuring continued innovation and excellence.

We remain committed to diversity, inclusion, and women's empowerment. Furthermore, our localisation and workforce nationalisation initiatives continue to create opportunities for UAE talent and contribute to socioeconomic development. Our people-centric approach strengthens our organisation and ensures a lasting impact on the communities we serve.

Delivering Social Impact

Beyond business growth, the Group remains committed to social responsibility. Our community initiatives support economic empowerment, health, education, and environmental stewardship, reinforcing our dedication to creating shared value. Through targeted social investment programmes, we continue to drive measurable change where it matters most.

As we look ahead, we remain committed to our mission to help build a sustainable, resilient, and inclusive future, ensuring that AD Ports Group continues to lead with purpose and responsibility.

Thank you for your trust and support in this transformative journey.



Captain Mohamed Juma Al Shamisi

Managing Director and Group CEO,
AD Ports Group

Key Successes



48%

Increase in Revenue



31%

Increase in Net Profit



AED 0.9 Million

CSR Investment



87.3%

Of Suppliers are Local
Within the UAE



5,200 tCO₂e

Emission Reduction from
Renewable Energy Generation



4,790 kWp

Solar PV Installed Cumulatively



8,247 tonnes

Non-Hazardous Solid Waste
Recycled at AD Ports Group

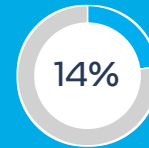


94 tonnes

Hazardous Waste Recycled at
AD Ports Group



Electricity
Consumption in
Spain Sourced from
Renewable Sources



Increase in
Non-hazardous
Waste Recycled

Inauguration of CMA Terminals Khalifa Port

On 12th December 2024, His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Abu Dhabi Executive Council, inaugurated CMA Terminals Khalifa Port, a joint venture between the CMA CGM Group's subsidiary CMA Terminals and AD Ports Group.

The inauguration is a major milestone in the development of Khalifa Port, AD Ports Group's flagship port.

The world-class container, roll-on/roll-off and multipurpose port facility has expanded to become one of the world's fastest-growing and most efficient commercial ports.

6



People of
Determination Employed

85%



Job
Satisfaction Rate

62.3%



Emiratis in
the Workforce

27%



Women
Workforce

87%



Increase in Women Representation
at Senior Management

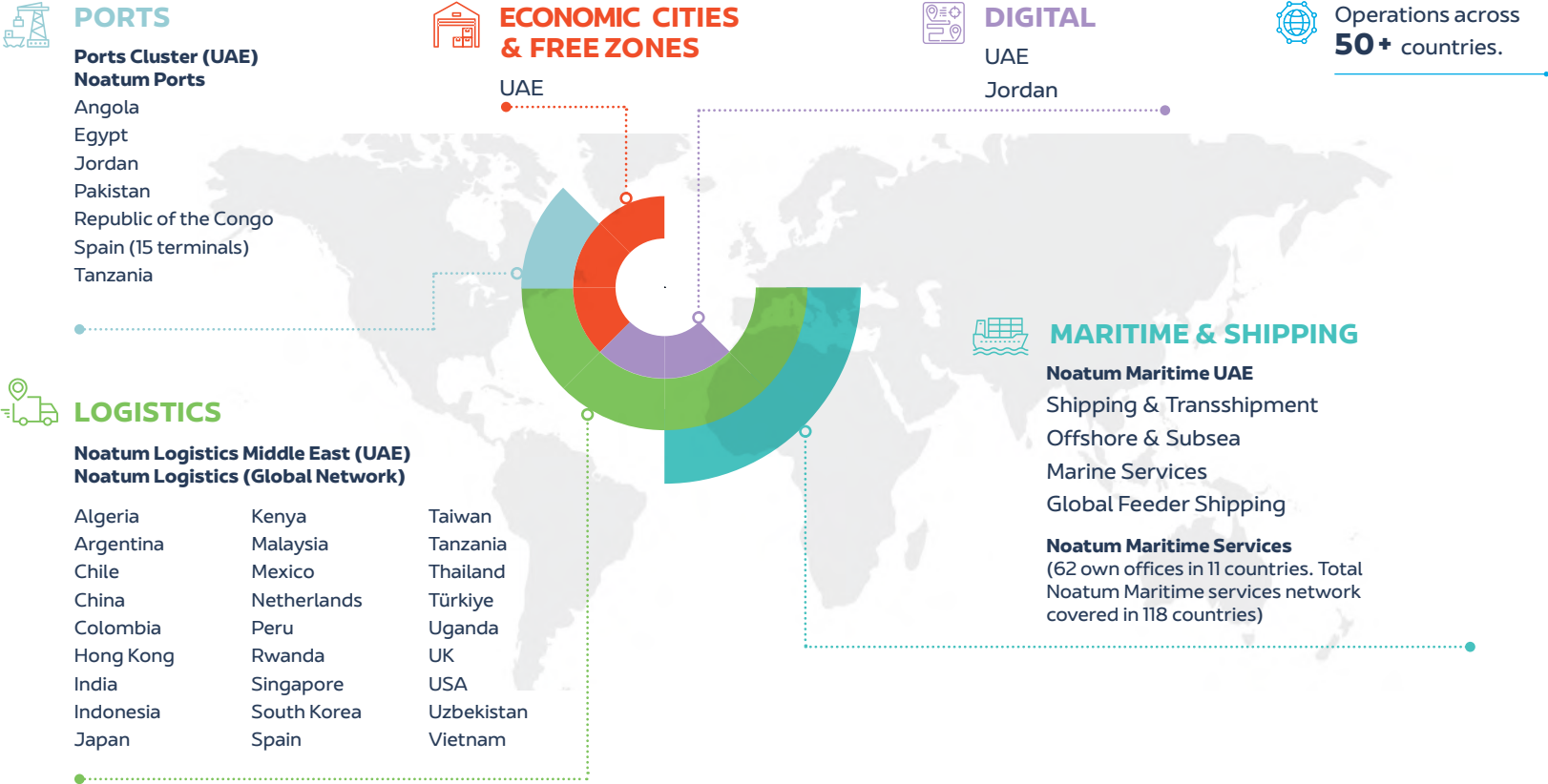
88%



Customer
Satisfaction Score

Global Footprint*

AD Ports Group is a leading regional enabler of trade, industry, and logistics, which pursues value-enhancing expansion and synergistic growth.



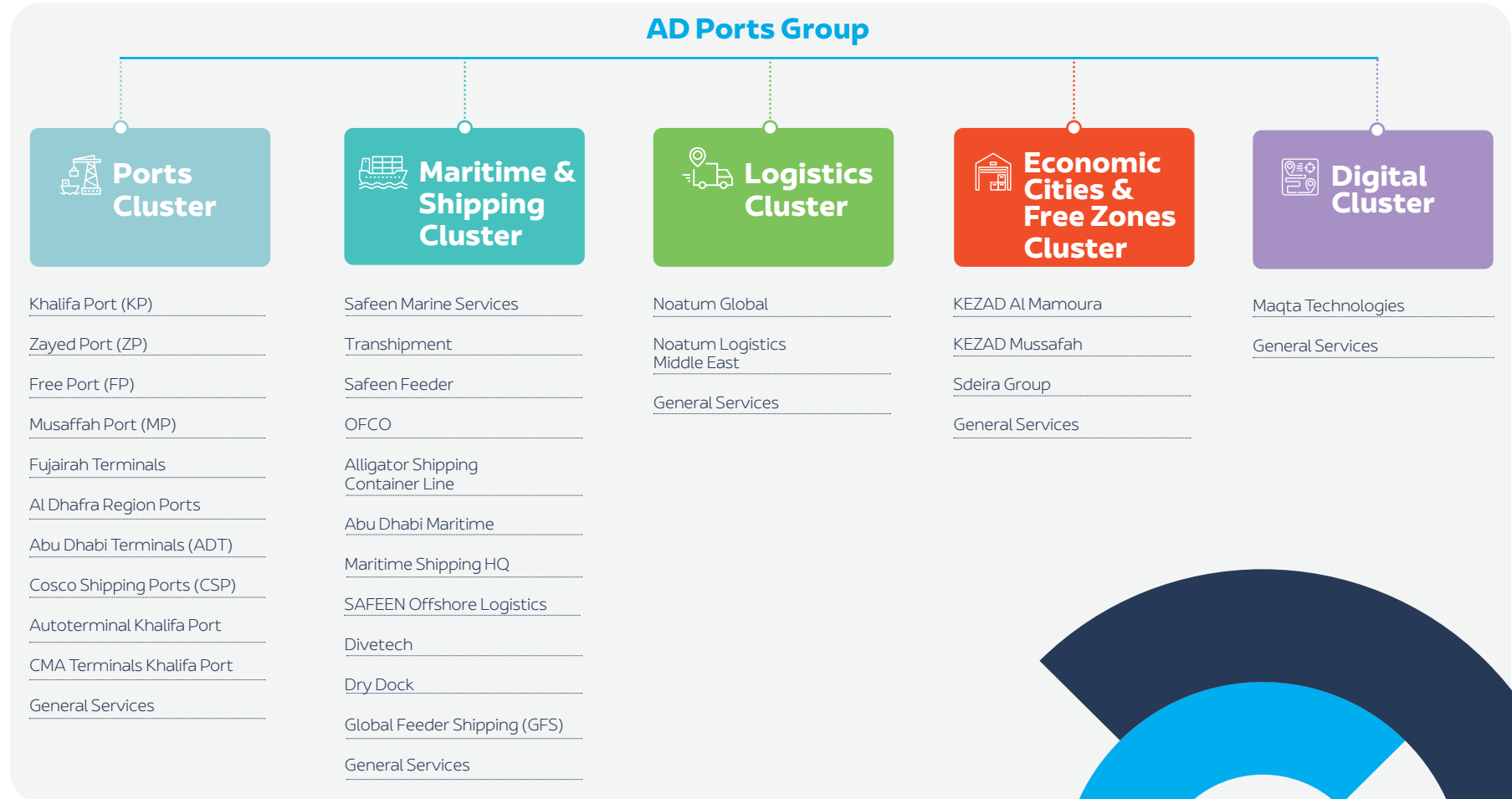
*Note : The assets depicted in the Global Footprint graphic include only businesses that are within the Sustainability Report's reporting boundary for measuring greenhouse gas emissions.

Reporting Boundary*

The reporting boundary for AD Ports Group's 2024 Sustainability Report covers the operations and entities under the equity control of AD Ports Group as of December 31, 2024.

A detailed breakdown of the reporting boundary is illustrated in the accompanying infographic.

*Note: The Group operations and companies depicted here include only assets that fall within the scope of the Sustainability Report's defined reporting boundary.



AD Ports Group Overview

Our vertically integrated operations allow us to generate synergies across our five core business clusters.

We leverage our sources of competitive advantage to operate our unique business ecosystem to develop one of the world's leading integrated ports and logistics trade hubs.

AD Ports Group is a trade enabler and an integrated maritime transport and logistics group.

“Integrated business model with clear revenue synergies and cross-selling opportunities”



Maritime & Shipping

Maritime & Shipping Marine, offshore & subsea, and shipping – bulk, transshipment and container – commercial representation, port agency, drydock, ship and specialised services



Ports

34 Terminals (28 operational), UAE - 7, Egypt - 5, Jordan - 1, Congo-Brazzaville - 1, Pakistan - 2, Spain - 15, Angola -1, Tanzania - 1



Logistics

Holistic, fully-integrated, and technologically innovative logistics solutions, including contract logistics, freight forwarding, and transportation. Global logistics platform in 38 countries



Economic Cities & Free Zones

Economic Cities & Free Zones industrial, economic, and free zones with a total land bank of 550 km² and multimodal connectivity in Abu Dhabi



Digital

Advanced digital, smart, and innovative solutions for all maritime, trade and logistics stakeholders in Abu Dhabi and Aqaba (Jordan)



Ports Cluster



Facilitator of Global Trade and Logistics

The Ports Cluster had a global network of 34 ports and terminals around the world at the end of 2024, located primarily in the UAE, Spain, Pakistan, Egypt, Jordan, and in sub-Saharan Africa, in the Republic of Congo - Brazzaville, Angola, and Tanzania.

Non-UAE ports and terminals belong to the Group's Noatum Ports global brand, which includes multipurpose, container, and general cargo and bulk terminals. UAE ports and terminals operate under the Abu Dhabi Ports brand.

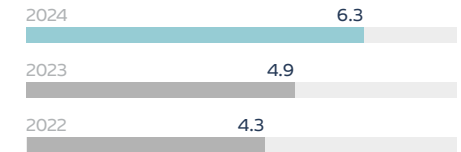
The Group also has a network of passenger cruise terminals in the UAE, and in Aqaba, Jordan, and is in the process of developing and operating passenger ferry terminals in Egypt, in Safaga, Hurghada, and Sharm El Sheikh.

The Group's flagship port, Khalifa Port in Abu Dhabi, is one of the world's largest, most efficient container ports, and home to the regional hubs of three of

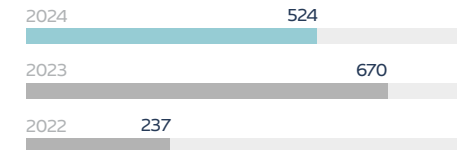
the world's largest shipping companies – CMA CGM Group, COSCO Shipping and Mediterranean Shipping Company (MSC). Khalifa Port was ranked the world's 19th largest container handling port in the 2024-25 survey by industry analyst Drewry.

The Ports Cluster is focused on sustainable growth, through partnerships with local and global market leaders to diversify and expand capacity to meet the growing and diverse needs of global customers through end-to-end solutions linking Abu Dhabi to the main corridors of global trade.

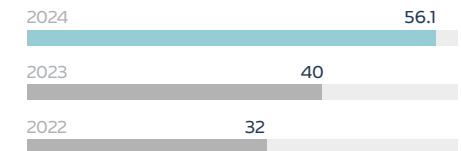
TEUs Handled (Million)



No. of Cruise Passengers (Thousands)



Total Cargo Handled (Million Tonnes)





Awards & Certifications

In recognition of the outstanding achievements and commitment to excellence, the Ports Cluster has been awarded the following accolades.

**The Maritime Standard (TMS)
Award for Port of the Year**
Khalifa Port

Harvard Business Council Awards
Two individual accolades won

EFQM Recognition
5-Star EFQM rating and 4-Star rating
for Customer Service Excellence

Achieved ISO Excellence
Successfully renewed five key ISO
certifications (14001, 45001, 9001,
55001, 22301)

2024 Sustainability Highlights



Installation of Shore-to-ship
power connection at Khalifa
Port Logistics (KPL)



Operational net zero
building at Khalifa Port



Installation of solar
street light at Sir Baniyas
Cruise Beach



All petrol vehicles at UAE
ports cluster upgraded to
electric



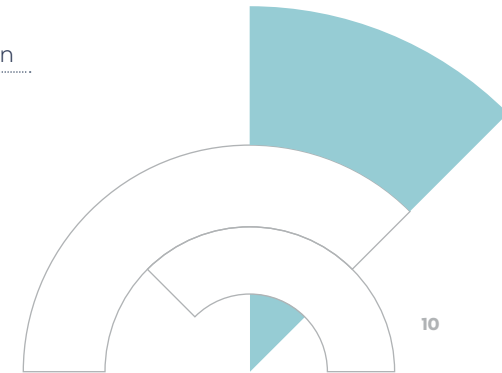
Bio-huts installed to
support marine species
breeding



Established the UAE's first
ship-to-ship LNG bunkering hub to
support cleaner marine fuel adoption



Eco mattresses deployed on the
seabed of Saadiyat Marina to
enhance biodiversity





Economic Cities & Free Zones Cluster

Largest Operator of Integrated and Purpose-Built Economic Zones in the UAE

The Group's Economic Cities & Free Zones Cluster oversees Khalifa Economic Zones- Abu Dhabi (KEZAD), a system of 12 economic cities in Abu Dhabi, Al Ain and in Al Dhafra region.

KEZAD is the UAE and the Middle East's largest developer and operator of fully integrated economic cities and free zones, value-added business services, staff accommodations, and industrial real estate solutions of its kind.

It is a production hub for more than 2,000 businesses, and 400 free zone clients, and its 70,000-member combined workforce is one of the largest concentrations of economic activity in Abu Dhabi and the UAE, representing about 55% of the UAE's industrial area, which generated, according to Oxford Economics, about 22%

and 12%, respectively, of non-oil-based GDP in Abu Dhabi and the UAE in 2023.

KEZAD's industrial and commercial ecosystem combines the Group's world-class transportation infrastructure with multimodal connectivity by road, ports, air, and national rail networks, offering 100% foreign ownership, 100% repatriation of capital and profit, and the potential for duty-free trade.

Through its Sdeira Group unit, KEZAD is one of the UAE's largest provider of staff accommodations.



Hub for More Than **2,000** Businesses



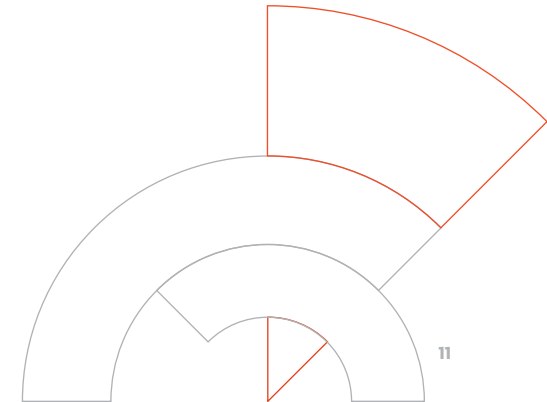
Representing About **55%** of the UAE's Industrial Area



Land **(70 km²)** Leased Area (Cumulative, end 2024)



Warehouse **(605,407m²)** Leased Area (Cumulative, end 2024)





Economic Cities & Free Zones Cluster Awards

UAE Ministry of Industries and Advanced Technologies (MoIAT)
Industrial Strategic Partner Award

fDi Intelligence
Global Free Zones of the Year Awards - Sustainable Zones

fDi Intelligence
Global Free Zones of the Year Awards - Top 3



2024 Sustainability Highlights



Built low-impact, tailor-made facility for large retail client that incorporated advanced automation technologies for efficient storage, movement, and goods sorting



Designed street lighting at KEZAD Auto Hub to operate on solar power, replacing conventional electrical infrastructure on solar power, replacing conventional electrical infrastructure



KEZAD Food Hub added solar-powered street lights and achieved Estidama Pearl 2 Rating



Launched a KEZAD SME incubator to enable SMEs in the industrial and commercial sectors to achieve Estidama Pearl 2 rating



Redeemed 125,000 renewable energy certificates to neutralise scope 2 emissions



Launched electric bus service in Aryam Razeen



Implemented a Green Hydrogen Pilot Project for industry at KEZAD, the first in the MENA region



Signed land lease agreement for development of solar PV plant over 27,000 square metre area



Maritime & Shipping Cluster

The Maritime & Shipping Cluster includes Safeen Group and Noatum Maritime Services

The Maritime & Shipping Cluster operated a global fleet of 247 vessels at the end of 2024, which included one of the world's largest pure feeder shipping fleets, which operates under our global Noatum Maritime brand.

The vessels cover the full range of maritime roles, from long-haul container ships, to liquid and bulk tankers, to general cargo and bulk carriers, to marine services vessels such as tugboats and underwater surveying vessels that service our fleet and those of our customers.

Noatum Maritime provides transport services to businesses across Asia, the Indian Subcontinent, the Middle East, Africa and in Europe, travelling the major East-West trade routes linking the Pacific to the Atlantic oceans, through the Indian Ocean, the Arabian

Gulf, the Red Sea, the coasts of Africa, and into the Mediterranean Sea in Europe.

Our extensive international maritime network, underpinned by our collective resources and global expertise, enables us to meet the evolving needs of our clients while driving strategic growth.

By maintaining an unwavering commitment to operational excellence and innovation, Noatum Maritime delivers comprehensive solutions that set new standards in efficiency, safety, and sustainability.



Fleet of **247** Vessels



One of the **Worlds Largest** Pure Independent Feeder Fleets



Committed to IMO's **20%** Decarbonisation Target by 2030

2024 Sustainability Highlights

As part of its commitment to environmental stewardship and compliance with global decarbonisation targets, the Maritime & Shipping Cluster has implemented a series of strategic initiatives to enhance its sustainability performance. Below is a summary of the cluster's most impactful sustainability initiatives, demonstrating its proactive approach to low carbon transformation:



Safeen Green

Launched Middle East's first autonomous underwater vessel, reducing emissions and enhancing maritime safety



Guinness Book of World Records

Recognised for operating world's most powerful electric tugboat and hosted record-breaking Abu Dhabi Maritime Awards



Ship route and voyage optimisation via Storm Geo's AI algorithm



High-frequency IoT devices installed on 7 marine service vessels



Electric shore power facility to charge electric tug at Khalifa Port



Premium silicon hull coatings for four feeder vessels designed to prevent marine growth and reduce fuel consumption



Electric tug Bu Tinah was added to the fleet



Initiated Smart Shore Pedestal Project to monitor the electricity and water consumption per user and suggest efficiency enhancement measures



Upgraded feeder vessels with energy-efficient LED lights





Logistics Cluster

The Logistics Cluster is led by Noatum, a leading multinational trade and logistics player

The Logistics Cluster, represented by the Group's Noatum Logistics core global brand, is active in 26 countries across five continents in Asia, Europe, Africa, and the Americas.

The Group's logistics business obtained global reach in 2024 following the consolidation of Noatum, a European logistics leader acquired by the Group.

Noatum Logistics has the global networks and customer relationships, to provide specialised services for complex customer needs, aided by the Group's other clusters.

Noatum added to the Group 15 terminals in Spain, 143 international offices, a presence at 67 ports, and a team of over 4,200 professionals covering 26 countries, inclusive of Europe, Asia, Africa, North and South America.

With the Group's Madrid-based Sesé Logistics overland transport business, Noatum Logistics offers a vertically integrated, end-to-end service to automakers in Europe and Asia, which provides support services from the factory floor in Asia to automaker showrooms across Europe.

Noatum Logistics acts as an integral logistic operator providing value-added solutions across the supply chains of its customers in international transport, project cargo, logistics and customs.



143

International Offices



4,200+

Team of Professionals



47

Warehouses



Awards & Certifications

**Good Distribution Practices (GDP)
Certification 2024 for Pharma Industry**

Noatum Logistics achieved GDP certification in Portugal and the Middle East, with Spain underway

Ágora Wellbeing Award 2024

Won for the innovative ‘Mind Your Emotions’ project promoting employee mental health

Deal of the Year – The Maritime Standard

Recognised for the strategic acquisition of Sesé Auto Logistics, strengthening logistics capabilities

Happiest Workplaces in Colombia

Awarded third place in the Small Companies category by Building Happiness by Buk

BIFA Freight Service Awards 2024 (Finalist)

Noatum Logistics was shortlisted, highlighting excellence in freight services

2024 Sustainability Highlights



Installed solar systems with total generation of 700MWh for Ports (Malaga, Tarragona and Sagunto) and 54MWh for Logistics warehouses (UK)



Integration with ECO-Transit to measure and report our downstream transportation and distribution emissions linked with our freight forwarding services



69 electric vehicle charging stations installed across RoRo Terminal in Barcelona



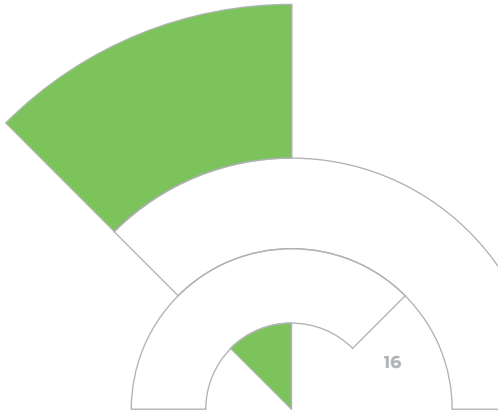
Hydraulic oil recycling system to extend the oil lifecycle in our machinery by up to 6 years



2 trucks at Noatum automotive logistics are powered by Hydrotreated Vegetable Oil (HVO)



All Noatum Terminals make annual investments in energy efficiency and decarbonisation





Digital Cluster

A leader in delivering innovative digital solutions to trade and logistics stakeholders

The Digital Cluster delivers advanced, smart, and innovative digital solutions for the Group and the Group's customers, catering to trade and logistics stakeholders.

The solutions, developed by the Cluster's core Maqta Technologies have raised the efficiency and productivity of maritime business interactions in Abu Dhabi, fostering transparency and access to real-time information.

One of Maqta Technologies' core technology solutions, the Advanced Trade & Logistics Platform (ATLP), is the backbone of Abu Dhabi's maritime trade interface with the world, providing a range of more than 800 digital services that have saved more than 22,000 users millions in lost time and inefficiencies, and helped reduce the

carbon footprint of port operations, by lowering ship idle times.

The Digital Cluster is the software architect at the heart of AD Ports Group, whose efficient group-level digital platform enables the Group to integrate newly acquired companies seamlessly into its global trade and transport networks, maintaining its growth and economic momentum. The Group's digital trade solutions are also beginning to be implemented in other countries, such as Jordan.



450+

Services Covered by Advanced Trade and Logistics Platform (ATLP)

“Digitalising trade cuts logistics time and cost, boosting business value and sustainable economic growth.”



Awards Won

International Business Excellence Awards (IBXA) 2024

- Best Innovative Product (mPCS)
- Best Customer Service
- Best Digital Transformation (Maqta Airfreight Services-MAS)
- Best Use of AI (Digital Labor Services)

Gulf Customer Experience Awards 2024

- Best Contact Center

The PMI Technology Project Award 2024

- The Advanced Trade and Logistics Platform (ATLP)

2024 Sustainability Highlights



Repurposed shipping containers into data centres



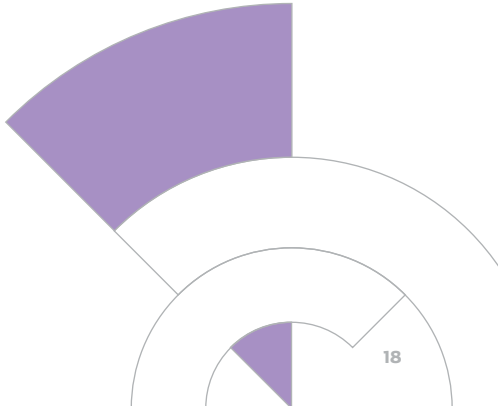
Developed sustainability dashboard that empowers users to create custom reports on key metrics like cost savings, paper reduction, and emissions



Revised the procurement policy to purchase EPEAT-certified ‘green’ equipment exclusively

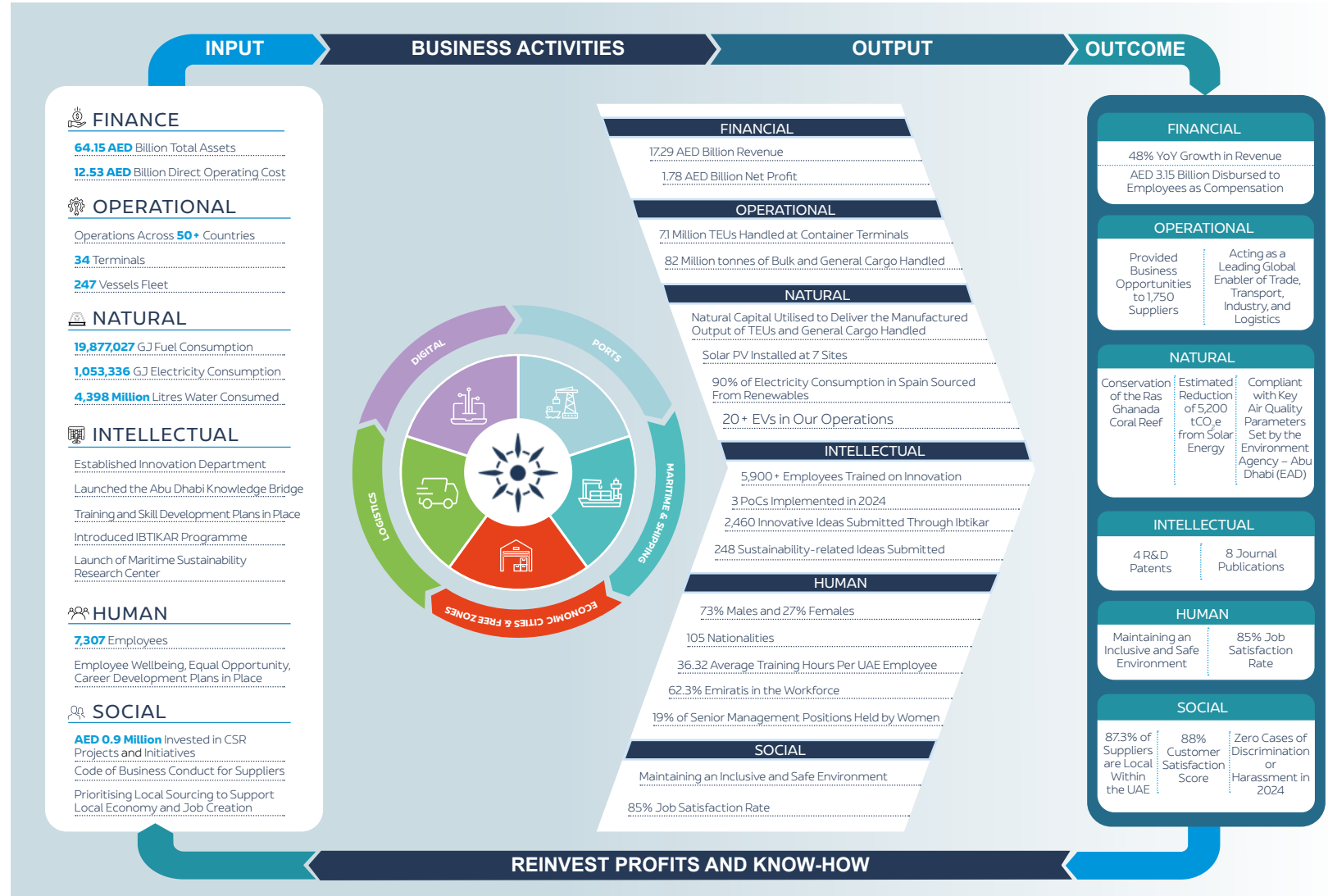


Shifted from auctioning our old laptops to donating them to promote learning and wellbeing of the community



Value Creation Model

The model depicts how our business strategies align with sustainability principles to generate tangible benefits across environmental, social, and governance dimensions.



Leadership & Governance

Defining Our Priorities

Sustainable Growth
Through Strong Governance

Defining Our Priorities



Laying the groundwork for sustainability assessment process.

Materiality assessments and stakeholder consultations are crucial in shaping our sustainability strategy by ensuring that our priorities align with stakeholder expectations and global sustainability trends.

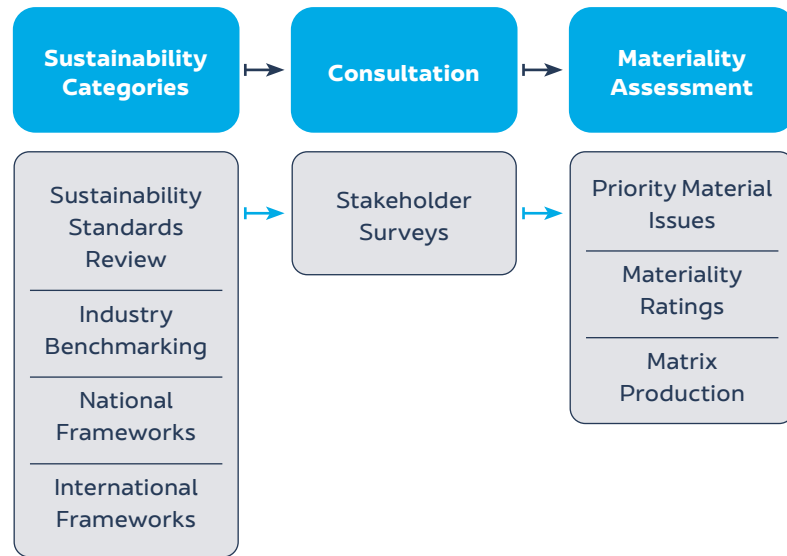
The 2024 Sustainability Report is structured around the material topics identified in 2022, with

updates incorporated in 2023 to integrate Noatum's material topics. As last year's report outlined, the next comprehensive materiality assessment is scheduled for 2025.

Throughout 2024, we laid the groundwork for this assessment by developing a long list of sustainability topics, identifying key stakeholders, and defining feedback gathering

methods. The stakeholder survey is set to launch in the first quarter of 2025, following a structured process to ensure a thorough and inclusive evaluation.

Materiality Assessment Process



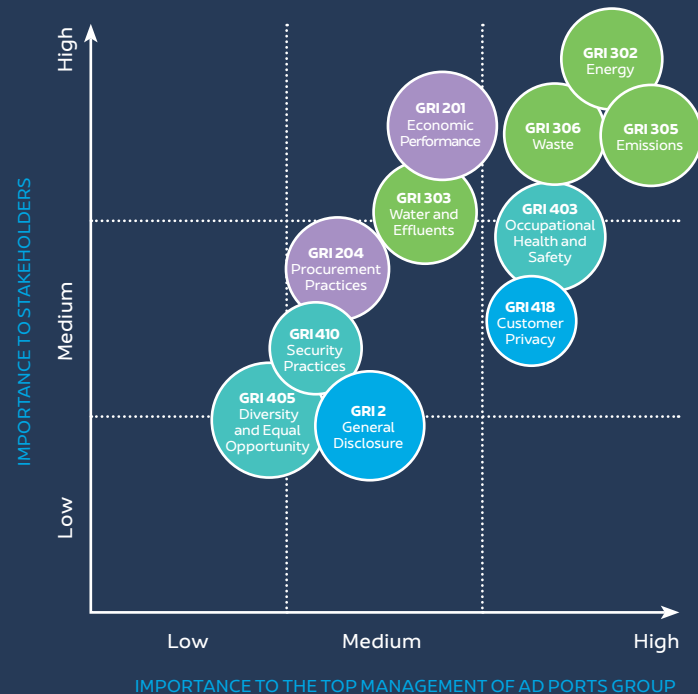
AD Ports Group actively advances sustainable development as a member of Emirates Green Building Council (EmiratesGBC), the UN Global Compact (UNGC), and the International Maritime Organization (IMO), contributing to initiatives that promote sustainability in the built environment.

The Group interacts with diverse stakeholders, each requiring tailored engagement methods to address their specific needs and expectations. The table below outlines key stakeholder groups and the various modes of engagement adopted throughout the year.

Stakeholder Group	Modes of Engagement
Employees	Surveys, training programs, HSE awareness sessions, newsletters, well-being initiatives
Suppliers	Supplier forums, compliance audits, procurement meetings
Government Authorities & Regulatory Bodies	Strategic partnerships, compliance reporting, policy consultations, site visits, regulatory collaboration, industry forums
Investors, shareholders, and bondholders	Annual General Meetings (AGMs), investor meetings, investor relations portal and feedback mechanisms
Customers & Clients	Customer feedback surveys, account management, service quality assessments, client consultations
Local Communities	CSR programs, public consultations, social impact assessments, volunteering activities
Media & Press	Press releases, media briefings, interviews, participation in industry events, social media engagement
Industry Associations & Trade Bodies	Membership participation, collaboration on best practices, policy discussions, knowledge-sharing initiatives
Academia & Research Institutions	Research collaborations, internships, talent development, joint sustainability initiatives, conferences
Non-Governmental Organisations (NGOs) & Environmental Groups	Sustainability partnerships, environmental projects, community programs, stakeholder dialogue sessions

Materiality Matrix

The materiality assessment process identified 11 material topics across the ESG pillars, which are presented in the matrix below. Each topic has been aligned with its respective GRI disclosure, ensuring transparency and consistency in our sustainability reporting.



Sustainability Strategy

Guided by the materiality matrix, AD Ports Group has developed a sustainability strategy that identifies goals and targets across its five clusters and defines responsibilities to drive accountability and impact. The strategy is built on four pillars that reflect the Group's commitment to environmental stewardship, social responsibility, and economic growth, ensuring a structured and effective approach to sustainability.



Increasing Climate Resilience

Strategically reducing human-induced greenhouse gas (GHG) emissions and embedding low-carbon transformation at the core of operations.



People and Community Welfare

Prioritising the well-being of our workforce and communities, fostering partnerships for sustainable development.



Protecting the Environment

Proactively contributing to biodiversity conservation and minimising environmental impact.



Boosting Economic Growth

Creating job opportunities and supporting the local economy.

Time-Bound ESG Targets Driving Measurable Impact

For each pillar of our ESG strategy, we have established time-bound targets. This structured approach is essential to delivering tangible progress and achieving our sustainability objectives.

The targets are as per the baseline emissions of 2024.



Increasing Climate Resilience

Short-term - 2030

Reduction in GHG Emissions

20% in scope 1

70% in scope 2

5% in scope 3

Medium-term - 2040

Reduction in GHG Emissions

70% in scope 1

80% in scope 2

10% in scope 3

Long-term - 2050

Targeting **Net-Zero** by 2050*



Community Welfare

Reach **30%** women rep (white collars) - global based employees

Reach a target where **23%** of women are in management position - UAE based employees

Reach **64.5%** Emiratisation rate - UAE

Assign **15** positions to PoDs (People of Determination) - global based employees

100,000 Increase the number of beneficiaries impacted

0.45 Reducing LTIFR

50% Increase in HSE trainings

95% Corrective actions closeout

10% Increase corrective action initiatives from HSE observations

■ Maintain Zero Fatalities across all Clusters



Protecting the Environment

75% Increase in waste recycled

5% Reduction in Water Consumption

100% Increase in recycling / reuse of waste- water generated by ADPG

95% Average compliance for ambient air quality standard

95% Average sea water quality compliance at mixing zone

Zero Pollution incidents

30% Reduction or avoidance of waste

Develop decarbonisation strategy for time based GHG reduction targets



Economic Growth & Governance

90 % Source from local suppliers

100% of suppliers are screened on sustainability criteria

Achieve ICV (In Country Value) score of **50**

Strive for a more balanced board composition by establishing targets for increasing gender diversity



Sustainable Growth Through Strong Governance



AD Ports Group places strong emphasis on a robust ESG governance framework that provides clear guidance and direction to corporate units, clusters and business subsidiaries, covering all sustainability-related matters.

These efforts are focused on clearly defining the allocation of rights, roles and responsibilities among key stakeholders, including the Group Board, senior management, shareholders, and other relevant parties.

The framework also sets out formal processes and procedures for decision-making at the Group level, as well as within clusters and subsidiaries through their respective boards.

[About Us](#)[Governance](#)[Economic](#)[Social](#)[Environment](#)

Our Vision

To maximise our shareholder value by integrating ESG across our portfolio of world-class clusters.



Our Mission

The governance framework was designed to enable resources and drive capabilities that enhance the corporate governance principles of transparency, accountability, responsibility, and fairness. It establishes a set of standards that the Group and its subsidiaries must adhere to in their day-to-day activities.



Our Principles

Our governance framework establishes principles to set, monitor, and achieve the Group's objectives, ensuring sourcing an effective management, oversight, and strategic direction.

The governance principles include

Transparency

Ensuring openness and clarity in operations, and making information verifiable and subject to scrutiny.

Responsibility

Elevating the sense of duty within management (both the Board and senior management) and ensuring that each Board member acts according to a high level of professional ethics. It acknowledges the legal rights of shareholders, and encourages cooperation between the Group and shareholders on matters such as profit and job opportunities.

Accountability

Enabling shareholders to hold senior management accountable for its performance under the law and governance systems. It also outlines the responsibilities of senior management before the Board and the Board's responsibility before shareholders.

Equality

Ensuring rights equality between minor and major investors, as well as between local and foreign investors.

Governance Framework

The Corporate Governance Policy sets the tone at the top, providing overarching direction for the Group's governance practices.

It defines the distribution of roles and responsibilities across stakeholders and drives the effective execution of strategies, including sustainability, across all business clusters.

This structure enhances performance, builds stakeholder trust, and reinforces accountability throughout the Group. It also drives the effective implementation of the sustainability strategy across the Group's five business clusters, enhancing performance, strengthening stakeholder trust, and upholding accountability at every level.

Note: For more details on Corporate Governance, check our annual report by clicking [here](#).



Key Governance Policies

The governance policies form the foundation of the Group's Governance Framework, which anticipate emerging risks, and ensure ethical conduct, regulatory compliance, and stakeholder protection.

These policies put into practice our commitment to corporate governance, transparency, and accountability, upholding the highest standards of integrity and responsible business practices. These policies include, but not limited to the following.

Employee Conduct and Business Ethics

Board Nomination and Remuneration

AML, CFT, and Financing of Illegal Organisation Compliance

Related Party Transactions

Whistleblowing Policy & Investigation

Anti-Bribery and Anti-Corruption

Insider Trading

ESG policy

Group Energy and Water Efficiency Policy

Third-party Due Diligence

Conflict of Interest

International Trade and Sanctions

Market Disclosure and Transparency

Dividend Distribution

Counterparty Risk Management

Stakeholder Engagement

Anti Retaliation

Internal Control & Risk Management

OHS and Procurement Policy

Human Capital Policies

For more details on corporate governance documents, check this [link](#).

Board Composition

In 2024, AD Ports Group maintained a strong and consistent governance structure, ensuring effective leadership and strategic oversight. The Board is established in accordance with the Board Nomination Policy, which outlines the procedures for nominating, selecting, electing, and re-electing Board candidates.

Board members serve three-year terms, with elections conducted at the General Assembly to ensure continuous renewal of expertise, and alignment with shareholder interests.

The Group Board of Directors is responsible for strategic oversight, risk management, financial governance, and compliance across the Group. Subsidiary Board of Directors operate with independent decision-making authority, whilst aligning with Group-wide policies and compliance frameworks.

The Board of Directors, comprising nine members, including eight non-executives and one executive, continued to bring diverse expertise and industry experience to drive the Group's long-term growth and operational excellence. The Chairperson of the Board is non-executive and independent. The Group maintains a balance between continuity and fresh perspectives, with current Board

members averaging 2.77 years of tenure as of 2024, reflecting our commitment to periodic renewal whilst preserving institutional knowledge.

The Group is committed to gender diversity, both in the composition of the Board and of its employees. We currently have one female member on the Board, serving as an Independent Non-Executive Director. In line with our governance framework, the Board Nomination Policy considers diversity across multiple dimensions including gender, nationality, cultural background, and professional expertise to ensure balanced representation and inclusive decision-making.

The Remuneration and Human Resources Committee ("RHRC") supports the nomination of female candidates, and will continue to explore opportunities to enhance gender diversity as part of the Board succession process.

Detailed information on governance disclosures is available in the Corporate Governance section of the AD Ports Group Annual Report 2024 is available [here](#).



The Board's composition reflects our commitment to upholding the highest standards of corporate governance, with a strong emphasis on diversity, innovation, and leadership across all the clusters. It provides strategic leadership, oversight, and supervision at both the executive and director levels, ensuring rigorous scrutiny and accountability.

The Group is committed to maintaining strong compliance with:

UAE Corporate Governance regulations, including SCA and Abu Dhabi Stock Exchange (ADX) standards,

Internal ethical policies, such as the Code of Business Conduct ("COBC"), Delegation of Authority ("DOA"), and Whistleblowing Framework, and

Global sustainability goals, integrating ESG (Environmental, Social, and Governance) principles into Corporate Governance policies, among others.

AD Ports Group follows these requirements for ensuring the independence of the directors.

In adherence to Securities and Commodities Authority (SCA) regulations and our elevated governance standards, Board members maintain a minimum 75% meeting attendance rate, ensuring uninterrupted oversight of sustainability and strategic priorities.

Oversight of ESG Matters

The Board ensures effective oversight of ESG matters by embedding sustainability principles into AD Ports Group's corporate strategy, risk management, and decision-making processes.

It actively monitors ESG performance, regulatory compliance, and stakeholder expectations, ensuring alignment with global best practices and long-term sustainability goals.

Our sustainability strategy incorporates structured management presentations to keep the Board informed on ESG matters, including emerging trends, regulatory developments, and sustainability commitments. These updates enable the Board to make informed decisions, reinforcing its role in driving sustainable growth and corporate responsibility.



Our remuneration practices are designed to attract, retain, and motivate Board members, aligning their efforts with the Group's goals, and enhancing stakeholder value.



Performance Evaluations and Self-assessments

To further enhance its effectiveness, the Board engages in regular performance evaluations and self-assessments. On an annual basis, under the Group's Board Evaluation Policy, the Board of Directors and its sub-committees undertake a comprehensive internal evaluation to assess their effectiveness and identify areas for improvement.

This evaluation process considers the primary functions of the Board, and explores specific ways in which the Board and individual members can enhance their contribution to the Group's governance and strategic goals.

At least once every three years, an independent evaluation of the Board and each of its committees is conducted using an external consultant, in accordance SCA regulations. In 2024, the AD Ports Group engaged HAWKAMAH, The Institute of Governance, to enhance its Board evaluation framework and tailor the questionnaire to align with the Group's needs and best practices.

Executive Compensation and Corporate Performance Alignment

AD Ports Group maintains a robust governance framework that aligns executive compensation with the company's long-term strategic and financial performance.

The Group MD & GCEO's variable compensation is linked to predefined corporate performance indicators, ensuring accountability and incentivising sustainable value creation.

The Group's executive compensation framework is structured to incentivise performance and align executive interests with long-term shareholder value.

In 2024, the Managing Director and Group CEO received total annual compensation amounted to AED 7,100,000 (fixed component of AED 3,600,000 and a variable component of AED 3,500,000).

The compensation framework demonstrates the Group's pay-for-performance philosophy, with the CEO's total annual compensation representing a ratio of 23.26:1 relative to the mean employee salary of AED 305,225.

This ratio reflects the Company's balanced approach to compensation, considering both market competitiveness for executive talent, and equitable pay structures across the organisation.

Key Performance Indicators (KPIs) for CEO Compensation

The Group's long-term incentive plans incorporate critical financial metrics, including:



Return on Capital Employed (ROCE)



Earnings Before Interest, Taxation, Depreciation & Amortisation (EBITDA)

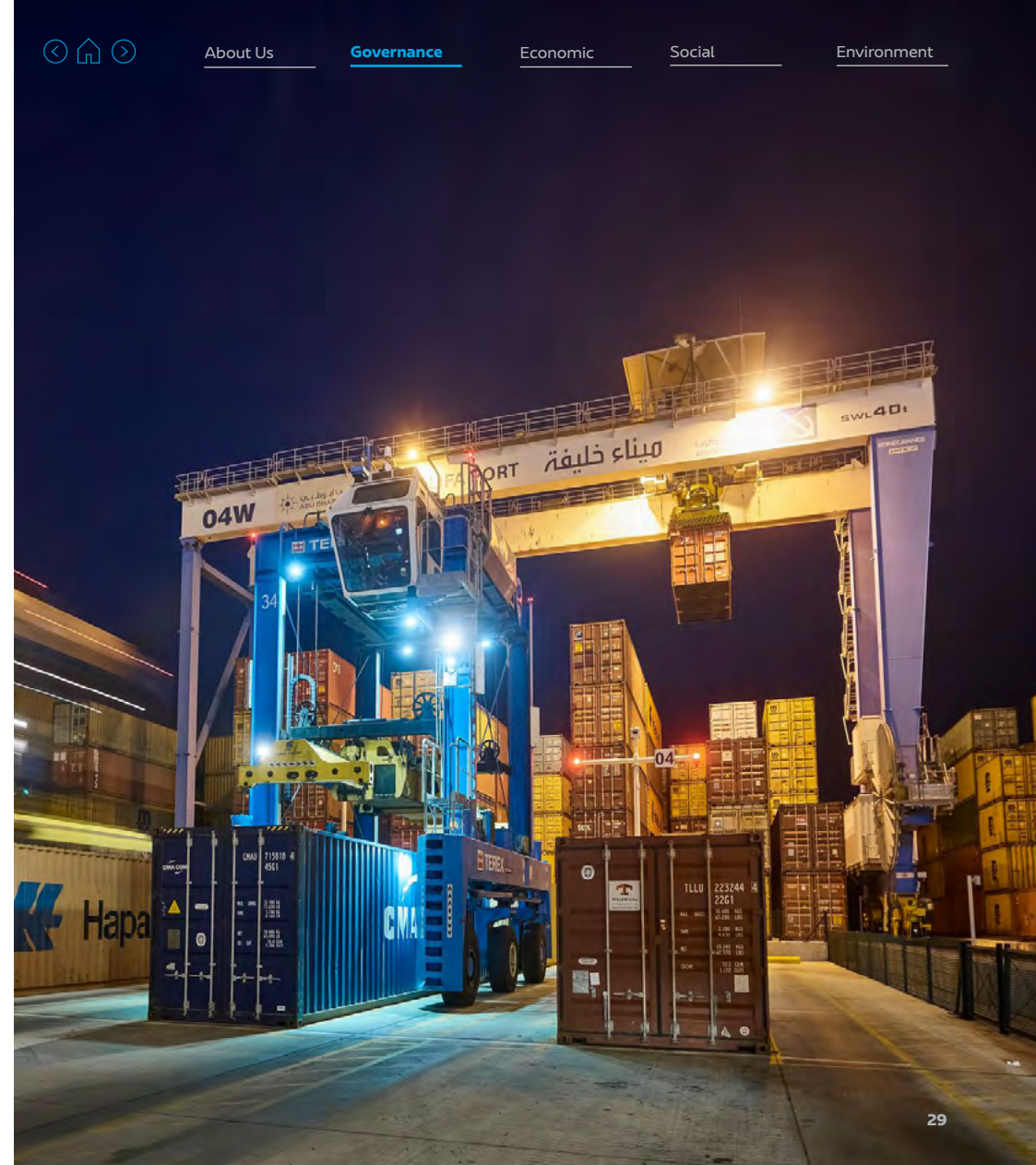


Total Shareholder Return (TSR)



Earnings Per Share (EPS)

These KPIs are reviewed annually and may vary depending on the Board's decisions, reflecting the Group's dynamic business environment and strategic priorities.



Compensation Structures Supporting Long-Term Performance

AD Ports Group has established comprehensive guidelines for the CEO's variable compensation to promote long-term sustainable performance. These include provisions for deferred bonuses, time vesting, and defined performance periods.



Deferral

The CEO's long-term incentive is deferred in the form of shares or stock options, aligning the CEO's interests with shareholder value over time.



Performance Period

The longest performance period applied to evaluate the CEO's variable compensation is based on multi-year predefined targets, encompassing both relative and absolute performance measures. This ensures that compensation reflects sustained achievement rather than short-term results.



Clawback Policy

AD Ports Group has a clawback provision in place, allowing the company to reclaim compensation in cases of misconduct or financial restatements, reinforcing ethical leadership and accountability.



Time Vesting

The CEO's compensation includes a time vesting period, ensuring that rewards are earned over a sustained timeframe, further supporting long-term commitment to the Group's success.

Executive Share Ownership & Financial Risk Alignment (2024)

The Group's executive compensation framework includes share ownership requirements to align leadership interests with long-term shareholder value. Based on publicly disclosed data:



CEO Share Ownership

Captain Mohamed Juma Al Shamisi, Managing Director and Group CEO, owns 8,216,699 (~0.16%) shares in the company. This ownership represents approximately 9.4x the base salary (AED 3.6 million), reflecting a significant personal financial stake in the company's performance.



Other Executive Committee Members

Vice-Chairman holds 0.086% of shares (AED 18.0 million)

Hedging Restrictions

AD Ports Group's governance policies prohibit executives from hedging their shareholdings, ensuring personal financial risk remains tied to company performance.

Long-Term Incentives (LTIs)

A portion of variable compensation is deferred in shares or stock options, subject to multi-year vesting periods. For example, long-term benefits for key management totaled AED 6.13 million in 2024, indicating share-based compensation tied to performance metrics like ROCE and TSR.

Management Ownership Requirements

AD Ports Group has established clear stock ownership requirements to further align the interests of its executive leadership with those of shareholders and to reinforce a long-term performance culture:



Chief Executive Officer (CEO)

The CEO is required to build up and maintain a shareholding equivalent to 10 times their monthly basic salary as a condition for participation in the Long-Term Incentive Plan (LTIP).



Executive Committee Members

Other members of the executive committee are required to build up and maintain a shareholding equivalent to 6 times their monthly basic salary.

These requirements are designed to ensure that senior management maintains a significant personal financial stake in the company's long-term success, thereby strengthening the alignment between executive incentives and shareholder value creation.



AD Ports Group

Governance

Economic

Social

Environment

Share Ownership Structure and Voting Rights



Governmental Ownership

AD Ports Group is majority-owned by ADQ, an Abu Dhabi sovereign investment holding company, which holds approximately 75.42% of the shares. However, no governmental institution owns more than 5% of the total voting rights individually, ensuring a balanced governance structure.



Founding Individuals and Families

No founding individuals or family members hold more than 5% of the voting rights individually, supporting a diversified ownership base.



Public Listing

AD Ports Group is publicly listed on the Abu Dhabi Securities Exchange (ADX) since February 2022, with a broad shareholder base beyond the majority institutional investor.

AD Ports Group Board Committees

The Board is strengthened by three primary committees: the Audit & Risk Committee (ARC), the Remuneration & Human Resources Committee (RHRC), and the Strategy and Investment Committee (SIC).

The Sustainability Committee and the Sustainability Task Force report to the ARC.

Detailed information on AD Ports Group Board committees is available in the Corporate Governance section of the AD Ports Group Annual Report 2024 available here.



Audit & Risk Committee (ARC)

ARC plays a crucial role in reinforcing the organisation's governance, risk management, and internal control frameworks. Tasked with providing structured, systematic oversight, the ARC supports the Group's BoD and Management by ensuring the robustness and effectiveness of various governance aspects.

In line with SCA's Governance Guide, the ARC is composed of non-executive, independent members of the Board who are well-versed in financial and accounting matters, and includes a member who is an expert in financial and accounting affairs as determined by the Board.



Remuneration & Human Resources Committee (RHRC)

RHRC plays a vital role within the Group, supporting the Board in fulfilling its governance responsibilities with an unwavering commitment to due-care and diligence.

Under the leadership of the RHRC Chairwoman, the Committee ensures that the Group's governance mechanisms concerning remuneration, recruitment, Board nomination, and succession planning are executed with the highest standards of integrity and transparency.



Strategy & Investment Committee (SIC)

SIC is a cornerstone in the Group's governance structure, tasked with overseeing the strategic direction and investment activities of the Group and its subsidiaries.

Under the stewardship of the SIC Chairman, SIC plays a pivotal role in guiding the Group towards sustainable growth and value creation.

Management Committees

AD Ports Group has established several committees to ensure good governance, mitigate associated risks, and keep decision-making under control.

These committees also provide assurance from pertinent functions and offer a platform for receiving and discussing operational updates.

The following management committees are mentioned as established by the Managing Director and Group CEO to ensure good governance, mitigate associated risks, and maintain control over decision-making.



Management Executive Committee

This committee's main roles and responsibilities focus on decision-making for the Group and its related subsidiaries, including strategies, business planning, budgeting, financial reporting, and Group risk and internal control management.

It also focuses on establishing effective organisational structures, managing risk, ensuring that digital strategies align with business goals, and formalising succession planning for critical positions in the Group.



Tender Board Committee

The Tender Board Committee supports the Group's functions with the authority to approve commitments and other decisions on the procurement of goods and services per the approved Delegation of Authority (DoA).

This committee ensures the integrity of the procurement process, and compliance with procurement policies and procedures, and reviews and advises on matters as required by the DoA and/or the Competent Authority.



Investment Committee

This committee oversees merger and acquisition proposals, greenfield/ brownfield project finance, investment opportunities, asset sales, and funding for capital expenditures or abandonment.

It is responsible for overseeing the corporate strategy, annual budget, long-term business strategy, growth strategies into international markets, the strategic rationale for investments, ensuring the adequacy of the financial funding plan of the Group, and all material financing activities that require board approval.



Sustainability Taskforce

The Sustainability Taskforce, established under the mandate of the Sustainability Committee, is composed of ESG representatives from each business cluster. These representatives are responsible for driving the sustainability agenda within their respective clusters, ensuring effective implementation of initiatives, accurate data reporting, and verification.

The Taskforce draws on cross-functional expertise spanning CSR, Environment, Occupational Health & Safety, Human Resources, Procurement, Finance, Business Continuity, and Operations. It plays a pivotal role in monitoring, evaluating, and reporting sustainability performance, thereby supporting data-driven decision-making at the governance level.



Sustainability Committee

The Sustainability Committee is tasked with formulating and advancing our sustainability strategy, with empowered oversight over initiatives across our clusters and corporate units. The Committee's responsibilities are embedded within its formal mandates and role descriptions, ensuring clarity in how sustainability-related risks and opportunities are addressed at the highest level.

Committee members are selected for their relevant expertise and experience, enabling the group to effectively anticipate and respond to emerging sustainability challenges. Comprised of members with appropriate skills and competencies, the Committee is equipped to effectively assess and respond to evolving sustainability challenges and opportunities.

The Committee undertakes an annual assessment of material sustainability-related risks and opportunities to align strategy with emerging priorities. Additionally, it oversees the setting of sustainability targets and monitors progress toward them.

This includes reviewing performance metrics linked to sustainability objectives, which may inform remuneration policies where applicable.

To enhance execution, the Committee delegates specific monitoring and reporting responsibilities to the Sustainability Taskforce, ensuring rigorous tracking of initiatives.

Sustainability Governance and Operating Model

AD Ports Group's Sustainability Operating Model, Benchmark Approach, and Methodology are pivotal components of our commitment to sustainability and corporate responsibility.

This comprehensive framework is designed to embed Environmental, Social, and Governance principles across all levels of our operations, ensuring a unified approach to achieving our related objectives.

The Group's Sustainability Operating Model integrates Sustainability and Governance, Risk, and Compliance (GRC) capabilities to align our business operations with emerging global regulatory requirements and stakeholder expectations.

This model emphasises the importance of environmental

solvency and social responsibility across our value chain, addressing emerging risks and monitoring principled factors effectively within our operating clusters.

This operating model, benchmark approach, and methodology illustrate AD Ports Group's dedication to transparency, accountability, and continuous improvement in our sustainability efforts.

By adhering to these principles, we aim to enhance our overall sustainability performance, contributing positively to our communities and stakeholders, whilst reinforcing our position as a responsible leader in the global maritime and logistics industry.

ESG Governance Framework

Our ESG Governance Framework, characterised by rigorous oversight and strategic implementation, is crucial in embedding ESG considerations into our corporate ethos and decision-making processes. This framework is structured to:



Align ESG strategy from the top down, ensuring cohesive execution and integration across the Group and its subsidiaries.



Enhance transparency and accountability in our ESG efforts, fostering trust and confidence among our stakeholders.



Engage stakeholders effectively, aligning our operations with global ESG benchmarks and best practices.

Operational Excellence

AD Ports Group's ESG Operating Model is designed to incorporate ESG and Governance, Risk, and Compliance (GRC) capabilities, reflecting our strategic commitment to sustainability and operational integrity. Key elements include:



Monitoring ESG factors within our operational clusters to identify and mitigate risks proactively.



Integrating responsible investment principles and ESG considerations into the core operations of AD Ports Group's subsidiaries.



Supporting the development of our ESG framework with targeted capabilities like gap assessments, materiality analyses, and risk evaluations.

Risk Governance & Internal Control System

The Group is committed to establishing a solid control environment by adopting internal control and Group risk management practices as strategic decision-making tools, supported by ethical standards, a governance structure, and the promotion of internal control culture.

The Group has established solid rigorous systems for internal control and risk management.

These systems have ensured effective and efficient operations, reliable financial and non-financial reporting, and compliance with applicable laws and regulations.

These systems aim to enable and maintain the overall governance practices of internal control and risk management across AD Ports Group to ensure an adequate internal control across all levels of the Group, clusters, and related subsidiaries.

The systems embrace risk-aware culture, provide reasonable assurance, and accurate and reliable financial and non-financial reporting, and comply with applicable laws and regulations, whilst promoting transparency and accountability.

The internal control and risk management systems are structured into three tiers:

First line - Functions that own and manage risks

This first line involves management controls and internal control measures, including the development of policies and procedures, delegation of authority, risk and control identification, as well as the development of Key Risk Indicators (“KRIs”) and Key Performance Indicators (“KPIs”).

Second line - Functions that oversee risks

The second line is the internal control and risk management framework itself, underpinned by Group Risk and Compliance Management. It involves reviewing and challenging current risk assessments, coordinating calendars for additional procedures as needed, and identifying controls to be tested.

Third line - Functions that provide independent assurance

The third line is the Internal Audit function, which performs risk and control assessments, periodically tests controls throughout the year, and disseminates test results to respective owners, reporting on Internal Control Framework deficiencies/non-compliance, and enterprise risk exposure.

The model also supports the boards and committees of several subsidiaries to provide strategic oversight. This involves facilitating risk identification and assessment, establishing effective monitoring, and reporting mechanisms, building management capacity, and encouraging collaboration across clusters and subsidiaries.

The Group’s Chief Risk & Compliance Officer oversees the Group’s Internal Control system, its Governance, Risk, Compliance, and Information Security Compliance, bringing significant

experience in internal audit, and risk and compliance assessments, to the role. His educational credentials and certifications underline his extensive knowledge and skill in managing risks and compliance within complex operational contexts.

Detailed information on the Internal Control System is available in the Corporate Governance Section of the AD Ports Group Annual Report 2024 available [here](#).

Emerging Long-Term Risks and Mitigation Strategies

AD Ports Group proactively identifies and manages potential risks that could significantly impact its business over the long term. The following section outlines two key emerging risks and the mitigation strategies implemented to address them.



Risk 1

Transitioning to Sustainable Portfolios

Description

Transitioning conventional investment portfolios to align with ESG criteria involves complexities, including financial implications and the challenge of quantifying sustainable impacts.

Potential Impact

Misalignment with ESG standards could lead to reduced investor interest, higher capital costs, and potential reputational damage. Failure to accurately quantify sustainable impacts may hinder effective decision-making and resource allocation.

Mitigation Strategies

AD Ports Group has adopted a phased approach to this transition, incorporating comprehensive risk assessments and stakeholder engagement. The Group provides specialised training for portfolio managers in ESG integration, and initiates pilot projects to showcase the benefits and feasibility of sustainable investments. This includes setting clear ESG targets for investments, and regularly monitoring performance against these targets.

This proactive approach to identifying and managing long-term risks ensures AD Ports Group is well-positioned to address future challenges and opportunities related to sustainability.

Risk 2

Governance of ESG Corporate Controls

Description

The dynamic regulatory environment and heightened stakeholder expectations surrounding social and environmental responsibility increase the pressure on effective ESG monitoring and governance, impacting reputation and operational compliance.

Potential Impact

Inadequate ESG governance could result in regulatory penalties, reputational damage, and operational disruptions. Failure to effectively monitor and report on ESG performance may lead to increased scrutiny from investors, regulators, and the public.

Mitigation Strategies

AD Ports Group has strengthened its corporate governance frameworks to fully integrate ESG considerations. This includes conducting regular risk assessments and establishing comprehensive policies for ESG compliance. Engaging with stakeholders and ensuring transparent reporting are key to the governance approach, mitigating potential risks and reinforcing the commitment to ethical business practices.

Upholding Ethical Standards

AD Ports Group is committed to the highest standards of ethical conduct and corporate governance. We maintain a zero-tolerance approach to any form of misconduct, and this commitment is reflected in our robust policies and procedures.

We are pleased to report that in 2024, there were no reported breaches. This achievement underscores our dedication to fostering a culture of integrity and accountability across our operations.

We believe that strong governance is essential for building trust with our stakeholders and ensuring the long-term sustainability of our business.



ISO Certification Coverage at AD Ports Group

AD Ports Group has successfully obtained multi-standard ISO certification through LRQA Limited, affirming its commitment to operational excellence, safety, sustainability, business continuity, and asset management.

The certification encompasses the full scope of logistics operations and all business cluster activities across the organisation, ensuring alignment with global best practices and quality frameworks.

These certifications are valid until 2027, providing 100% coverage of all clusters, operations, and associated logistics functions as per the certification scope.

ISO Certification

Certified Organisational Departments

AD Ports Group Headquarters Building	ISO 9001:2015, ISO 45001:2018, ISO 55001:2014	ISO 14001:2015, ISO 22301:2019
Corporate HSSE & Business Continuity	ISO 9001:2015, ISO 45001:2018	ISO 14001:2015, ISO 22301:2019
Corporate Asset Management	ISO 9001:2015, ISO 45001:2018, ISO 55001:2014	ISO 14001:2015, ISO 22301:2019
Engineering & Technical Services Unit	ISO 9001:2015, ISO 45001:2018	ISO 14001:2015, ISO 22301:2019

Certified Business Clusters

Ports Cluster	ISO 9001:2015, ISO 22301:2019	ISO 14001:2015, ISO 55001:2014	ISO 45001:2018
Logistics Cluster	ISO 9001:2015, ISO 22301:2019	ISO 14001:2015, ISO 55001:2014	ISO 45001:2018
Maritime & Shipping Cluster	ISO 9001:2015, ISO 22301:2019	ISO 14001:2015, ISO 55001:2014	ISO 45001:2018
Economic Cities & Free Zones Cluster	ISO 9001:2015, ISO 22301:2019	ISO 14001:2015, ISO 55001:2014	ISO 45001:2018
Digital Cluster	ISO 9001:2015, ISO 45001:2018	ISO 14001:2015, ISO 22301:2019	

Sustained Economic Resilience

[Sustainable Economic Performanc](#)

[Driving Innovation for Sustainable Transformation](#)

[Responsible Procurement](#)

[Enhancing Customer Experience](#)

[Securing Information, Sustaining Progress](#)

Sustainable Economic Performance

2024 was a defining year for the Group, with a remarkable 48% increase in revenue year-on-year, reaching AED 17.29 billion and a 31% rise in net profit, amounting to AED 1.78 billion.

This strong performance was driven by solid organic growth across our operations, complemented by strategic inorganic growth, notably through the acquisition of Noatum and Global Feeder Shipping (GFS).

In 2024, the Group also demonstrated its commitment to social responsibility by investing **AED 0.9 million** in CSR projects and initiatives.

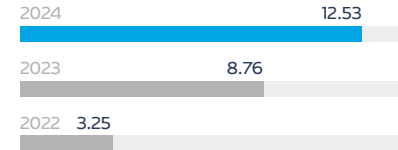
This investment aimed to enhance community wellbeing and contribute to the UAE's socioeconomic progress.

In 2024, AD Ports Group did not receive any financial assistance from the government.

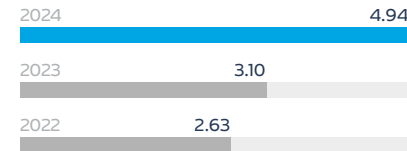


As we navigate the dynamic and evolving business landscape, AD Ports Group remains committed to driving economic diversification, expanding opportunities, and fostering long-term prosperity.

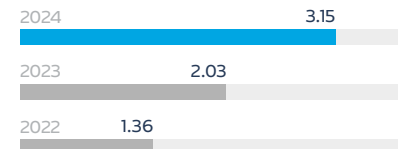
Direct Operating Cost (AED Billion)



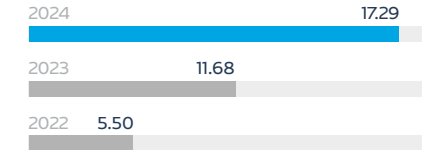
Annual Gross Profit (AED Billion)



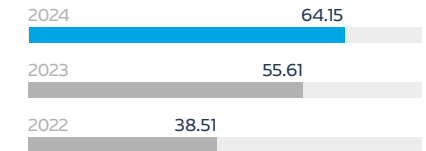
Employee Wages and Benefits (AED Billion)



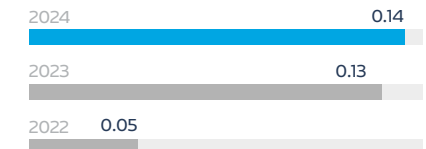
Total Revenue Generated (AED Billion)



Total Assets (AED Billion)



Payment to Government (AED Billion)





In 2024, the Group was recognised with multiple prestigious awards, highlighting its excellence in financial strategy, investor relations, and corporate governance.

Investor Relations Award

Ranked top performer in the transportation sector in the 2024 Emerging EMEA Large Cap Executive Survey by Institutional Investor/Extel. The Group earned the Most Honoured Company title, with 1st Place in five categories, including Best IR Professional, Best IR Programme, Best IR Team, Best ESG Programme, and Best Investor/Analyst Day.

MSI20000 Certification

AD Ports Group achieved a global MSI score of 130.93%, ranking in the top 10 to 15% globally and top 10% regionally in its industry, reflecting financial strength and industry best practices.

Infrastructure Finance Deal of the Year 2024

Recognised for outstanding financial structuring and investment in critical infrastructure.

Business International Awards 2024

AD Ports Group was honoured with three awards, recognising its leadership in investment and financial strategy, including the Most Successful Long-Term Fund Development Strategy, Best Overall Investment Relations (Large Cap), and Best Non-Oil Stocks in the Middle East.

Mafnood Awards

The Finance Unit was recognised with several prestigious awards, including the Certificate of Corporate Excellence, Best Corporate Unit in Stakeholder Engagement, Best Corporate Unit in Strategy Development & Execution, and Best Corporate Unit in People Management. In addition, three individual achievements were earned by Finance team members reflecting the team's commitment to excellence.

Driving Innovation for Sustainable Transformation

Innovation is a key driver for AD Ports Group, enabling the organisation to accelerate progress toward its sustainability agenda.

By integrating innovative solutions across operations, ADPG enhances efficiency, reduces environmental impact, and enriches value delivered to customers and stakeholders.



The Corporate Innovation Strategy aligns with the Group's rapid growth, evolving market demands, and government vision while remaining agile and adaptable. It consolidates a holistic innovation approach to drive impactful results across the Group, locally and internationally.

The Innovation Department utilises a robust suite of internal mechanisms to promote innovation and sustainability.



IBTIKAR

Encourages intrapreneurship, empowering employees to develop and implement innovative solutions that address real-world challenges.



The Innovation Café

Provides a global collaborative platform for thought leaders to exchange and brainstorm transformative ideas, nurturing an environment conducive to innovation.



The Industry 4.0

Open Innovation Platform facilitates collaboration with external stakeholders, creating synergies and co-creation opportunities to jointly address industry challenges.



Benchmarking

Initiatives allow the evaluation of performance across industries, fostering a culture of continuous improvement and excellence.

The Corporate Innovation Strategy



Global Impact

Innovation that optimises ADPG’s global services, strengthens collaboration, and delivers global economic value



Sustainability

Pioneer initiatives that protect and rehabilitate the environment and community to reduce the environmental impact of ADPG’s operational activities

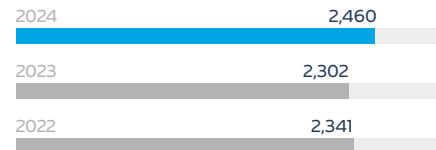


Customer Value

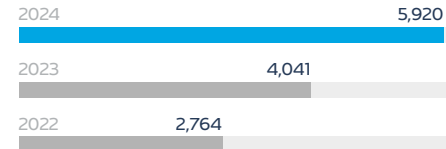
Customer-centric innovation that delivers on customer needs and improves their experience of ADPG’s service

In 2024, 2,460 innovation ideas were submitted through the Group’s suggestions platform - IBTIKAR, with 5% qualifying and being accepted. A total of 26 ideas were implemented, and 210,000 AED was issued as rewards. Additionally, 5,920 employees were trained in innovation to foster a culture of creativity and continuous improvement.

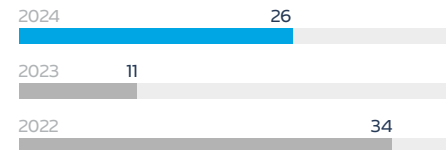
No. of Ideas Received Annually



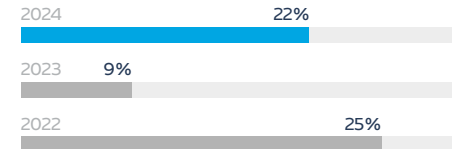
No. of Employees Trained in Innovation



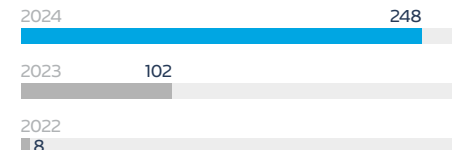
No. of Ideas Implemented



Percentage of Ideas Implemented



No. of Suggestions on Sustainability

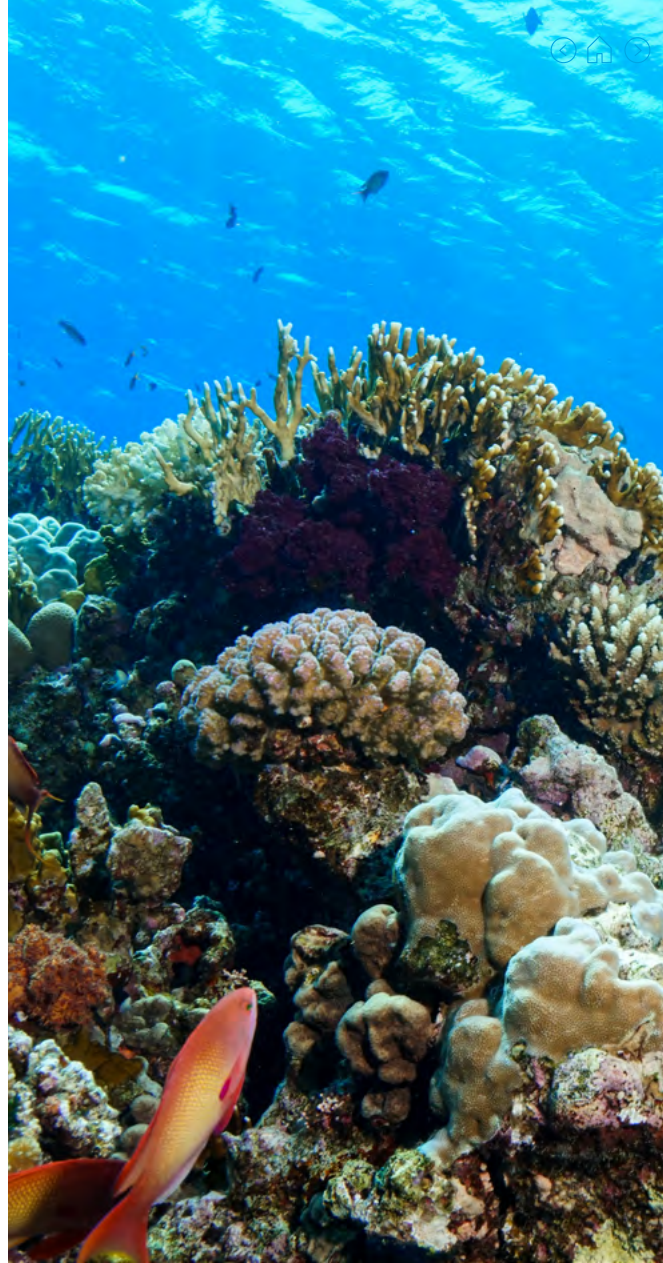




Proof of Concepts

The Innovation Department has successfully implemented multiple Proof of Concepts (PoCs) to enhance the Group's sustainability performance. Below are the key PoCs executed in 2024.

- Green Boom
- Graphene Enhanced Coating
- Graphene Enhanced Concrete



R&D Initiatives Driving Sustainability

The Department remains committed to advancing sustainability through cutting-edge research and development projects.

Coral Conservation Research

A comprehensive report, Coral Relocation in the Arabian Gulf: Benefits, Risks, and Recommendations for Practitioners and Decision-Makers, was developed to guide conservation efforts and inform policy decisions.

Lime-calcined Concrete (LC3) Study

Research with ETS and the Amber Lab of NYU Abu Dhabi continued in 2024, with six LC3 blocks installed along the quay walls at Khalifa Port. Monitoring will continue for 24 months to assess durability and environmental benefits.

Wave Energy Research

In collaboration with ETS and the Engineering Division of NYU Abu Dhabi, a research project is underway to develop a broadband internally resonant point wave absorber (IR-PWA). This innovative design leverages internal resonance to enhance wave energy capture, addressing the limitations of traditional PWAs.

Eco Sea Wall Panels Project

Aiming to attract marine biodiversity back to shorelines that have undergone development work, the Group deployed Eco Sea Wall Panels, in Al Aliah Ferry Terminal and Saadiyat Marina and Ferry Terminal - Abu Dhabi. The panels have successfully increased live cover and species diversity, contributing to local biodiversity databases while stabilising environmental conditions.

Pilot Project to Support Marine Biodiversity at Khalifa Port

In partnership with CMA CGM, AD Ports Group collaborated with Ecocean, France, to support marine biodiversity through its globally recognised Biohut and Biorestore solutions.

As part of this initiative, 48 Biohuts will be installed across two locations in Khalifa Port, creating habitats for marine life and promoting ecological restoration. The project will involve ongoing monitoring to assess marine organism adoption, reinforcing efforts to preserve the environment, enhance biodiversity, and support conservation research.

Open Innovation for Science and Sustainability

AD Ports Group's Innovation Department sponsored The Arctic Challenge, a historic, record-breaking expedition designed to inspire one million students, advance scientific research, and promote gender equality.

This partnership provides the Group with global exposure, strengthens internal engagement, and fosters connections with the business community, environmentalists, scientists, students, and the public. The initiative reinforces the Group's commitment to scientific progress, sustainability, and educational impact.

Innovation Campaigns on Sustainability

In 2024, AD Ports Group launched two key sustainability campaigns to drive awareness and engagement.



ESG Awareness
“Driving Sustainability Forward” campaign promoted ESG principles and strengthened the Group's sustainability culture.



Maritime & Shipping Cluster
Campaign: **“Innovate to Navigate Green”** campaign encouraged industry stakeholders to collaborate in shaping a sustainable maritime future.



Recognitions and Achievements



The Group successfully retained its Platinum Level accreditation from IdeasUK, achieving a perfect 100% score for the third consecutive time.



AD Ports Group received the IdeasUK Judges' Special Award for the idea titled “Transshipment Area” in the “Value for Money” category of the IdeasUK “Idea of the Year” Competition.



The Group was awarded “1st Place Special Jury Prize – Best Innovation Culture 2024” by the Global Innovation Management Institute.



The ISO 56002:2019 accreditation was successfully renewed in 2024.

Responsible Procurement

AD Ports Group's procurement process is driven by a commitment to sustainability and responsible sourcing.

Through initiatives such as supplier ESG assessments, sustainable procurement strategies, and localisation efforts, the Group fosters a fair, ethical, and resource efficient procurement ecosystem that aligns with the UAE's economic and sustainability goals.

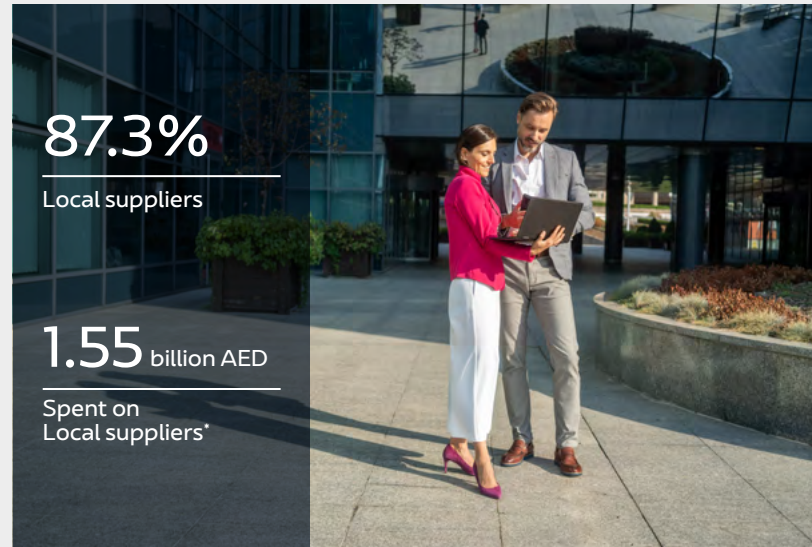
In 2024, we engaged with 1,750 suppliers, including 1,388 from Noatum, reflecting our expansive procurement network.

Within the UAE, the Group engaged with 362 suppliers, 316 of whom were local, raising the local supplier share to 87.3%.

Of the 2.21 billion AED spent, 1.55 billion AED supported local businesses, strengthening the UAE's economic sustainability.

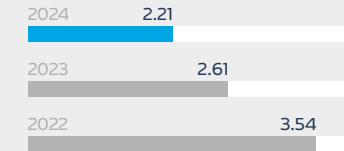
70%

Spend on local suppliers*

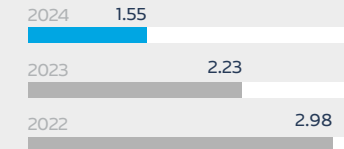


Note: Local procurement is defined as the sum of Purchase Orders (PO) made to companies with a UAE-based commercial licenses.

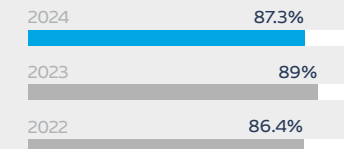
Annual spend on suppliers (AED Billion) - UAE Region



Procurement spending on local suppliers* (AED Billion) - UAE Region



Percentage of Local Suppliers - UAE Region



Responsible and Sustainable Sourcing Strategies

Supplier Accountability

Enforcing strict compliance with the Code of Business Conduct across all suppliers.

Sustainable Procurement Standards

Embedding mandatory environmental criteria in procurement decisions, with non-compliance potentially impacting supplier eligibility.

Supplier Due Diligence

100% of suppliers in Engineering and Construction services in the UAE and 37.18% of all suppliers of Noatum have undergone sustainability screening.



Support for Local Enterprises

Prioritising ADQ and Khalifa Fund companies to foster local business development and social impact.

Sustainable Goods and Services

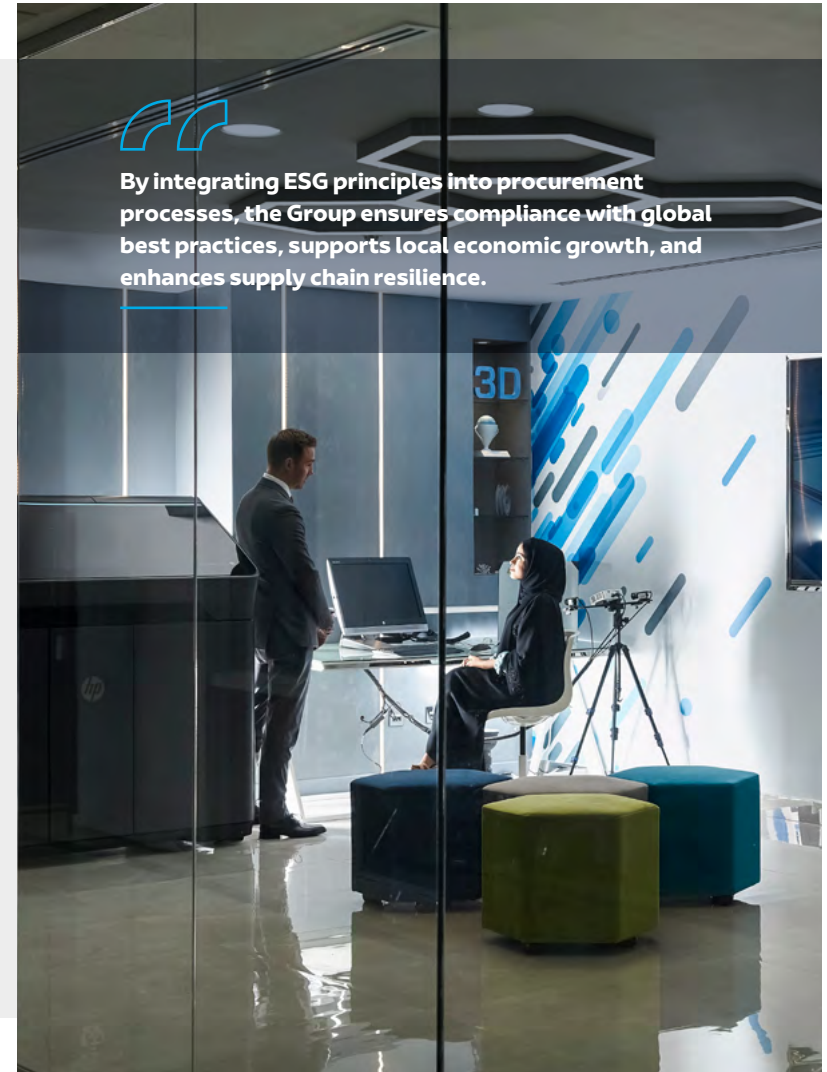
Environmental and social criteria are embedded into several procurement contracts, ensuring suppliers adhere to sustainability requirements.

Scope 3 Emissions Tracking

A dedicated emissions tracking tool has been integrated with Noatum Logistics' ERP system to generate Scope 3 emissions.



By integrating ESG principles into procurement processes, the Group ensures compliance with global best practices, supports local economic growth, and enhances supply chain resilience.



Enhancing Customer Experience

At AD Ports Group, we recognise that sustainability goes beyond environmental and social responsibility.

We prioritise a customer-first approach to provide an exceptional experience for our customers across all touch points.

Our commitment to excellence in customer experience has significantly advanced our sustainability goals, and fostered trust, loyalty, and collaboration with our stakeholders.

Exceptional customer service is integral to our strategy and long-term sustainability goals. Our customer experience initiatives concentrate on technological advancements,

innovation, sustainable practices, efficiency and effectiveness improvements, and maintaining long-lasting relationships with our customers and other stakeholders.

The Group's framework is guided by key policies, defining our commitment to customer-centric operations, proactive engagement, and continuous service improvements.



Group Customer Service Charter



Group Customer Feedback Policy

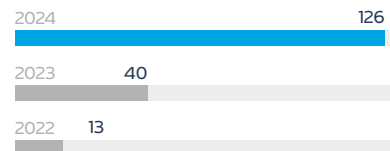


Group IMS Policy

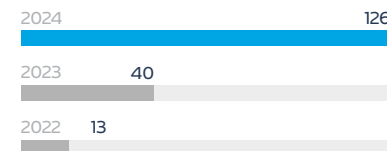
Listening to our Customers

Understanding customer needs and expectations is a priority for us. We conduct biannual customer satisfaction surveys using a Likert scale (1-5) to measure customer satisfaction, in addition to transactional surveys conducted on services delivered through various delivery channels. We actively collect our stakeholders' feedback through a customer feedback management system certified to the ISO 10002:2018 standard.

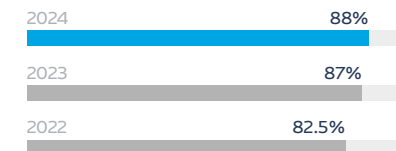
Customer Complaints Filed



Customer Complaints Resolved



Customer Satisfaction Score (%)



Driving Innovation & Engagement

In 2024, we implemented several transformational initiatives to enhance customer experience and engagement, leveraging technology and innovation.



A few of the initiatives include.



AI-Powered CRM Enhancements

Implemented AI for ticket classification, improving case prioritisation and resolution efficiency.



Global Star Rating System for Services (GSRSS) Assessment & Awareness

Conducted gap analysis and customer service training to drive a culture of excellence.



Self-Service Digital Solutions

Expanded self-service options through new portals, digital and omni channel services.



Customer Journey Mapping

Developed detailed customer journey maps across multiple touchpoints to refine engagement strategies.



CRM Case Management Optimisation

Re-engineered case handling processes for improved complaint resolution.



Generative AI Solutions

Deployed AI-powered tools to support customer service agents with real-time, accurate responses.



Chatbot Integration

Introduced AI-driven chatbots on the Advanced Trade and Logistics Platform (ATLP) mobile app for real-time support and assistance.



Decentralisation of CRM

Enabled tailored CRM functionality for the Group's Business Clusters, enhancing service customisation.



Real-Time & Forecast Dashboards

Launched data-driven performance dashboards for enhanced service monitoring.

Securing Information, Sustaining Progress

Cybersecurity is integral to AD Ports Group's sustainable and resilient operations.

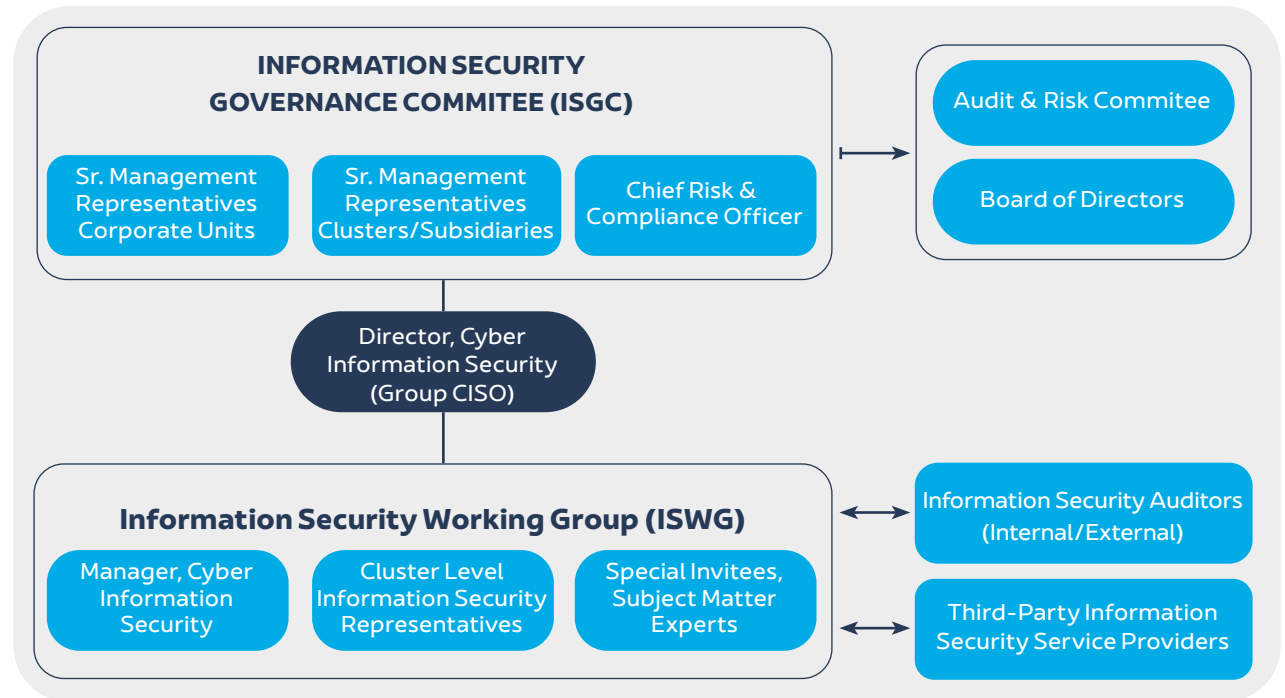
As part of the UAE's Critical Information Infrastructure (CII), the Group implements robust security measures to protect digital assets, mitigate cyber risks, and ensure regulatory compliance, reinforcing trust in an increasingly digital world.

Cybersecurity Governance

The Information Security Governance Committee (ISGC) and Information Security Working Group (ISWG) play a critical role in cybersecurity governance at AD Ports Group.



AD Ports Group's information security framework aligns with federal laws, maritime cyber guidelines, and ISO standards"



Key Policies for Security, Cybersecurity, and Data Protection



Security Policy

Ensures data integrity, confidentiality, and compliance, protecting IT infrastructure, personnel, and partners from loss, misuse, and abuse.



Cybersecurity Laws & Regulations Baseline

Establishes regulatory compliance and security controls, safeguarding assets and ensuring business continuity across operations.



Data Privacy & Protection Policy

Enforces UAE Law No. 45 of 2021 and GDPR, ensuring secure data collection, storage, and restricted access whilst upholding privacy rights.

Cyber Security Management

Our Cybersecurity Management System is aligned with ISO 27001:2022, ensuring a systematic and risk-based approach to information security governance.

To ensure continuous protection, we utilise a comprehensive suite of vulnerability management, penetration testing, and attack simulation technologies supported by an internal Red Team and real-time tracking dashboards.

Vulnerability Management & Detection

We have deployed tools for vulnerability management, detection, and response to conduct automated and continuous vulnerability scanning across our IT infrastructure. This ensures early identification of security weaknesses, allowing timely mitigation to safeguard our systems.

Breach & Attack Simulation

We use breach and attack simulation and an external attack surface management tool to test and enhance our cybersecurity resilience. This tool replicates real-world cyberattacks, assessing our defences whilst identifying potential vulnerabilities that external threats could exploit.



Penetration Testing & Code Security

Our security framework includes specialised penetration testing tools that simulate hacking attempts to uncover system vulnerabilities.

In addition, we implement Static Application Security Testing (SAST), analysing source code to detect security flaws early in the software development lifecycle.

Our strong cybersecurity measures resulted in zero attempted or actual cyberattacks, zero data breaches, and zero substantiated complaints regarding customer privacy and data security.*

AD Ports Group remains vigilant in strengthening its cybersecurity framework through a robust governance structure, policies, procedures, and management tools, adapting to evolving threats and ensuring compliance with global security standards.

* These figures reflect major incidents only.

Empowering People, Driving Progress

[Empowering Our People](#)

[Diversity and Equal Opportunities](#)

[Enriching Lives](#)

[Safeguarding Our People](#)

Empowering People, Driving Progress

At AD Ports Group, our people are at the heart of our sustainability journey. We are committed to fostering a safe, inclusive, and empowering workplace where every employee can thrive.

Our focus on well-being ensures a supportive work environment, prioritising physical, mental, and emotional health. We invest in our employees' growth through training and learning development, equipping them with the skills needed for a sustainable future.

We champion diversity and inclusion, creating a culture where everyone feels valued and has equal opportunities to succeed.

Safety remains a top priority, with robust programmes to protect our employees across all operations.

Beyond our workplace, we extend our commitment to community welfare, actively engaging in initiatives that create a lasting social impact.

By placing our people first, we are building a stronger, more resilient, and responsible organisation that drives positive change for our workforce and society.



Empowering
our People



Diversity
and Equal
Opportunities



Enriching
Lives



Safeguarding
our People



Empowering Our People

Our people are the driving force behind the Group's success. With a workforce of 7,307 direct hire employees, we strive to foster an inclusive, dynamic, and supportive work environment that enables our employees to thrive.

Upskilling employees and providing structured career development pathways are key to ensuring that AD Ports Group's workforce thrives in a rapidly evolving industry.

To support this, we conduct training needs analysis for every employee, guided by business unit and cluster leaders, and integrated across all levels of the organisation.

We have also adopted the 70-20-10 approach, where employees are supported by professional development plans to enhance their skills through a combination of on-the-job learning (70%), mentoring and coaching (20%), and formal training (10%).

To further expand learning opportunities, employees are granted 24/7 access to platforms like LinkedIn Learning and Udemy, integrated with AD Ports Group's Learning Management System (LMS).

Additionally, we provide access to the INSEAD platform for executive education and have strengthened leadership development through the LEAP program, designed as a structured journey for leadership positions.

Our commitment to continuous learning is reinforced by a comprehensive framework, including the Learning & Development Policy, Learning Procedures, Employee Development Procedures, and System Manuals, ensuring a well-structured and effective learning environment.



Our Learning Management System integrates policies, procedures, and e-learning platforms to enhance skill development and meet evolving workforce needs."

Learning Management System

L&D policy, procedure and manual

Totara

Automated Onboarding

Online training platforms

Harvard ManageMentor

Udemy

LinkedIn

ProQuest E-library

EBSCO Research Library

INSEAD

The Group prioritises employee development, investing 67,583 training hours in its UAE operations in 2024 to enhance skills and career growth.

Training efforts emphasise gender inclusivity and the targeted development of diverse talent.

On average, each employee in the UAE received 36.32 hours of training, a significant increase from previous years, reflecting our commitment to continuous learning.



In 2024, AD Ports Group introduced a new Handbook and updated versions of key policies and the Code of Conduct. Several initiatives were launched to enhance awareness and ensure seamless adoption, including announcements, awareness messages, and an AI-powered chatbot to provide instant guidance and support related to these updates.

Training Disclosures for UAE Operations

Average hours of training - Males	31.52
Average hours of training - Females	49.71
Average hours of training - Senior Management	29.92
Average hours of training - Middle Management	32.59
Average hours of training - Workforce	36.32

Region and Gender-wise Breakdown of Training Hours

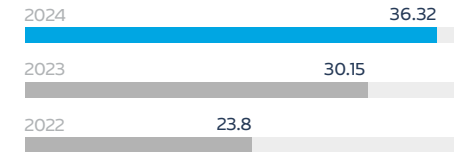
67,583 UAE

Male : 43,124
Female : 24,459

48,889 Noatum

Male : 25,334
Female : 23,555

Average Training Hours for UAE-Based Employees



SCORM Based Training for Awareness and Compliance

AD Ports Group developed a self-paced SCORM* based training module covering corporate governance, ethics, risk management, whistleblowing and cybersecurity.

Additionally, awareness sessions were held across clusters, and the SCORM-based learning material was integrated into the Group LMS as a mandatory course for new joiners and a refresher for all employees.



The job satisfaction rate was 85% in the UAE, reflecting our commitment to fostering a positive and engaging work environment. Additionally, our low absenteeism rate of 8.35% demonstrates the effectiveness of our supportive workplace culture in promoting employee well-being and engagement.

*Note: SCORM (Sharable Content Object Reference Model) is a set of e-learning standards that ensures digital training content is compatible with Learning Management Systems (LMS), enabling seamless tracking, sharing, and management of learning modules.

Supporting Work-Life Balance Through Parental Leave

The Group recognises the importance of work-life balance and the well-being of our employees.

Our parental leave policy is designed to support new parents, enabling them to spend valuable time with their children. By providing both maternal and paternal leave, we foster an inclusive and family-

friendly workplace that prioritises the needs of our employees while ensuring a smooth transition between work and personal responsibilities.

In 2024, 69 female and 121 male employees benefited from the Group's parental leave policy.



The following table presents the detailed breakdown of maternal and paternal leaves availed by region

UAE

30 Maternal Leaves

62 Paternal Leaves

Noatum

39 Maternal Leaves

59 Paternal Leaves

Workforce Stability and Employee Turnover

For the Group, maintaining a stable and engaged workforce is a key priority, whilst also acknowledging the natural movement of employees.



UAE operations recorded 153 departures, resulting in a turnover rate of 8.41%, with 5.28% voluntary exits and 3.13% involuntary turnover.



Noatum operations saw 1,021 departures, leading to a turnover rate of 21.10%, with 11.96% attributed to voluntary and 9.14% to involuntary turnover.

It is important to note that Noatum joined AD Ports Group in the previous year. Higher turnover rates are typical during mergers and acquisitions, reflecting workforce restructuring and integration processes.



Recognitions & Certifications



Renewal of Investors in People (IIP) Certification



ISO 30414 Certification (Human Capital Reporting)



ISO 30401 Certification (Knowledge Management)



Harvard International Business Centre Award Model



Protecting Human Rights Across Our Value Chain

AD Ports Group expects and ensures the highest ethical standards from everyone involved in our operations, including employees, contractors, and suppliers.

With our operations spanning five Clusters across various regions, we recognise the potential risk of human rights violations in our complex supply chain. To address this, we've established robust human rights risk management practices that are enforced across our entire organisation without exception.

Our actions on upholding human rights are guided by a Human Rights Policy

overseen by our Human Capital & Emiratisation Unit. This policy mandates adherence from all employees, directors, and business units across our operations. We've developed targeted training and awareness programs to embed these principles deeply within our corporate culture and extend this commitment to our stakeholders.

This year, 7,822 employees were given human rights training to ensure awareness of fundamental rights and responsibilities.

Reinforcing our ethical stance, AD Ports Group's Code of Conduct and Business Ethics align with country specific Labour Law and international frameworks, including the Universal Declaration of Human Rights and the UN

Guiding Principles on Business and Human Rights. Our Board of Directors and Executive Management fully support these commitments, with rigorous governance to ensure adherence without exception.



Our risk-based approach ensures that the Human Rights Policy is applied across all levels, from directors to interns and suppliers. This commitment to ethical practices and inclusivity is reflected in our zero reported cases of discrimination, human rights violations, or harassment in 2024, reinforcing our dedication to a safe and equitable workplace."



Abu Dhabi Maritime Academy

The Abu Dhabi Maritime Academy (ADMA) stands as a distinctive partner, dedicated to cultivating the next generation of maritime leaders within the region.

Established by AD Ports Group in 2012, a premier maritime training centre, uniquely positioned to provide world-class education and corporate training.

We take pride in being the sole entity in the UAE to offer over 50 accredited courses and programmes recognised by top global and regional bodies such as MCA, IALA, and FMA.

These programmes span the entire spectrum of maritime training, catering to individuals from high school students to those in senior managerial roles, both offshore and onshore.

In 2023, ADMA expanded its services beyond the maritime sector by launching the Abu Dhabi Knowledge Bridge (ADKB).

ADKB is committed to revolutionising the professional landscape by addressing knowledge and skill gaps across technical and financial domains.

We provide a diverse array of high quality training programs spanning various industries and disciplines.



Our Research and Development (R&D) team operates as a multidisciplinary research and consultancy centre, addressing engineering challenges and contributing to Maritime sustainability objectives.

Comprising core members at ADMA and affiliates engaged in specific research projects, the R&D team also collaborates with international researchers when required.

As we highly value our partnerships, we eagerly anticipate strengthening these ties for mutual benefit.

Educational Achievements (2024)

111 students

ADSMO Program

15 students

ADMET Program

329 Participants

ADKB Programs

15 students

Logistics Programs

1,156 Participants

Short Courses

8

Peer-Reviewed
Journal Publications

4

Patents Filed

Key Highlights

A cutting-edge R&D centre focused on sustainability goals and the commercialisation of advanced digital solutions.

Offering the highest number of professional qualifications and skill development programmes across diverse domains.

The region's inaugural multidisciplinary maritime simulator centre ensures an exceptional learning environment.

Partnership with Em-Normandie Business School for top-up programs for ADMA graduates.

Launch of Maritime Sustainability Research Centre - Abu Dhabi (MSRC-AD) under Maritime Hub, operated by Abu Dhabi Maritime Academy

Targeting a broad spectrum of learners, ADMA collaborates with prestigious certification bodies to deliver expertise from world-class trainers with deep industry knowledge.

A consultancy centre proficient in addressing engineering challenges related to AI, renewable energy, CFD, and financial analysis of corporate growth strategy.



Diversity & Equal Opportunities

We are committed to fostering a diverse, inclusive, and equitable workplace that reflects the global nature of our operations.

With a workforce comprising 7,307 employees from 105 nationalities, we embrace a multicultural environment that drives innovation and collaboration.



6%

Increase
in Women
Employees
in 2024



27%

Female



73%

Male

Breakdown of Workforce by Age and Gender

Over 50 years



30-50 years



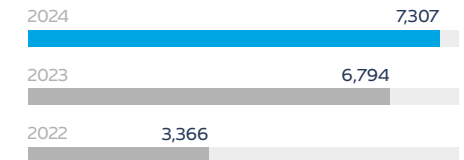
Under 30 years



■ Female ■ Male

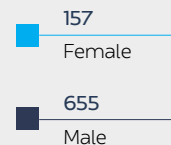
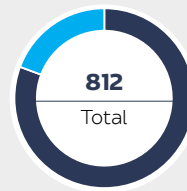
Our team comprises 5,358 male and 1,949 female employees. The number of female employees grew from 1,834 in 2023 to 1,949 in 2024, now representing 27% of the total workforce.

Total No. of Employees

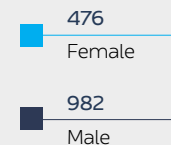
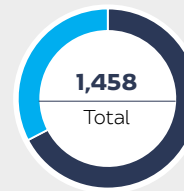




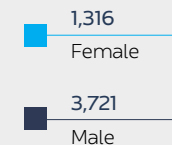
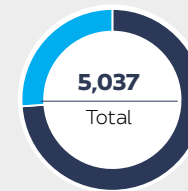
Senior Management



Middle Management



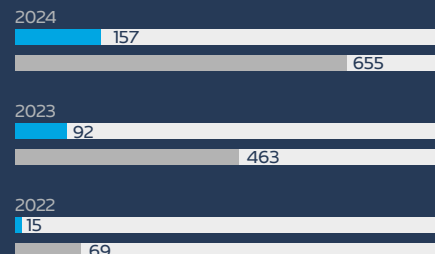
Staff (Other Levels)



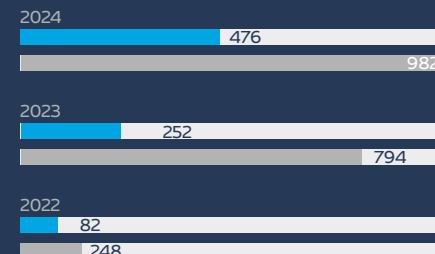
AD Ports Group continues to strengthen gender diversity in leadership roles, with female representation increasing significantly across management levels.

We employ 655 males and 157 females in senior management, whilst middle management includes 982 males and 476 females.

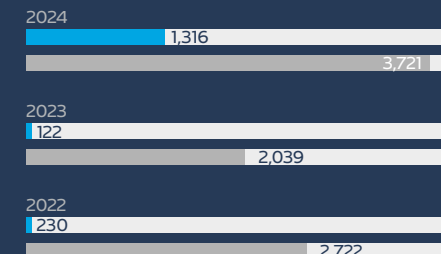
Senior Management



Middle Management



Staff (Other levels)



Advancing Women in Leadership

The GLOW programme is a dedicated initiative designed to empower female employees by enhancing their leadership and interpersonal skills and preparing them for board committee roles and senior positions.

As part of this commitment, 30 employees participated in the programme in 2024, benefiting from specialised training aimed at fostering career growth and leadership development.

We initiated the “Integrating Complete Wellness for a Successful Work Environment” programme, an exclusive initiative designed to support female employees in enhancing their understanding of mental and emotional well-being. It provides practical tools for stress management, strengthens communication skills, and helps establish healthy work-life boundaries, ultimately fostering a collaborative and productive workplace.



Gender Pay Ratio

At AD Ports Group, we prioritise transparency and fairness in our compensation practices. Our 2024 salary analysis reveals the following ratios of women’s to men’s compensation.

1.21

Basic Salary & Remuneration Ratio

1.09

Basic Salary Ratio

Supporting People of Determination

We are committed to fostering an inclusive workplace where every individual has the opportunity to succeed. As part of this commitment, we proudly support six People of Determination (PoD), ensuring they have access to the necessary resources and career development opportunities to thrive within our organisation.

We actively promote an accessible and supportive working environment by implementing inclusive policies, providing assistive tools, and fostering employee awareness. Our efforts aim to empower People of Determination, enabling them to contribute meaningfully to the organisation whilst advancing their professional growth.

Fostering Emirati Growth & Leadership

AD Ports Group remains committed to nurturing highly skilled Emirati talent, in line with UAE's broader nationalisation objectives.

By fostering an environment that encourages professional growth and leadership development, the Group ensures that Emirati talent is well-represented across key operational and managerial roles.



62.3%



Emiratisation within UAE

240



UAE nationals in senior management roles

Currently, 62.3% of the workforce within UAE operations consists of Emirati employees, with 240 in senior managerial positions and above, reflecting the Group's commitment to developing local leadership.

The focus extends beyond recruitment, integrating comprehensive training, mentorship, and career progression initiatives that empower UAE Nationals to take on strategic leadership positions within the organisation.

To ensure effective oversight and continuous improvement in Emiratisation efforts, the Group has established the following governance and strategic measures:



Process Automation

Implementing automated interventions to streamline Emiratisation efforts and improve efficiency.



Emiratisation Committee Meetings

Conducted quarterly to oversee progress and initiatives.



Strategy Updates

Regularly revising the Emiratisation Strategy to reflect recent changes and evolving workforce needs.



Position Allocation for UAE Nationals

Identifying positions allocated specifically for UAE Nationals to enhance Emiratisation rates across the Group's Clusters and Corporate Units.

Key Initiatives Supporting Emiratization Include the Following

Voyage of Discovery

A one-year development programme for graduates, divided into two main elements: AD Maritime Academy Training and On-the-Job Training.

Reactivation of Al Nawras Programme

A one-year programme targeting school leavers for operational positions.

Collaboration with Universities & ADEC

Participation in Careers Open Day to attract suitable candidates for the Voyage of Discovery Programme.

Team-Building Activities

Arranged and executed team-building events to boost UAE Nationals' morale, motivation, and job satisfaction.

Al Dhafra Region Initiative

To offer job and training opportunities for UAE nationals from Al Dhafra.

Al Ain Initiative

To identify remote work opportunities for Emirati citizens based in Al Ain.

Al Nukhba Programme

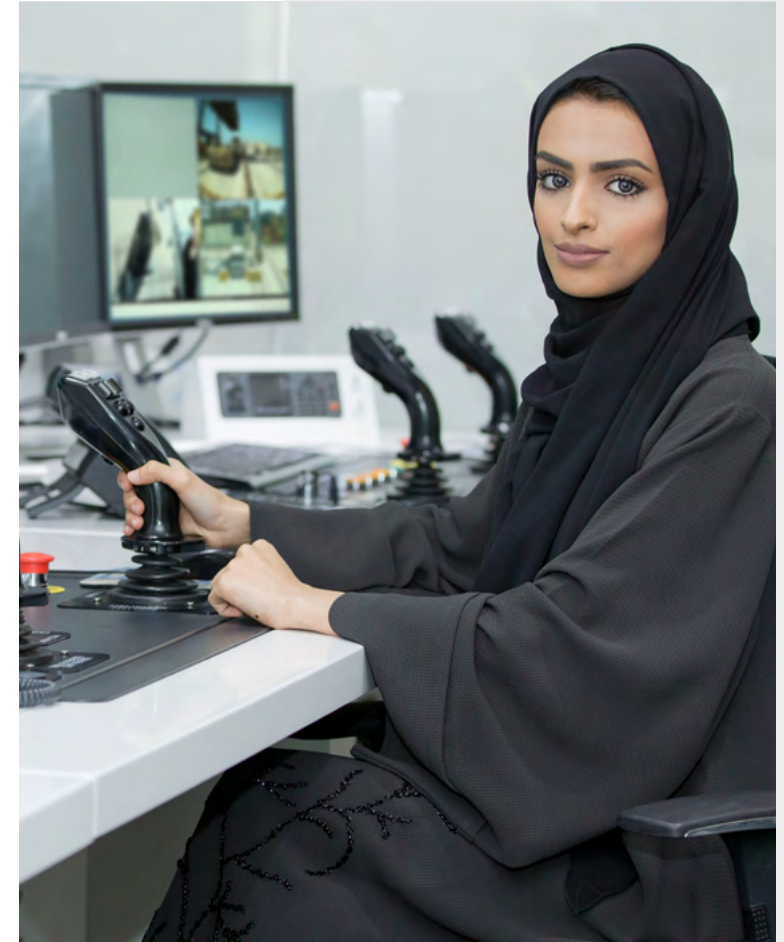
Aims to prepare competent employees for future leadership roles, both locally and internationally.

Automation of Applications

Automated applications for Voyage of Discovery, Al Nawras, and Al Nukhba programmes.

Collaboration with Abu Dhabi Social Support Authority

Participation in the Open Day Event hosted by the Abu Dhabi Social Support Authority to recruit unemployed beneficiaries.





Empowering Communities & Creating Impact



Supporting communities is a vital aspect of AD Ports Group's Sustainability Strategy, demonstrating our commitment to social responsibility and long-term positive impact on communities.

Recognising the importance of structured and effective community engagement, the Group has established a dedicated Corporate Social Responsibility (CSR) function within its corporate framework.

This function works collaboratively across business clusters to plan, execute, monitor, and report on CSR initiatives, ensuring they align with our values and create lasting impact.

In 2024, we took a significant step forward by integrating our UAE-focused CSR initiatives with global activities, following the integration of Noatum into AD Ports Group's operations.

This alignment has strengthened our outreach and expanded the scope of our social impact across multiple countries.

Over the past year, a total of 134 initiatives were implemented, benefiting thousands of individuals and reinforcing our role as a responsible Group committed to community well-being.

AD Ports Group's Social Strategy

The Social Strategy reflects our commitment to creating a positive and lasting impact on society, the environment, and our employees.

Through structured initiatives, strategic partnerships, and responsible business practices, we strive to promote wellbeing, equality, and sustainability across our operations and the communities we serve.

The 12 pillars of our social strategy are featured alongside.



Health

Promote the health and well-being of our employees and the communities within regions we operate in.



Employee Welfare and Development

Nurture employee welfare, job satisfaction, and career progression by improving policies and procedures.



Equal Opportunities

Embed initiatives that safeguard and promote equality.



Supporting Our Community

Implement measures, activities, and projects aimed at benefitting the societies within regions we operate in.



Championing Human Rights

Commit to protecting and promoting human rights within and beyond the organisation.



Socio-environmental Initiatives

Deliver initiatives that address environmental enhancement, waste reduction, renewable energy, and biodiversity conservation.



Community Contribution

Provide charitable donations and sponsorships to support social causes, including meal donations, community event sponsorships, and charitable organisations.



Community Investment

Direct resources toward long-term infrastructure and development projects that benefit local communities.



Responsible Communication

Promote transparency, awareness, and stakeholder engagement on social and environmental matters.



Fair Labour Practices

Uphold labour rights and ethical standards throughout our operations and value chains.



Sustainable Innovation

Encourage the development and adoption of innovative solutions that drive sustainability across sectors.



Responsible Trade

Promote ethical business practices in trade, supply chains, and global partnerships.

AD Ports Group Community Impact

Aligned with its CSR strategy, AD Ports Group's Business Units and Clusters implemented hundreds of CSR initiatives* throughout the year. Highlights from each of the Clusters are summarised below.

59

CSR Initiatives

56

Wellbeing Initiatives

19

CSR Support Awareness Activities



Ports Cluster

Conducted blood donation campaigns across various port locations, reinforcing a commitment to community well-being.

Carried out an underwater and beach cleanup campaign, where employees contributed to marine conservation by removing plastic waste.

Conducted flu vaccination campaigns in collaboration with SEHA, promoting public health measures for employees and port users.

Engaged with the younger generation through the Innovation and Entrepreneurship Project, fostering educational experiences in sustainability and social impact.

Karachi Gateway Terminal Limited (KGTL) supported Karachi Port Trust's Mangrove Park initiative in Karachi by planting over 10,000 saplings alongside the UAE Consulate, the local community, and other partners.

Sponsored academic scholarships for five meritorious, financially needy students from NED University under the Karachi Gateway Terminal Limited (KGTL) Scholarship Graduate Partnership Programme.



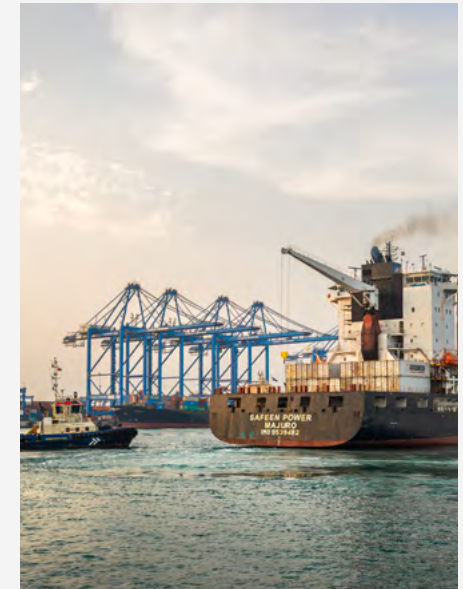
Maritime & Shipping Cluster

Awareness session on climate change impacts, highlighting risks to workers health, safety, and overall work environment.

A webinar on waste management was organised to promote the principles of zero waste to landfill and marine environment.

Promoted wellbeing through Ramadan meal donations and World Health and Safety Day programmes.

Conducted the Safety in the Heat Campaign to raise awareness among port workers on dealing with extreme temperatures.



* Note : AD Ports Group's Social Initiatives are strategically organised under the 12 Pillars of the Social Strategy, which collectively guide the Group's commitment to both external and internal stakeholders. The Corporate Social Responsibility (CSR) arm focuses on external communities, driving initiatives that promote community development, environmental sustainability, education, health etc, while also encouraging volunteerism and community engagement. In parallel, the Wellbeing agenda is dedicated to internal stakeholders, particularly employees, ensuring their holistic health, safety, wellbeing and professional development. Together, these two focus areas reflect AD Ports Group's dedication to inclusive growth, national alignment, and long-term social impact.



Economic Cities & Free Zones Cluster

Participated in the “Abu Dhabi is Beautiful” initiative by Abu Dhabi Municipality by contributing to the Ghaf tree plantation at ICAD Residential City, with 951 trees planted and over 100 residents participating.

Organised the “Donate Blood, Save Lives” campaign in collaboration with SEHA, encouraging employees, stakeholders and community residents to life-saving efforts.

Hosted the “Hag Al Laila” community event, celebrating cultural traditions and supporting local families.

Allocated a dedicated community space for 200 barns, enhancing local infrastructure and engagement.

Opened the Aryam Razeen 4 Public Garden on International Labour Day, providing green space for recreation and wellbeing among our community residents.

Implemented the “Earth Hour” energy-saving campaign, promoting conservation efforts within KEZAD’s operations.

Investment in Local & Community Centers: KEZAD Group has initiated the construction of numerous local and community centers across its areas.

Construction of Mosques: integrating mosques in local and community centers, fostering a sense of community bonding and preserving UAE’s cultural identity.

Al Samhah Community Expansion: KEZAD Group has aimed to expand Al Samhah Community within KEZAD B area, supporting Emirati housing initiatives.

Relocation of Farms: KEZAD Group has repositioned farms from KEZAD B1 area to KEZAD B2 area, under the support of Department of Municipalities and Transport. This initiative is aimed to upgrade the quality of resources for users.





Logistics Cluster

In response to the floods in Spain, Noatum Logistics provided relocation, mobility, and insurance support for affected employees and family members, as well as the creation of a donation campaign through the Red Cross, which has provided assistance and aid to 180 recipients affected by this natural disaster.

Noatum Logistics collaborates as a sponsoring partner of the Educación Azul Foundation, which aims to bring the oceans closer to society through education and awareness among children and young people, promote employability among maritime professionals, and disseminate information related to maritime activities.

Amongst the projects and initiatives led by this foundation, key initiatives are as follows:

Conferences to promote employability in maritime-related professions

Noatum Logistics actively participated in “Connect with Your Port in Collaboration with Port Authorities”. These conferences

are aimed at secondary and vocational training students to raise awareness on the port environment and career opportunities.

Employability of maritime professionals

The “Female Navale Engineers Conference” talks attracted students to naval engineering through female role models.

Cardboard BOAT project

The cardboard boat construction project held in primary schools encouraged teamwork and camaraderie, promoting recycling and sustainability, and collaborative and discovery learning.



Digital Cluster

Engaged with thousands of students across 12 universities, schools, and industry events, introducing them to the maritime sector through the Junior Captain Programme, which aims to inspire future generations of seafarers.

Empowered 95 UAE nationals through the seventh edition of the ATLG Programme, in collaboration with the General Women's Union, to elevate the presence of Emiratis in the technology, trade and logistics sectors. In our endeavour to be inclusive in building the nation's future leaders in trade digitalisation, a special edition, ATLG Kids, was organised for young talent from the UAE's villages under the theme 'Digital Trade and Rail Logistics Services'.

As part of our commitment to digital inclusion and employee empowerment, laptops were distributed to the blue-collar workforce, bridging the digital divide and opening new opportunities for skill development.

We also acknowledged the invaluable contribution of the blue-collar workforce in driving everyday success on the occasion of Labour Day with individual gift vouchers.

Environmental sustainability was promoted by planting 110 Ghaf trees in Al Samha, in partnership with the SAAED Association, with 200 participants raising awareness on the importance of preserving nature.





Business Units

Celebrated Zayed Humanitarian Day, International Day of Education, and Emirati Children's Day initiatives to foster community knowledge and engagement.

Organised blood donation and disease awareness programmes and a Breast Cancer Awareness event, reinforcing our commitment to public health, early detection, and support for affected individuals.

Implemented a wreck and debris removal initiative to protect marine ecosystems and maintain clean waterways.

Collaborated with the General Women's Union on Emirati Women's Day and International Women's Day initiatives, reinforcing women's empowerment.

Supported community health and welfare through the "Our Eid, Their Happiness" campaign in collaboration with the Red Crescent.

Organised free water taxi rides at the Maritime Heritage Festival to offer an interactive maritime experience to visitors.

Prioritised employee health and fitness through activities like the tennis tournament and the first edition of the Ladies Fitness Challenge, encouraging active lifestyles and well-being.

Executed the Universal Access Initiative to enhance inclusivity in maritime travel at Cruise Terminals 1 & 2.

Carried out beach clean-up campaigns and Seafarers' Day celebrations to support environmental and community wellbeing.





Awards & Recognitions



International CSRA Organisation

AD Ports Group received Gold CSR Accreditation, a globally recognised certification granted every three years to organisations that demonstrate their commitment to responsible business practices and positive social impact.



Global ESG Awards

Honoured with Platinum Sustainability CSR Team of the Year Award for outstanding CSR initiatives managed by the Group's CSR division.



Employers' Federation of Pakistan

KGTL won 1st Prize for excellence in Occupational Safety & Health practices in the Transport and Logistics Sector.

Green World Award

Acknowledged for exceptional environmental sustainability initiatives, further strengthening our position as a leader in green business practices.



Green Apple Environment Award

Recognised for CSR efforts in the maritime and logistics sectors.



MENA Green Building Awards

AD Ports won the Sustainable Building Research Award for Eco Seawall Panels.



Operational Excellence in Health and Safety



SENYAR-II is an advanced digital platform designed to automate HSE processes for effective management, control, and monitoring. Its integration into our operations has enhanced our capacity in Incident Management, Management of Change, Actions/ Tasks Management, Performance Management, Permit to Work, Reports & Dashboards, HSE Observation, and Cost Management.

Ensuring the safety of our people, contractors, and visitors across diverse operations, including ports, logistics, marine services, vessel operations, industrial zones and offices across 52 countries for a workforce of over 7,000 employees, presents significant complexities.

The Group has implemented the Integrated Health and Safety Management System (HSEMS) as

the strategic framework to ensure workplace health and safety.

The HSEMS is designed to identify and mitigate risks, enhance resilience, and drive continuous improvement in an environment that demands rigorous safety protocols and proactive risk management.

We have digitalised and automated several HSE processes for effective

management, control, and monitoring through the SENYAR-II platform.

Clearly defined policies and procedures, coupled with regular safety training and awareness programmes, ensure that operates with a strong commitment to the safety of its people, contractors and visitors.

Building a Strong Safety Culture

Ensuring that employees receive adequate health and safety training is essential to maintaining a safe and compliant workplace. With diverse roles and operational activities across the organisation, a structured approach is necessary to address specific training needs effectively.

Given each employee's unique health and safety training requirements based on their role and core activities, we have developed an HSE Competency Matrix.

This matrix prioritises safety training according to the specificity of operations, and its implementation is monitored through an established tracking system. This ensures that all required training and awareness programmes, such as toolbox talks, HSE inductions, specialised HSE training courses, and safety drills, are regularly provided to employees, contractors, and visitors.

These programs particularly focus on key stakeholders who face higher risks due to the nature of their work.



We have adopted a multifaceted approach to reinforce Behavioural Safety and foster a robust Safety Culture, focusing on enhancing employee awareness, shaping positive behaviours, and strengthening the overall safety culture.

Through initiatives like HSE campaigns, the HSE Partner Program, and the HSE Passport, we empower our teams to prioritise safety in their daily activities.

We foster a culture of accountability and collaboration by engaging employees as HSE representatives and encouraging peer-to-peer support.

Additionally, our Leadership Management System clearly defines roles and responsibilities for Safety Leaders, ensuring a structured and effective safety framework across the organisation.

Awards & Recognitions



National Services and Reserve Award



Strategic Partner Appreciation Award for efforts in confronting emergency and crisis risks while ensuring business continuity



Ágora Bienestar 7th Edition Prize awarded for innovative projects focused on employee well-being.



Business Continuity and Incident Command Center Established



Strengthening Incident Investigation & Prevention

We have set up the “Eagle Eyes” team, which specialises in incident investigation and adopts a thorough and systematic methodology to scrutinise incident data. This process involves identifying the fundamental causes and contributing factors behind incidents.

The team can devise and apply targeted corrective measures by understanding these aspects. The actions undertaken by the team help prevent the recurrence of similar incidents and the overall safety standards and performance within the organisation.

Strengthening Safety Through Rigorous Audits

The Group conducts regular internal and external audits to reinforce compliance and drive continuous improvement to ensure adherence to local and international safety standards.

These audits are crucial in identifying areas for enhancement, mitigating risks, and reinforcing best practices. By subjecting our system to regular audits, we ensure its effectiveness, reliability, and alignment with the highest health, safety, and environmental management standards.

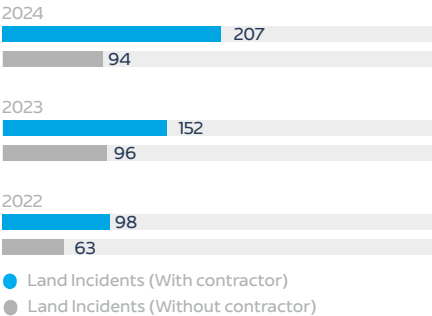
HSE Disclosures

We have established a comprehensive set of HSE performance KPIs to monitor and enhance workplace safety.

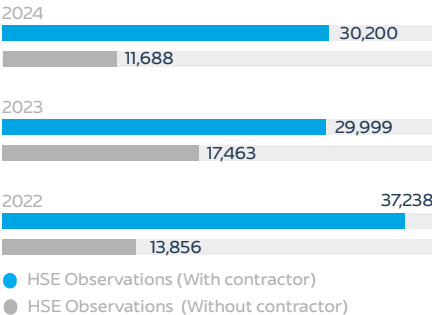
In 2024, we had zero fatalities of our employees, and the instances of Loss-Time Injuries, excluding contractors, were significantly low, highlighting the Group’s commitment to ensuring the wellbeing of its workforce.

HSE observations also reduced, indicating employees’ heightened awareness and adherence to safety protocols.

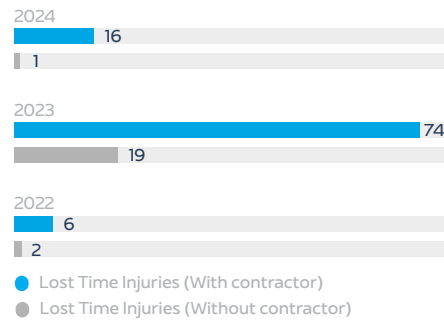
Land Incidents



HSE Observations

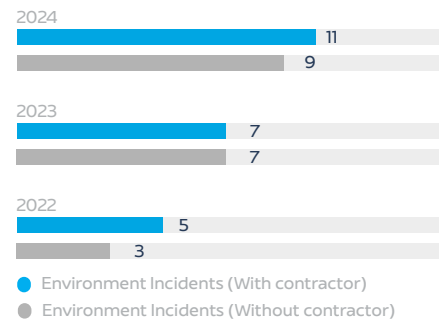


Lost Time Injuries

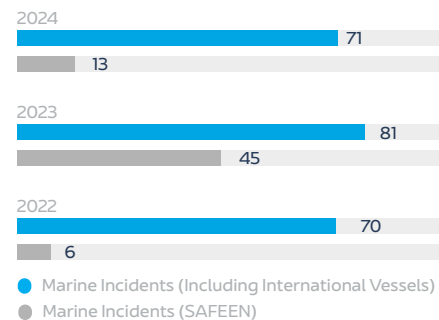


Note: Within this report, Lost Time Injury (LTI) has been calculated based on regulations applicable in the UAE. The LTI figures reported by Noatum in its sustainability report may differ due to variations in how LTI is defined and measured in the UAE compared to Europe.

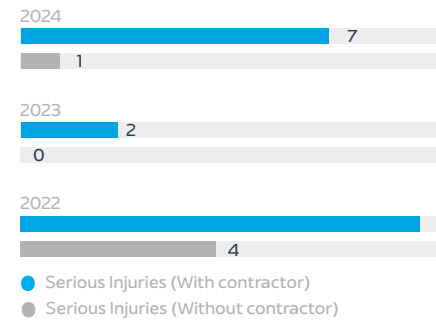
Environment Incidents



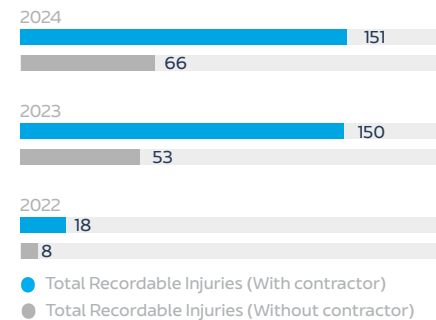
Marine Incidents



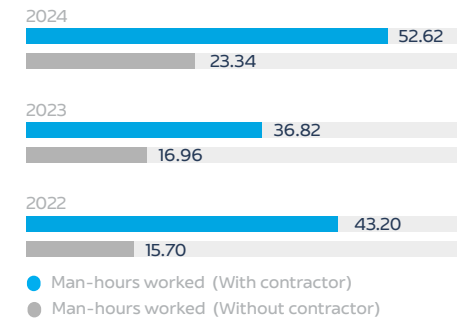
Serious Injuries



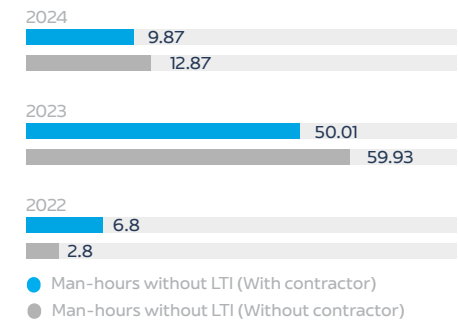
Total Recordable Injuries



Man-hours worked



Man-hours without LTI



Protecting the Environment

[Climate Action a Business Imperative](#)

[Sustainable Water Management Practices](#)

[Enhancing Circularity Across Operations](#)

[Environmental Monitoring & Ecosystem Protection](#)

Climate Action is a Business Imperative

AD Ports Group firmly believes that climate action is more than just an environmental responsibility. It is a fundamental business imperative.

As a leader in global infrastructure and logistics, with some operations and assets located along coastlines, we recognise the critical importance of understanding and addressing climate risks. Our operations span over 50 countries, many of which have made firm net-zero commitments, which are shaping local and global regulatory landscapes.



Net Zero by
2050

AD Ports Group's Climate Strategy in Action

We are actively preparing for upcoming climate-related regulations, which will vary by region and are increasingly focused on achieving significant emissions reductions, and accelerating the transition to low-carbon economies.

As a leader in the maritime sector, we are fully committed to meeting the expectations set by global bodies such as the International Maritime Organisation (IMO). This includes complying with the IMO Carbon Intensity Indicator (CII), and working toward decarbonisation

targets, including reducing carbon emissions by 20% by 2030, and achieving complete decarbonisation by 2050. By aligning with these evolving regulations, and anticipating future climate challenges, we are dedicated to reducing our environmental footprint whilst ensuring the resilience of our infrastructure and services.

AD Ports Group is committed to preventing deforestation, prioritising the preservation of natural ecosystems across its operations and developments.

AD Ports Group is actively integrating climate risk into its business decision-making processes. As both transitional and physical risks related to climate change become more prominent, we recognise the need to incorporate these considerations into our long-term strategies.

Transitional risks, such as regulatory changes, market shifts, and technological advancements, alongside physical risks, such as the impact of extreme weather events on our infrastructure, are increasingly influencing how we assess business opportunities and challenges.

While these risks are not yet ingrained in every aspect of our processes, we are committed to embedding them into our decision-making framework.

To support this transition, AD Ports Group is taking significant steps to integrate climate considerations into its operations.

These include developing policies and procedures that address climate-related risks, raising awareness, and providing training to ensure that employees at all levels understand the importance of climate risk management.



Through these efforts, we are laying the foundation for a more resilient and climate-conscious business model that aligns with regulatory requirements and our sustainability goals.



Chief Sustainability Officer (CSO) Environmental Speaking Engagements

As a prominent CSO at AD Ports Group, Capt. Saif has continued to represent the UAE's maritime and logistics sector on the global stage through his thought leadership and commitment to sustainability.

In 2024, Capt. Saif participated in a series of high-profile conferences and forums, contributing to critical dialogues around environmental stewardship, decarbonisation, and innovation in sustainable infrastructure.

9 Engagements in national/ international discussions and contributing to critical dialogues around environmental stewardship.

The engagements ranged from panel discussions to keynote presentations, addressing critical topics such as decarbonising shipping, balancing operational efficiency with sustainability, and the development of green infrastructure.

Events like Shiptek, the MENA Oceans Summit, and the Maritime Standard Conference showcased his leadership in shaping the UAE's maritime sustainability narrative and aligning industry practices with global climate goals.

He also emphasised youth engagement and biodiversity protection, as seen in his participation at the EA Youth Circle and the Sustainable Coastal Development MENA Forum.



At gatherings such as XPANSE and the Future Sustainability Forum, he contributed to broader dialogues on energy transition and cleaner mobility solutions.

Throughout these engagements, Capt. Saif reaffirmed AD Ports Group's commitment to environmental innovation, and highlighted the vital role of strategic collaboration in driving a sustainable future for global port and logistics ecosystems.

Impact Measurement

Accurately assessing, transparently reporting, and effectively managing greenhouse gas (GHG) emissions is critical to mitigating climate risks. By systematically monitoring and analysing emissions across all clusters, AD Ports Group gains valuable insights into key GHG emission hotspots and their underlying drivers.

This enables the development of targeted strategies and interventions that not only reduce emissions, but enhance overall environmental performance, driving continuous improvements in sustainability.

The GHG inventory for the reporting year

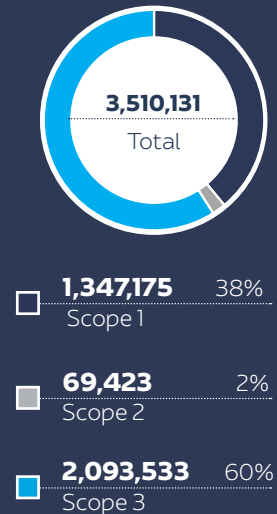
has been developed in accordance with the requirements of the GHG Protocol Corporate Standard. Consolidation of emissions across AD Ports Group's clusters and subsidiaries is based on the equity control approach.

Additionally, the emission factors and global warming potentials (GWPs) in the calculations have been sourced from the Intergovernmental Panel on Climate Change (IPCC), DEFRA (2024), as well as local resources, when available.

The assessment covers all the major GHG gases, including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and fluorinated gases.

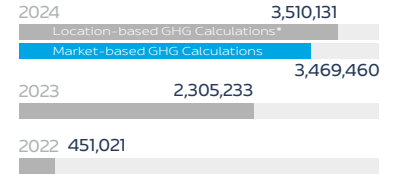
The total emissions in 2024 reached 3,510,131 tCO₂e. Scope 1 emissions accounted for 38%, Scope 2 emissions for 2%, and Scope 3 emissions for 60%.

2024 GHG Emissions (tCO₂e) by Scope Category



We continue to develop and refine our emissions inventory, as our business keeps an accelerated growth path. In 2024, we included the acquired Noatum Group, as well as emissions from additional operations, including Karachi Terminal, Aqaba, and CIMS (Caspian Integrated Maritime Solutions). Consequently, our emissions on an unadjusted basis compared to 2023, have risen 52%, while ensuring a transparent and comprehensive measurement of our emissions.

Annual Emissions (tCO₂e)



*Note : Location-based GHG calculations estimate emissions based on the average emissions intensity of the local electricity grid where the organisation operates, regardless of the energy sources they purchase.

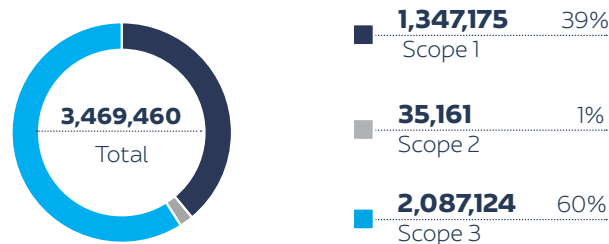


Market-Based Emissions

In 2024, AD Ports Group secured 125,000 MWh of Renewable Energy Certificates (RECs) in the UAE, and 10,065 MWh in Spain, to mitigate Scope 2 emissions, ensuring that renewable sources account for the majority of our electricity consumption.

These RECs resulted in reducing our Scope 2 emissions by 49% across the group as compared to the location-based approach. The pie chart below provides a detailed breakdown of the emission by scope as per market-based GHG calculations.

2024 Market-Based Emissions (tCO₂e)



All comparative figures and emissions data presented in the following sub-sections are calculated using the location-based accounting method.

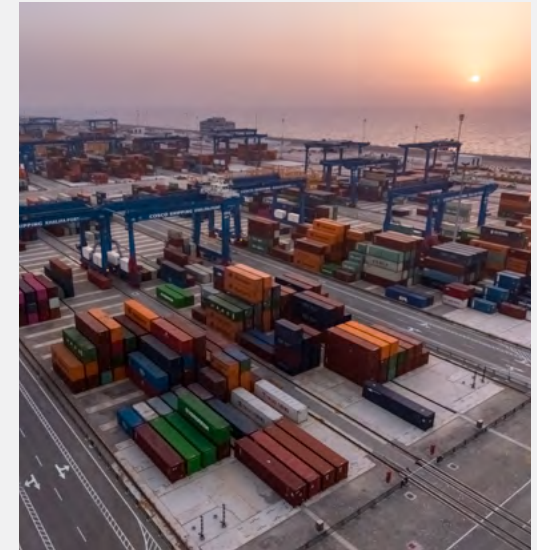
Market-based GHG calculations estimate emissions based on the purchase and use of electricity from specific sources, such as renewable or non-renewable grids. It uses data on energy procurement, like contracts and certificates, to allocate emissions associated with the electricity consumed.

Cluster-wise Emissions

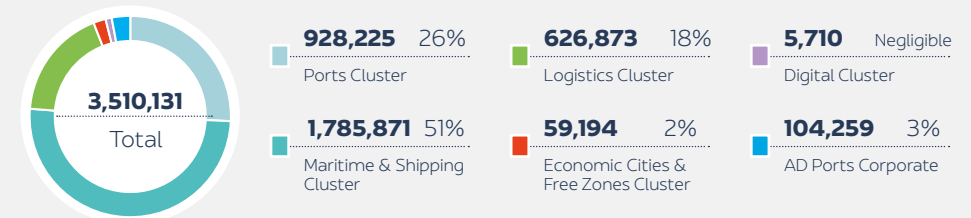
The Maritime & Shipping Cluster was the largest contributor to emissions, accounting for 51% of the total.

The majority of these emissions stemmed from the combustion of fuel used in the operation of vessels.

Following this, the Ports Cluster contributed 26%, while the Logistics Cluster accounted for 18% of total emissions. The pie chart below represents the varying degrees of GHG impact across five different clusters, with the maritime segment remaining the dominant source of emissions within the business.



Emissions Breakdown (tCO₂e) by Cluster in 2024



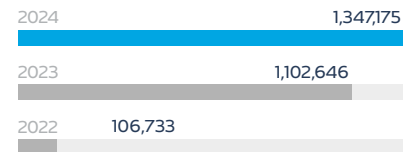
Scope 1 Emissions

Scope 1 emissions totalled 1,347,175 tCO₂e and primarily stemmed from combustion processes, including the fuel used in vessels, vehicles, equipment, and facilities operated by AD Ports Group.

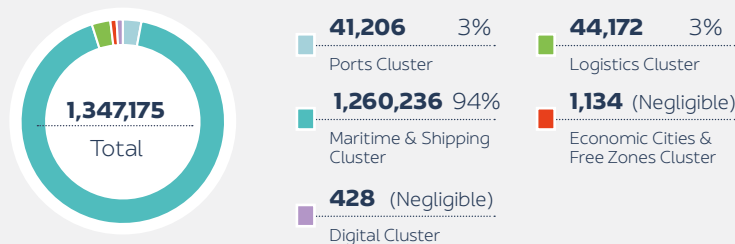
Consistent with the overall emissions trend, the Maritime & Shipping Cluster was the most significant contributor to Scope 1 emissions, accounting for 94% of the total. This significant share is largely attributed to the fuel consumption across the cluster's fleet of vessels.

The rise in fuel consumption is directly associated with the increased fleet and activity managed by the Maritime & Shipping cluster, leading to longer distances travelled and a higher volume of goods transported in 2024.

Scope 1 Emissions (tCO₂e)



Cluster-wise Scope 1 Breakdown (in tCO₂e and %)



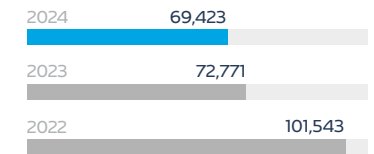
Scope 2 Emissions

In 2024, total Scope 2 emissions (location-based) amounted to 69,423 tCO₂e. These emissions represent indirect greenhouse gas (GHG) emissions associated with purchasing electricity. Although these emissions originate from external sources, they are closely linked to the Group's energy usage, and are integral to our carbon footprint.

The Ports Cluster was the most significant contributor to Scope

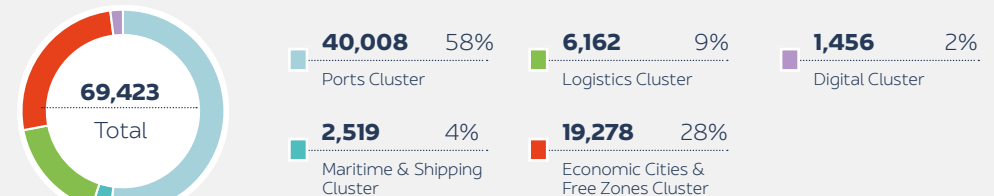
2 emissions, accounting for 58%. This is mainly due to the energy-intensive nature of port operations, which rely heavily on electricity. Additionally, the Economic Cities & Free Zones Cluster contributed 28%, while the logistics Cluster accounted for 9% of the total energy consumption. More details on the electricity consumption from the renewable sources are mentioned on page 89 of this report.

Scope 2 Emissions (tCO₂e)



Note: The decrease in emissions is majorly due to the change in the grid emission factor source which was taken from TAQA in 2024. The values for the year 2022 are reported based on operational control, whereas those for 2023 and 2024 are based on the equity control approach.

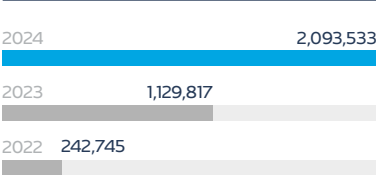
Cluster-wise Scope 2 Breakdown (in tCO₂e and %)



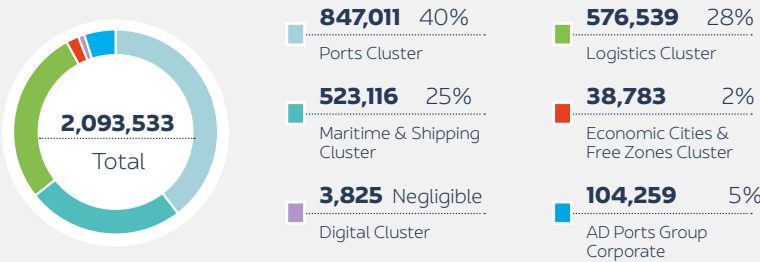
Scope 3 Emissions

Group’s annual Scope 3 emissions totalled 2,093,533 tCO₂e, encompassing emissions from a range of sources, including vessels in the ports’ territorial waters, fuel and energy production, upstream and downstream transportation (freight forwarding activities), purchased goods and services, as well as emissions from potable water use, sewage production, landfill waste, employee commutes, and business (air, railway, rental car, etc.) travel.

Scope 3 Emissions (tCO₂e)



Cluster-wise Scope 3 Breakdown (in tCO₂e and %)



Contributing 40% to Scope 3 emissions, the Ports Cluster is the primary source of Scope 3 emissions, followed by the Logistics, and the Maritime & Shipping clusters. We continue to develop and refine our Scope 3 emissions inventory, which accounts for emissions outside ADPG’s direct control in its value chain. We are reporting emissions from additional Scope 3 categories this year and from new acquisitions like Noatum (569,578 tCO₂e).

Emission Intensity

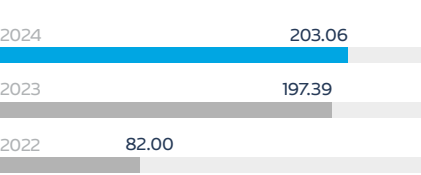
We have been closely monitoring the emissions intensity of our container terminals for several years, and from 2024 onwards, we have also started disclosing our Group level intensity and revenue-based emission intensity.

In 2024, Safeen Feeders achieved a significant reduction in carbon emission intensity, with the Carbon Intensity Indicator dropping from 11.25 to 8.94 grams of CO₂ per nautical mile per unit weight of goods moved.

This marks a 21% reduction compared to 2023. Contributing factors include higher vessel occupancy rates, optimised cargo and weight distribution strategies, and the use of energy-saving measures such as advanced low-friction hull coatings.

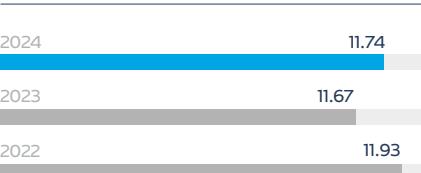
We continue developing and refining our emissions report, adding new categories and new companies, the Group’s GHG emissions intensity per million AED of revenue was 203.06, reflecting 3% increase compared to the previous year.

GHG Emissions in tCO₂e Per Million AED of Revenue



In 2024, despite a rise in absolute emissions, the Group’s GHG emissions intensity per Twenty-foot Equivalent (TEU) remained relatively stable compared to the previous year and was lower than in 2022. This highlights our ongoing efforts to manage emissions effectively while maintaining operational efficiency.

GHG Emissions Intensity per TEU at UAE Ports (kgCO₂/TEU)



Note: The emission intensity per TEU has been calculated for the container terminals we operate in the UAE and excludes the terminals from other countries.

Low Carbon Transformation of Our Operations

AD Ports Group has developed a robust decarbonisation pathway, undertaking a comprehensive assessment of its emissions, encompassing all Scope 3 emission categories. This thorough evaluation ensures a holistic understanding of material Scope 3 emission categories for ADPG activities, enabling informed decision-making to drive meaningful change.

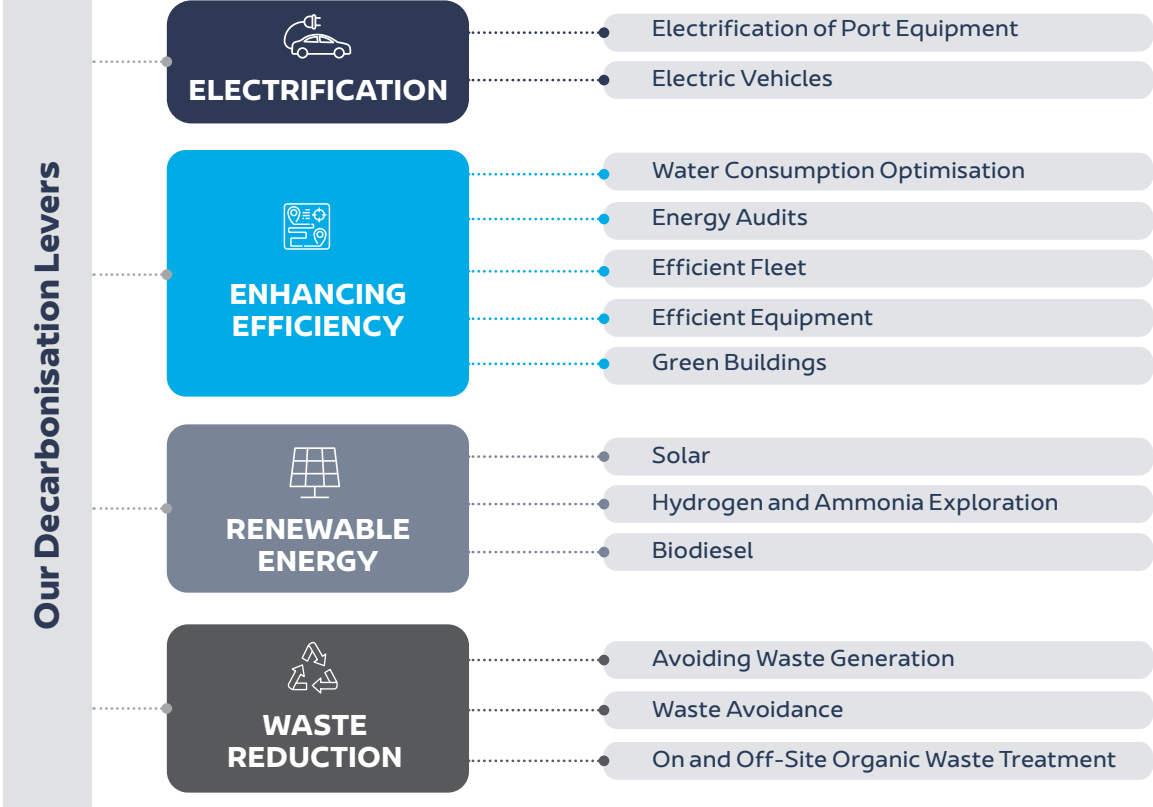
Led by the Sustainability Committee, AD Ports Group has set baselines and targets for GHG emissions across all Clusters.

This has established a clear starting point from which progress can be measured and tracked effectively.

Moreover, the Committee oversees identifying and implementing critical initiatives to reduce emissions, leveraging innovative solutions and best practices to minimise the operational GHG footprint.

AD Ports Group is dedicated to setting ambitious emission reduction targets to actively support to actively support the UAE in achieving its net-zero target by 2050. Considering that our maritime business generates a significant share of the Group’s emissions, our target is to reduce carbon emissions by 20% by 2030, 70% by 2040, and to achieve full decarbonisation by 2050, in line with IMO guidelines.

The decarbonisation plan is updated to align with the expansion activities undertaken in 2024. Refer to page 24 of this report to view these targets.

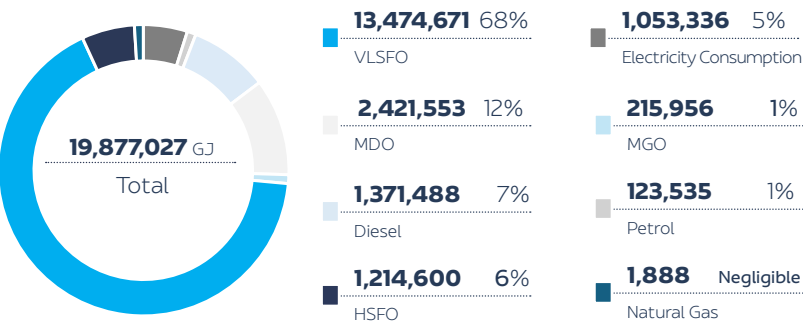


Energy Consumption

Total energy consumption in 2024 reached 19,877,027 GJ, with Very Low Sulfur Fuel Oil (VLSFO) accounting for 68% of the total usage. Values were also measured for other categories of fuel such as Marine Diesel Oil (MDO), High Sulfur Fuel Oil (HSFO), Marine Gas Oil (MGO), Diesel, Natural Gas, and Petrol.

Electricity remained a key energy source, particularly within the Ports Cluster, contributing 5% to overall energy consumption. The graph below provides the breakdown for all types of energy consumed by the group.

Energy Consumption by Types of Energy (GJ)



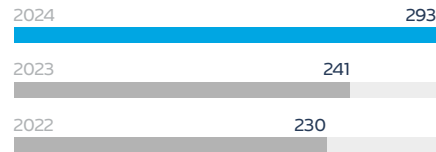
Electricity

The total electricity consumption in 2024 was 293 million kWh, an increase of 21% from 2023, which was attributed to increased operations within the Ports Cluster.

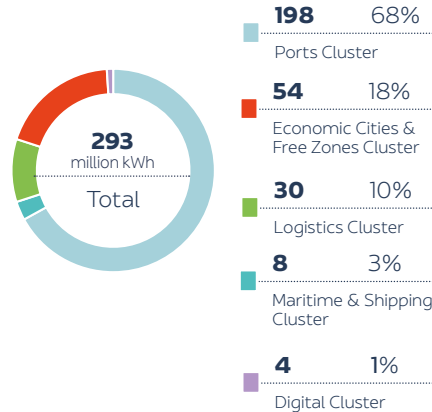
The Ports Cluster contributed 68% of total electricity consumption, followed by EC&FZ and the Logistics Cluster, with 18% and 10%, respectively. The Digital and Maritime clusters' shares were minimal at 1% and 3%, respectively.



Electricity Consumption (million Kwh)



Electricity Consumption Per Cluster (million kWh)



Fuel

Within AD Ports Group, diesel and marine fuels (VLSFO, MDO, MGO, and HSFO) are the principal fuels, with VLSFO being the predominant choice, particularly for the vessels operated by the Maritime & Shipping Cluster.

In 2024, the consumption of fuels increased significantly compared to the previous year due to the expansion of the fleet, with the Maritime Cluster continuing to account for 93% of the Group's total fuel usage.

38,377 (kilolitres)

Diesel

3,712 (kilolitres)

Petrol

67,760 (kilolitres)

MDO

8,496 (MT)

MGO

171,182 (kilolitres)

VLSFO

257,557 (MT)

VLSFO

4,022 (kilolitres)

LSMGO

30,311 (kilolitres)

HSFO

Decarbonisation and Energy Efficiency Initiatives

Advancing Energy Efficiency

At AD Ports Group, enhancing energy efficiency and transitioning to low-GHG intensive energy sources are central to our sustainability strategy.

We recognise that reducing our carbon footprint requires a comprehensive approach that includes not only improving operational efficiency, but also embracing cleaner, more sustainable energy alternatives.

To this end, we are undertaking several key measures aimed at reducing our energy consumption and emissions, which are outlined in this section.



More than 90% of electricity consumption in Spain comes from renewable energy providers, significantly reducing Scope 2 emissions



Solar PV Integration

We are actively incorporating renewable energy solutions across all our operations. Solar PV systems have been installed at seven sites. Collectively, these projects can potentially mitigate approximately 5,200 metric tonnes of CO₂e per year. The installed capacity includes the following.

1,200 kWp

Mugharraq Port Warehouse

1,200 kWp

South Quay Warehouse 1 & 2

1,000 kWp

Safaga Terminal Project, Egypt

850 kWp

Admin Building, Khalifa Port

400 kWp

Malaga Port Terminal

120 kWp

Port Terminal Tarragona

20 kWp

Admin building, Autoterminal Barcelona

Around 3% of the Ports Cluster's electricity consumption in the UAE is supplied by self-generated renewable energy.

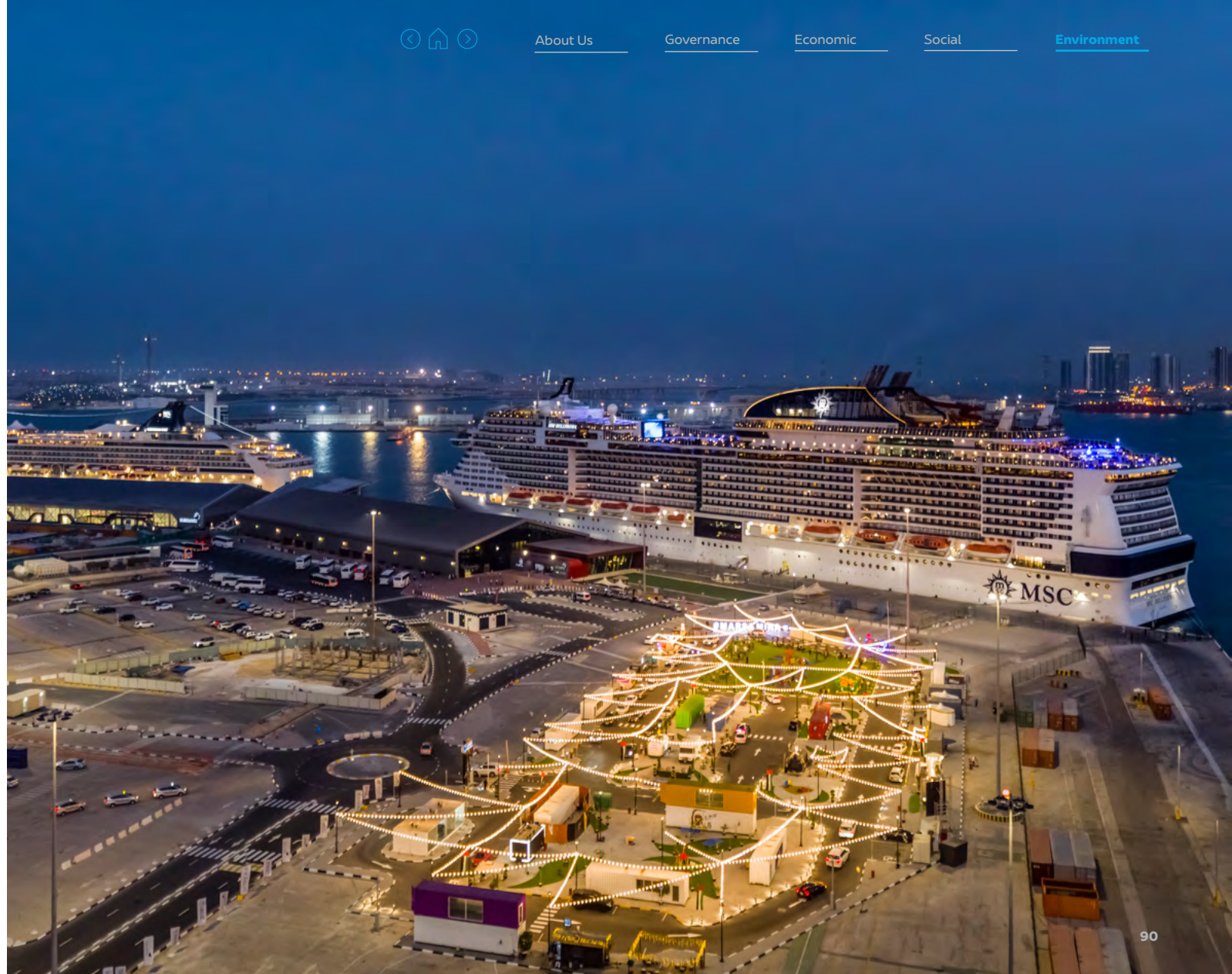
Solar-Powered Street Lighting

In previous years, solar-powered street lighting systems were successfully integrated at several of our ports and terminals.

This year, we have expanded the initiative by installing solar street lights at KEZAD Food Hub and KEZAD Auto Hub, Phase 1, replacing traditional electric lighting.

Additionally, solar street lights have also been implemented at Sir Baniyas Cruise Beach, further advancing our efforts to minimise reliance on non-renewable energy sources. This transition helps reduce our dependence on fossil fuels and significantly lowers the carbon footprint of these developments.

These initiatives are key in reducing carbon emissions and supporting the transition to renewable energy.



Green Buildings at AD Ports Group

Across our operations, the Group adopts green building practices to ensure sustainability in design, development, and overall environmental performance. Specifically, within KEZAD, multiple buildings have received Estidama Pearl Ratings, showcasing a strong commitment to sustainable construction practices. Some of the buildings within KEZAD that have received Estidama Pearl Ratings include:



KEZAD One (Headquarters)

Awarded 2 Pearls, this building is designed for optimal energy and water efficiency, reflecting a sustainable approach to corporate facility development.

NOON

The full building earned 2 Pearls, demonstrating effective resource management and adherence to green building principles in its design and construction.

KEZAD Food Hub

Seven buildings, including the Cross Dock, Office Building, Dry Food Pavilion, Fruits & Vegetable Pavilion, CAZ Small Shops, Farmers Market, and Gourmet Market, all received 2 Pearls, setting a high benchmark for sustainable operations in the food industry.

Additionally, Noatum Logistics UK warehouses in Biggleswade and Medway have achieved BREEAM certification, a globally recognised standard for sustainable building performance.

Auto Hub Cluster 6

Achieved 2 Pearls, integrating sustainable construction methods and energy-efficient systems to reduce overall environmental impact.

SME Hub

Awarded 2 Pearls, this facility supports small and medium-sized enterprises whilst maintaining high standards of sustainability, using energy-efficient systems and eco-friendly materials.

Mosque

Located in KEZAD Al Ma'mourah, this mosque received a 1 Pearl rating, reflecting its sustainable design elements and minimal environmental impact.

Electrification of Operations

As the grid electricity decarbonises, we are transitioning from conventional fuel to electrification, a cleaner alternative. We have introduced electric tugs, replacing conventional fuel-powered ones, saving up to 150 metric tonnes of marine diesel oil annually and preventing approximately 472 metric tonnes of CO₂ emissions.

At CSP Khalifa Port, we have introduced electric autonomous freight trucks.

Additionally, shore-to-ship power has been made available at Mugharraq Port, allowing vessels to switch off their engines whilst berthed, reducing carbon emissions.

Globally, we have more than 20 electric vehicles and are

continuously expanding our EV charging infrastructure.

At Autoterminal Barcelona, we have installed 69 electric charging points for EVs and a total available power of 503.2kW.

In line with this transition, the Ports Cluster in UAE has replaced all petrol combustion vehicles with electric vehicles for operations and project use.



Optimising Fuel Consumption

We are exploring advanced technologies to improve fuel efficiency and reduce emissions across our vessel fleet. Multiple projects are underway.

The [Premium Silicon Hull Coating](#) Project enhances vessel performance by reducing drag, leading to significant fuel savings of up to 5% fuel consumption reduction compared to sea trial data, directly lowering GHG emissions and operational costs.

[LAROS Fuel IoTs](#) are being implemented to utilise real-time insights through high-frequency data collection and precise measurement. This enables better data analytics and the possibility of reducing fuel consumption by 3-6%.

The [Ship Route and Voyage Optimisation](#) Project leverages AI-driven route optimisation and weather-based navigation adjustments to enhance efficiency and reduce emissions.

At Malaga Terminal, we have implemented an advanced [k-Kube additive injection system](#) in diesel storage tanks to enhance fuel efficiency. This additive prevents oxidation and engine wear, reduces bacterial growth and emulsions, and improves engine combustion. By optimising fuel quality, the system has resulted in up to a 3.3% reduction in fuel consumption.



Striving for Efficiency in Our Truck Fleets

Our truck fleets in Europe and in Peru are no more than five years old, and are equipped with EURO-6 (in Europe) and EURO-5 (in Peru) engines, some of the highest-performing, most efficient engines. [KO1] These technical specifications, along with the selection of the most efficient [KO2] tractors for each load type and route, allow us to achieve high-efficiency ratios in fuel consumption per vehicle.

Our car-carrier truck fleets in Europe are equipped with low-rolling-resistance tyres. This feature directly impacts fuel consumption (approximately 5%), CO2 emissions, and tyre durability. In addition, our drivers regularly receive training on efficient and safe driving.



LED Lighting Transition

We continue to enhance energy efficiency by expanding LED lighting across our facilities. In 2024, Noatum Terminals Sagunto and Pasajes in Spain adopted LED lighting, while Noatum Terminal Tarragona and Autoterminal Barcelona fully transitioned to 100% LED.

Onboard vessels, Safeen Al Amal, Al Nahda, and Al Danah, were retrofitted with LED lighting, achieving estimated annual fuel savings of 24 metric tonnes per vessel and cutting CO2 emissions by 84 metric tonnes per bulk carrier or tanker.

Onboard Carbon Capture & Storage (OCCS) Project

The Group is conducting research and development on Onboard Carbon Capture and Storage (OCCS) as a potential decarbonisation solution. OCCS would allow the continued use of existing maritime fuels whilst extending the vessel's lifespan.

A CCS solution could potentially reduce vessel emissions by up to 70%, and feasibility studies are underway to assess the large-scale impact. An MoU has been signed with Carbon Clean and Samsung to advance this initiative.

AD Ports Group's Strategic Partnerships for Energy Efficiency

AD Ports Group has signed a Framework Agreement with ADES (Abu Dhabi Energy Services) to implement energy-saving retrofits across its facilities, including KEZAD. This partnership supports Abu Dhabi's Demand Side Management and Energy Rationalisation Strategy 2030, enhancing energy and water efficiency and contributing to the emirate's sustainability goals.

Sustainable Water Management Practices

Responsible water consumption is a key priority for the Group and an integral part of our Environmental Management System (ISO 14001).

In 2024, water consumption across the Group amounted to 4,398 million litres, an increase of approximately 15% from last year. The increase reflects our expansion, acquisitions, and ramp up of operations across clusters.

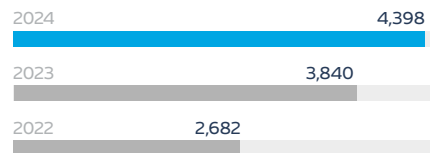


The Economic Cities & Free Zones (EC&FZ) Cluster accounted for the highest water consumption at 57%, reflecting its significant operational demands.

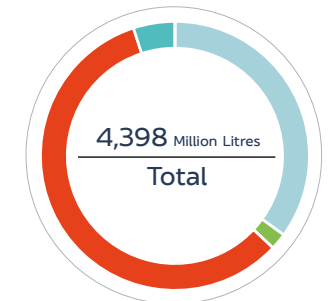
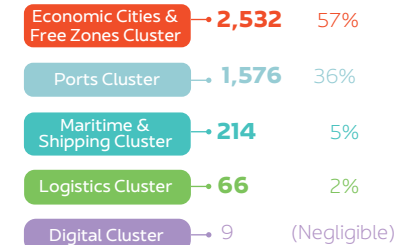
The Ports Cluster followed at 36%, maintaining a substantial share of overall use.

In contrast, the Maritime & Shipping Cluster and Noatum Logistics had minimal water use, contributing 5% and 2%, respectively.

Potable Water Consumption (million litres)



Water Consumption by Cluster (million litres)



Water Efficiency Strategies

The Group has implemented a range of water efficiency strategies to minimise consumption, enhance conservation, and promote sustainable practices.

These strategies encompass advanced technologies, innovative design approaches, and smart water management solutions to optimise efficiency and reduce environmental impact.

Key strategies include:

 Sustainable Design Guidelines	 Green Building Certifications	 Smart Irrigation Controls
 Low-flow Fixtures	 Leak Detection	 Rainwater Sensors
 Water Submetering Systems	 Waste Water Treatment and Reuse	 Xeriscaping Design

Consumption Control Software

The Group employs a water consumption monitoring system across operations managed by Noatum, enabling regular tracking, annual usage analysis, and detection of leaks or inefficiencies across its operations.

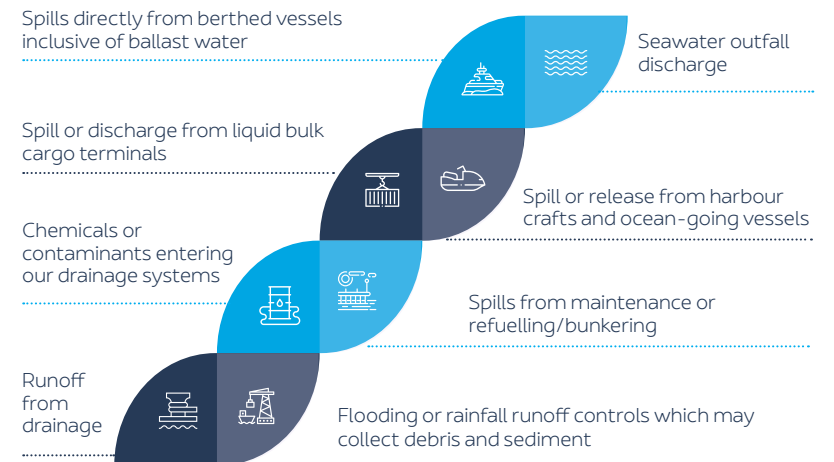
Water Recirculation in Car Wash Tunnel

At Autoterminal Barcelona, a water recirculation system ensures reduced consumption through recycling 85% of total water use. Additionally, a sludge separation and hydrocarbon filtration system ensures proper treatment before discharge.

Rainwater Collection System

London Medway warehouses at our logistics facility in the UK has implemented a rainwater harvesting system, repurposing collected rainwater.

Additionally, the proximity of our operations to water and to the marine environment poses an elevated risk of potential harm if our business processes are not managed effectively. To minimise environmental impact, we effectively manage the following potential sources of water pollution.



Enhancing Circularity Across Operations

Operations across ports, maritime, logistics, economic cities and free zones demand substantial natural resources and generate a broad spectrum of waste, including hazardous and non-hazardous materials.

To mitigate our environmental footprint, we actively embrace circular economy principles, enhancing resource efficiency, minimising waste generation, and maximising recycling and recovery efforts.

Through this approach, we ensure responsible waste management, aligning with global sustainability best practices, stringent regulatory standards, and our commitment to environmental stewardship.

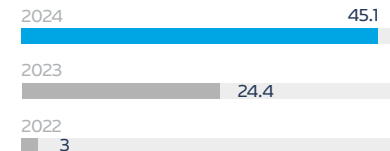
We have developed a comprehensive strategy to operationalise our commitment to responsible waste management. This strategy includes clear policies, standardised procedures, and well-defined roles and responsibilities to ensure that all types of waste streams are systematically identified, characterised, and managed. Each waste management process is well documented to maintain transparency and accountability across our operations.

Additionally, we have forged collaborations with specialised waste management companies, leveraging their expertise to

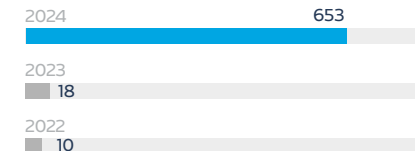
handle diverse waste streams effectively. These partnerships enable us to access monitored data, which we use to track performance, identify areas for improvement, and drive continuous progress toward our circularity goals.

In 2024, AD Ports Group generated 45.1 thousand tonnes of solid waste, marking a 85% increase from 2023. Similarly, hazardous waste volumes rose significantly, increasing from 18 to 653 tonnes, mainly due to expanded operations and increased tenant activities.

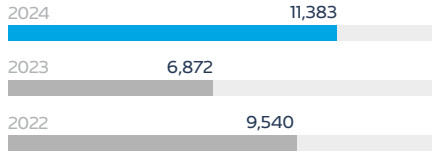
Non-Hazardous Solid Waste Generated (thousand tonnes)



Hazardous Waste Generated (tonnes)

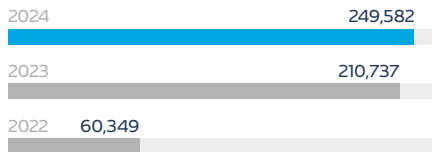


Hazardous Liquid (cubic meter) - UAE



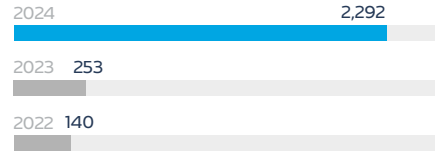
Additionally, hazardous liquid waste and used oil generation increased, primarily due to the expansion of operations, leading to higher activity levels and increased maintenance requirements across various facilities.

Sewage Collected (cubic meter) - UAE

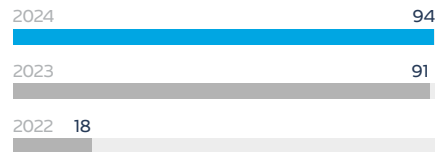


In 2024, within the UAE region, the volume of sewage collected increased by approximately 38,845 cubic meters, reflecting a 18% increase from the previous year due to the increase in the calling vessels in 2024.

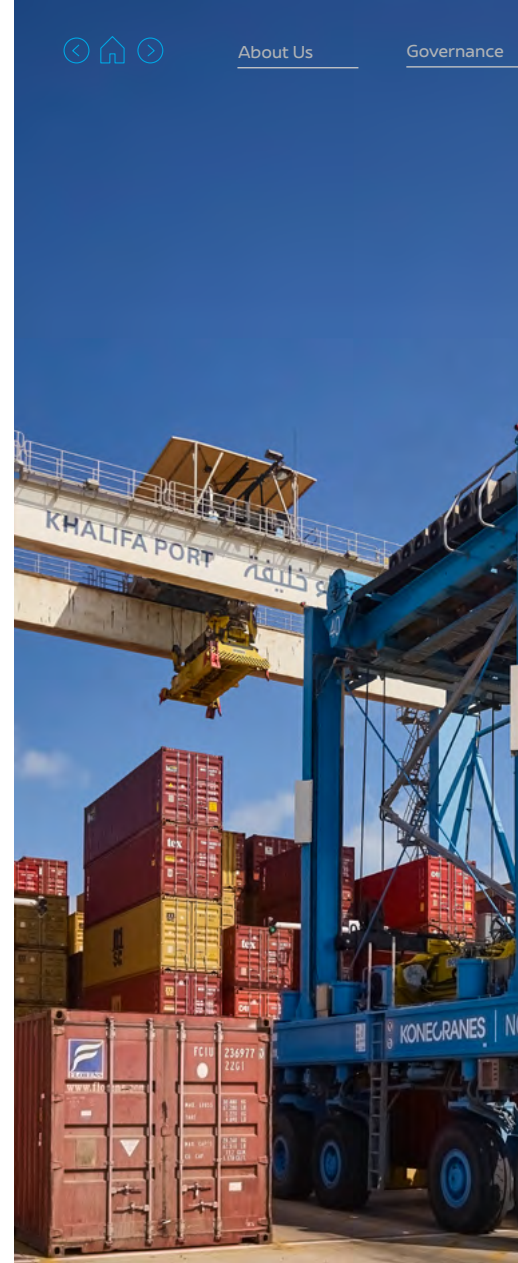
Used Oil (cubic meter)



Hazardous Waste Recycled (tonnes)



This year, 94 tonnes of hazardous waste were recycled, which is in line with the overall increase in hazardous waste generation.

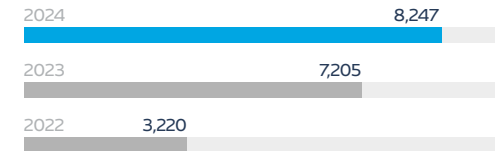


Waste Recycling at AD Ports Group

The total amount of non-hazardous solid waste recycled for AD Ports Group rose by 1,042 tonnes, marking a substantial 14% increase.

This growth was driven by a collaborative waste management approach with our valued partners, enhancing recycling rates across operations and making them an integral part of our success.

Non-Hazardous Solid Waste Recycled (tonnes)



Tyre Recycling and Rubber Reprocessing

The Group has implemented a comprehensive tyre recycling program to ensure responsible waste management and resource recovery. In collaboration with a local tyre recycling facility in the UAE, 100% of used tyres from our Logistics Cluster are recycled and repurposed into high-value products, contributing to environmental sustainability and practical applications.

The recycled rubber is transformed into



Fenders to enhance vessel safety and operational reliability in port operations.



Rubber Mats, which are used in community parks, children's play areas, and other public spaces.



Safety Flooring, Animal Comfort Mats, Shooting Tiles, Gym Flooring, and Alternative Fuel – Supporting various industries with durable, sustainable materials.



This initiative ensures that no rubber waste ends up in landfills, reinforcing our zero-landfill commitment whilst reducing environmental impact.

Circularity in Operation at Abu Dhabi Cruise Terminal

At Abu Dhabi Cruise Terminal, we prioritise circularity through a robust recycling program, achieving high recycling rates and ensuring every piece of waste is responsibly managed, giving materials a second life and minimising our environmental footprint.



Paper Recycling

Paper waste is collected, sorted, and sent to certified facilities to create new products, saving trees and reducing the use of virgin materials.



Plastic Recycling

Plastic waste is separated and recycled into raw materials for new products, keeping it out of landfills and oceans.



Metal Cans and Glass Recycling

Cans and glass items are melted and remade into new materials, conserving resources and saving energy.



Used Cooking Oil Recycling

Used cooking oil is converted into biodiesel and renewable fuels, supporting clean energy and preventing waste.

Through these efforts, we are working towards a bold goal: zero landfill waste for these materials. By collaborating with certified recycling partners and adhering to strict environmental standards, we are turning waste into valuable resources and building a more sustainable future. Every recycled item is a step closer to a circular economy, where nothing is wasted, and everything has a purpose.

Environmental Monitoring & Ecosystem Protection

Seawater & Outfall Discharge Monitoring

We are responsible for supplying seawater to tenants for their operations while also managing both the intake and outfall discharges to the marine environment within our designated boundaries.

To ensure optimal water use and effective discharge management, we have implemented stringent requirements. Since 2015, we have operated a seawater quality monitoring programme to assess the environmental impact of our activities on the marine ecosystem.

This programme uses advanced online Water Quality Monitoring Stations (WQMS) at three locations within our water limits. The monitoring network has expanded over time, adding new stations, incorporating additional parameters, and adopting innovative technologies to maintain data quality control.

In 2023, four more monitoring stations were added across our UAE ports. Water quality data from all stations is collected every 15 minutes, stored locally in data logs, and monitored continuously online. The specific water quality parameters monitored are outlined in the table below:



	Temperature (Celsius)
	Conductivity (mS/cm)
	Salinity (ppt)
	Total Dissolved Solids, TDS (g/L)
	pH
	Turbidity (NTU)
	Dissolved Oxygen (mg/L)
	Blue/Green Algae (µg/L)
	Chlorophyll (µg/L)

These monitoring stations are installed within the limits of Khalifa, Zayed, Musaffah and Mugharraq ports. The percentage compliance for the key performance parameters as per the limits recommended by the Environment Agency Abu Dhabi (EAD) are presented below.



Additionally, AD Ports Group achieved zero exceedance for two significant parameters, change in Temperature (Delta T) and Total Dissolved Solids (Delta TDS). The average delta T and delta TDS from discharged stations for the year 2024 are presented below.



To further enhance its marine environment management efforts, the Group is developing a comprehensive and robust system to monitor key parameters, including waste disposal from ships and the implementation of a ballast water management system. This system will ensure that aquatic organisms and pathogens are effectively removed or neutralised before ballast water is discharged, thereby preventing ecological contamination near ports.



Air Quality Monitoring

As our facilities are situated at fixed locations, often near communities and biodiverse areas, there is growing regulatory scrutiny on air emissions. Examples of these emissions include the primary and secondary pollutants (carbon monoxide, oxides of nitrogen, ground-level ozone, particulate matter (PM_{2.5} & PM₁₀), and Sulphur dioxides).

The Group regularly monitors these air pollutants through eight ambient air quality monitoring stations located across the AD Ports Group's facilities in UAE. These stations are remotely monitored 24/7, maintaining over 95% data capture rate to ensure real-time environmental management and compliance with National Ambient Air Quality Standards.



Sulphur Di Oxide



Hydrogen Sulphide



Nitric Oxide



Carbon Monoxide



Ozone



Particulate Matter

Non-Methane

Hydrocarbons

The air quality and meteorology monitoring stations are installed in KEZAD Al Ma'mourah HQ (1 Station), KEZAD Mussafah (4 Stations), KEZAD Al Ain (1 Station) and Khalifa Port (2 stations).

A new air quality monitoring station has been installed in KEZAD Area B to capture baseline air quality data and support the decision-making for new developments in this rapidly growing industrial area. This station will become operational in 2025, further strengthening the Group's ability to monitor and manage air quality in line with its sustainability commitments.

Compliance of the parameters within the Environment Agency Abu Dhabi (EAD) guidelines is presented below. Most of the pollutants are in compliance with EAD and National Air quality standards except a few exceedances on PM₁₀ & O₃.



Actions Undertaken to Manage Air Quality

A comprehensive program aligned with EAD and DMT (Department of Municipalities & Transport) standards has been implemented in collaboration with the Norwegian Institute for Air Research (NILU) to enhance air quality management.

This initiative includes real-time monitoring, emission inventory assessments, and advanced air quality modelling to mitigate pollution from industrial activities.

Additionally, measures have been adopted to reduce dust emissions from bulk solids handling at warehouses and port terminals. These include speed control for vehicles, use of tarpaulins to prevent material dispersion, routine road and equipment cleaning, and optimised loading/unloading processes to minimise airborne particles.

Investments in emission-reducing equipment further support these efforts, such as hopper modifications at Santander, a high-capacity hopper with dust control in Malaga, and enclosed warehouses to prevent open-air storage.

Noatum Terminal Santander also acquired a more efficient hydraulic shear for scrap metal operations, which reduces airborne particle emissions and minimises machinery movements.

The air quality monitoring network and the management initiatives reinforce the Group's commitment to environmental sustainability and regulatory compliance. Through advanced technology, real-time monitoring, and strategic partnerships, the Group ensures adherence to air quality standards.



Maritime Emissions Portal (MEP)

The Maritime Emissions Portal (MEP), which was implemented in 2023, continued its operation to support our understanding of emissions this year as well. It uses AIS data to track vessel movements and provide detailed emissions profiles for our ports.

This portal analyses key pollutants and greenhouse gases (GHGs), including CO₂, methane, and nitrous oxide, identifying areas for emissions reduction. By tracking GHG emissions from all chartered vessels, the MEP supports our decarbonisation efforts, enhances compliance, and improves operational efficiency.

864 tonnes

SO₂ (Sulfur Oxides)

12,996 tonnes

NO₂ (Nitrogen Oxides)

364 tonnes

PM₁₀ (Particulate Matter < 10.0 µm)

501 tonnes

VOCs (Volatile Organic Compounds)

350 tonnes

PM2.5 (Particulate Matter < 2.5 µm)

Carbon Accounting

The Group has implemented a state-of-the-art tool for monitoring the emissions related to its shipping activities, including the vessels it owns and charters.

This tool enables us to measure, benchmark, and report GHG emissions over specific reporting periods for all the vessels.

Key Features and Benefits

Emission Measurement

Precisely quantifies the carbon output from shipping activities, ensuring all sources of GHG emissions are accounted for.

Identification of Hot Spots

Highlights areas within the shipping operations where emissions are significantly higher, helping to pinpoint critical areas for attention.

Monitoring and Reporting

Ability to generate comprehensive reports, making it easier to share information with stakeholders and regulatory bodies.

Opportunities for Reduction

By identifying these hot spots, the tool also facilitates the discovery of potential opportunities for reducing emissions, supporting efforts in sustainability and compliance with environmental standards.



Type of Ship	Distance (nm)X Weight(mt)	CO2 (MT)	CII (gm/nmxmt)
Bulk Carrier	31,219,006,319	148,807	4.77
Container	7,600,360,809	760,095	9.79
General Cargo	184,243,003	5,788	31.42
RoRo Ship	15,431,470,200	171,163	11.09
Overall	24,435,080,295	1,085,853	8.73

Coral and Marine Monitoring

AD Ports Group has implemented a Marine Ecological Monitoring Programme to safeguard marine ecosystems and assess the impact of port construction and operations on coral reefs and other habitats. Initiated in 2008, the programme includes a baseline survey followed by three annual surveys in January, May, and September. Key habitats under monitoring include dense and sparse coral and seagrass areas, with 85 geo-referenced monitoring stations recording short video clips during each visit.

The Ras Ghanada Coral Reef, located off the coast of Abu Dhabi, is a valuable natural asset, possessing abundant biodiversity and providing a vital habitat for marine life. Recognising its importance, the Group is committed to conserving this essential ecosystem through dedicated initiatives. The Group conducts three surveys a year to assess the health of the corals at 85 ecological monitoring locations, performing in-depth health analysis.

Additionally, we undertake coral translocation as needed, with multiple successful translocations completed in the past. This ongoing commitment ensures the preservation of the Ras Ghanada Coral Reef, safeguarding its vibrant marine life for future generations. The entire design of Khalifa Port was configured to protect Ras Ghanada, ensuring that natural water currents continue to flow to and from the reef.

Additionally, an environmental breakwater was constructed at the cost of billions of Dirhams to safeguard the coral reef, reinforcing AD Ports Group's commitment to marine conservation.

The monitoring programme at Khalifa Port is designed to assess any changes in the critical habitats downstream, particularly focusing on key indicator ecosystems. Any shifts in environmental quality or the ecological integrity of these ecosystems could indicate potential issues such as insufficient or non-compliant practices by contractors and operators, external detrimental activities, or the influence of natural regional events. In 2024, the marine habitat distribution has largely remained consistent with previous years. Seagrasses have regenerated and expanded, whilst the coral area has remained stable, although the corals have become sparser.

Encouragingly, in May 2024, there was noticeable survival among coral recruits, signifying that new coral generations are thriving despite stressors—an important sign of resilience in the ecosystem.

Whilst siltation has reached the reef, no detectable changes were attributed to it. Pollution from the port was effectively managed, avoiding any negative impact on the corals or seagrasses. Furthermore, diseases were not introduced,

and the incidence of coral diseases remained very low, with no other diseases observed in fish, seagrasses, or turtles. Although over-fishing continues to be a challenge outside the port's control, species richness of corals and seagrasses was maintained, and no declines were recorded. The extent of dense and sparse corals, as well as seagrasses, remained unchanged. Overall, the ecological health of the coral and seagrass ecosystems remains strong, with coral health benefiting from a mild winter.



Assurance Statement



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Independent practitioner's assurance report

ABU DHABI PORTS COMPANY PJSC
Head Office, PO Box 54477,
Emirate of Abu Dhabi, United Arab Emirates

Scope

We have been engaged by ABU DHABI PORTS COMPANY PJSC (ADP) to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on ADP's in-scope sustainability disclosures in Appendix A (the 'Subject Matter') contained in ADP'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 ADP

In preparing the in-scope sustainability disclosures in Appendix A, ADP applied the Global Reporting Initiative Standards (GRI) (Criteria).

ADP's responsibilities

ADP's management is responsible for selecting the Criteria, and for presenting the Subject Matter 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 for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)') and the terms of reference for this engagement as agreed with ADP in August 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:

- Conducted interviews with key personnel to understand the process for collecting, collating and reporting the subject matter during the reporting period
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified
- Tested, on a sample basis, underlying source information to check the accuracy of the data

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 the in-scope sustainability disclosures in Appendix A (Subject Matter) for the year ending December 31, 2024, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of ADP for the publication of their 2024 Sustainability Report and is not intended to be and should not be used by anyone other than those specified parties.


Mobin Khan
Abu Dhabi, UAE
September 17th, 2025



Appendix A – In-Scope Sustainability Disclosures

Sustainability Disclosures	2024 Values
Total GHG Emissions ¹ (Scope 1, 2 & 3) (tCO ₂ e) – Location Based	Scope 1: 1,347,175 tCO ₂ e Scope 2: 69,423 tCO ₂ e Scope 3: 2,093,533 tCO ₂ e
Total GHG Emissions (Scope 1, 2 & 3) (tCO ₂ e) – Market Based	Scope 1: 1,347,175 tCO ₂ e Scope 2: 35,161 tCO ₂ e Scope 3: 2,087,124 tCO ₂ e
Total Energy Consumption (UoM) ²	Petrol: 3,316,736 Liters Diesel: 116,690,085 Liters Electricity: 263,650,950 kWh
Lost Time Injury Frequency ³ (LTIF)	16
Total waste generated ⁴ (tons)	Non-hazardous waste: 45,046 tons Hazardous waste: 653 tons
Total water consumption (L)	4,398 million liters
Diversity of workforce ⁵ (%)	27%
Local Procurement ⁶ (%)	70%
Number of CSR Initiatives ⁷ (#)	59
Preparation of report (claim)	in reference with GRI

¹ Reported GHG emissions does not encompass data from the following entities: ALM Shipping Management, K-shipping investment shipping LTD, Compagnie Maritime De Guinee, and Compagnie Des Chargeurs De Guinee SA
² Energy consumption is restricted to ADP's MENA operations and does not account for the consumption of Noatum's global operations
³ LTIF calculation of all incidents (including contractors) resulting in lost work time, including fatalities
⁴ Total waste generated includes solid hazardous and solid non-hazardous waste only. Hazardous liquid, used oil and sewage collected are excluded from this calculation
⁵ Gender diversity of workforce (permanent and temporary employees) of ADP including Noatum, that are employed as of December 31, 2024
⁶ Local procurement is defined as the sum of Purchase Orders (PO) issued to companies with a UAE-based commercial licenses
⁷ CSR initiatives benefiting the community completed in the year 2024 in line with ADP CSR strategy excluding Noatum initiatives

GRI Content Index

For the Content Index – Essentials With Reference option Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting with reference to the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

Statement of use		AD Ports Group has reported the information cited in this GRI content index for the period January to December 2024 with reference to the GRI Standards.					
GRI used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		Not applicable					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			UNGC Principles	UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
General disclosures							
GRI 2: General Disclosures 2021	2-1 Organisational details	6	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
	2-2 Entities included in the organisation’s sustainability reporting	7					
	2-3 Reporting period, frequency and contact point	3					
	2-4 Restatements of information	3					
	2-5 External assurance	105					
	2-6 Activities, value chain and other business relationships	6, 7, 8					
	2-7 Employees	56					5, 8, 10
	2-8 Workers who are not employees	-		Information Not Available	AD Ports Group currently report on full time employees alone at the group level.		
	2-9 Governance structure and composition	27					5
	2-10 Nomination and selection of the highest governance body	27					5, 10

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			UNGC Principles	UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
General disclosures							
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	4					
	2-12 Role of the highest governance body in overseeing the management of impacts	33					
	2-13 Delegation of responsibility for managing impacts	33					
	2-14 Role of the highest governance body in sustainability reporting	28					
	2-15 Conflicts of interes27	26					
	2-16 Communication of critical concerns	32					
	2-17 Collective knowledge of the highest governance body	4					
	2-18 Evaluation of the performance of the highest governance body	29					
	2-19 Remuneration policies	26					
	2-20 Process to determine remuneration	26					
	2-21 Annual total compensation ratio	29					
	2-22 Statement on sustainable development strategy	24					
	2-23 Policy commitments	26				1, 2	
	2-24 Embedding policy commitments	26				1, 2	
	2-25 Processes to remediate negative impacts	36, 37					
	2-26 Mechanisms for seeking advice and raising concerns	36					
	2-27 Compliance with laws and regulations	26				4, 5, 6, 10	
	2-28 Membership associations	39					
	2-29 Approach to stakeholder engagement	21, 22, 23					
	2-30 Collective bargaining agreements	26				3	

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			UNGC Principles	UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Material topics							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21, 22	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.				
	3-2 List of material topics	23					
Economic performance							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					8
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	41					8
	201-2 Financial implications and other risks and opportunities due to climate change	36, 37					8
	201-3 Defined benefit plan obligations and other retirement plans	41					8
	201-4 Financial assistance received from government	41					8
Procurement practices							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					12, 17
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	47					12, 17
Energy							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					12, 13
GRI 302: Energy 2016	302-1 Energy consumption within the Organisation	87, 88					12, 13
	302-2 Energy consumption outside of the Organisation	85					12, 13

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			UNGC Principles	UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 302: Energy 2016	302-3 Energy intensity	85					12, 13
	302-4 Reduction of energy consumption	89, 90				7, 8	12, 13
	302-5 Reductions in energy requirements of products and services	91					12, 13
Water and effluents							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					12, 14
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	94					12, 14
	303-2 Management of water discharge-related impacts	95				7, 8	12, 14
	303-3 Water withdrawal	94					12, 14
	303-4 Water discharge	94					12, 14
	303-5 Water consumption	94					12, 14
Emissions							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	82, 83, 84					13
	305-2 Energy indirect (Scope 2) GHG emissions	82, 83, 84					13
	305-3 Other indirect (Scope 3) GHG emissions	82, 83, 84					13
	305-4 GHG emissions intensity	85					13
	305-5 Reduction of GHG emissions	86, 89, 90				7, 8	13
	305-6 Emissions of ozone-depleting substances (ODS)	101, 102					13, 14, 15
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	101, 102					13, 14, 15

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			UNGC Principles	UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Waste							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					12, 13
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	96					12, 13
	306-2 Management of significant waste-related impacts	96					12, 13
	306-3 Waste generated	96					12, 13
	306-4 Waste diverted from disposal	97				7, 8	12, 13
	306-5 Waste directed to disposal	97					12, 13
Occupational health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					3
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	74					3
	403-2 Hazard identification, risk assessment, and incident investigation	76					3
	403-3 Occupational health services	75					3
	403-4 Worker participation, consultation, and communication on occupational health and safety	76					3
	403-5 Worker training on occupational health and safety	75, 76					3, 4
	403-6 Promotion of worker health	75, 76					3, 4
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	76					3

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			UNGC Principles	UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Occupational health and safety							
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	74					3
	403-9 Work-related injuries	76, 77					3
	403-10 Work-related ill health	76, 77					3
Diversity and equal opportunity							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					5, 10
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	27					5, 10
	405-2 Ratio of basic salary and remuneration of women to men	64					5, 10
Security Practices							
GRI 3: Material Topics 2021	3-3 Management of material topics	23					8
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	59					8
Customer privacy							
GRI 3: Material Topics 2021	3-3 Management of material topics	49					
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	49,50					

ISSB's IFRS S2 Climate-related Disclosures Content Index for AD Ports Group ESG Report

Core Content Governance		
Objective	To enable users of general purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.	
Reference no.	Requirement	Page Number
6. a).	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:	33
6. a.i)	How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s);	26,35
6. a.ii)	How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate related risks and opportunities;	34
6. a.iii)	How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;	24
6. a.iv)	How the body(s) or individual(s) takes into account climate related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;	80
6. a.v)	how the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitor progress towards those targets including whether and how related performance metrics are included in remuneration policies.	79, 14,23, 24
6.b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:	55
6.b.i)	Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee;	55, 27

Core Content		Strategy
Objective	To enable users of general purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.	
Reference no.	Requirement	Page Number
9. a).	The climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	80,82
9. d).	The effects of those climate-related risks and opportunities on the Entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning.	26,35
Climate-Related Risks And Opportunities		
10. a).	Describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	80
10. b).	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk.	80
10. c).	Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term— the effects of each climate-related risk and opportunity could reasonably be expected to occur.	80, 37,30
10. d).	Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	37
10. e).	Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term— the effects of each climate-related risk and opportunity could reasonably be expected to occur.	80, 30, 37
Strategy And Decision Making		
14. a).	Information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the entity shall disclose information about:	24
14. a.v).	how the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets.	24

Core Content Metrics and targets		
Objective	To enable users of general purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.	
Reference no.	Requirement	Page Number
Climate-Related Metrics		
29 a).	Greenhouse gases—the entity shall:	
29.a).i	Disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent, classified as:	82,83,84
29.a).(i).1	Scope 1 greenhouse gas emissions;	82,83,84
29.a).(i).2	Scope 2 greenhouse gas emissions;	82,83,84
29.a).(i).3	Scope 3 greenhouse gas emissions;	83,85,86
29.a).iii	Disclose the approach it uses to measure its greenhouse gas emissions including:	84
29.a).iii .1	The measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions;	84
29.a).iii .2	The reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and	84
29.a).iii .3	Any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	84

Core Content		Metrics and targets
Objective	To enable users of general purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.	
Reference no.	Requirement	Page Number
Climate-Related Targets		
33).	An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose:	84, 24
33).a	The metric used to set the target	102
33).b	The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	46
33).c	The part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region);	23,24
33).d	The period over which the target applies;	24
33).e	The base period from which progress is measured;	24
33).f	Any milestones and interim targets;	4
33).g	If the target is quantitative, whether it is an absolute target or an intensity target; and	30
34).b	The entity's processes for reviewing the target;	24
34).c	The metrics used to monitor progress towards reaching the target; and	24
35).	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	37
36).a	which greenhouse gases are covered by the target.	24
36).a	whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.	24
36).a	whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target.	24

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