AD PORTS GROUP

Enabling Sustainable Progress

Sustainability Report 2025

adportsgroup.com

The 2025 **Sustainability Report** details the evolution, impact and future outlook of our ESG commitments.

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About The Report

AD Ports Group has been listed on the Abu Dhabi Securities Exchange (ADX) since 2022, operating under its legal name, Abu Dhabi Ports Company PJSC.

Headquartered at Zayed Port in Abu Dhabi, the Group maintains a strategic presence in over 50 countries and a commercial presence spanning 158 countries.

This Sustainability Report covers the reporting period from January 2025 to December 2025. 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 143 of this report.

For any questions regarding the content of this report, please contact: gcsro.office@adports.ae

Reporting Principles

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

Managing Director and Group CEO Statement

2025 was a defining year in the history of AD Ports Group, when our ambition, discipline, and collective belief in a more sustainable future converged to deliver exceptional results.

Driven by the strength of our integrated business clusters and the dedication of our people, we achieved record revenue and net profit, and, for the first time since our public listing, turned free cash flow-positive for the full year. I am proud that our financial success was matched by meaningful progress in our sustainability journey.

This year, we launched our Group Sustainability Strategy 2026–2030, which is rooted in deep analysis and global best practice. Through a rigorous double materiality assessment, we identified the issues that matter most to our partners and stakeholders, such as climate action, nature conservation, workforce wellbeing, and ethical governance, and we built a roadmap with clear, timebound commitments that will shape our organisation for decades to come.

We also advanced our understanding of climate- and nature related risks by undertaking detailed impact assessments across our organisation, and by developing business cluster-specific mitigation plans and decarbonisation pathways aligned with our ambition to achieve net zero by 2050.

Significantly, AD Ports Group continued to advance its decarbonisation journey as its business continued to grow rapidly. In 2025, the financial intensity of our Greenhouse Gas (GHG) emissions, as measured per unit of revenue, decreased by 6% from 2024 levels, demonstrating the substantial progress we are making in decoupling emissions from business expansion. Across our operations, this commitment came to life in tangible ways.

Within our Maritime & Shipping Cluster, we deployed some of the world's most powerful electric tugboats, introduced plans to launch an electric hydrofoil pilot boat, and continued to renew our fleet with LNG-powered vessels. We also expanded critical enabling infrastructure for customers, including the rollout of shore-to-ship power, ship-to-ship LNG bunkering, and plans to develop the UAE's first private sector LNG and LPG terminals at Khalifa Port.

Our continuous climb in global ESG ratings reflects the increasingly successful integration of sustainability criteria into day-to-day operations across our portfolio, now spanning, through our own and representative offices, more than 150 countries.

Looking ahead, 2026 will be a year of acceleration, scaling our strategy across our global footprint. Guided by the vision of our wise leadership, we will continue to lead with purpose, conviction, and an unwavering belief that sustainability is both an imperative, and a strategic engine for long-term value creation.

Together, we will ensure that AD Ports Group remains not only a leader in global trade, but a force for resilience, progress, and positive change.

Captain Mohamed Juma Al Shamisi

Managing Director and Group CEO, AD Ports Group

Performance Highlights and Key Achievements

139
Decarbonisation Initiatives Planned by 2050

2,855 kWp
Solar PV Installed Cumulatively

10,303 Tonnes
Waste Diverted from Disposal

23%
Increase in Non-Hazardous Waste Recycling

47,960 MWh
Renewable Energy Certificates (RECs) Procured across the Group

6%
Decrease in Emission Intensity per unit of Revenue

87%
Employee Engagement Rate

24%
Women Workforce

91%
Customer Satisfaction Score

63%
Emirati Representation across our UAE Workforce

33
People of Determination (PoD)* Employed

AED 4.08 Million
CSR Investment

**Note: People of Determination (PoD) is the official term used in the United Arab Emirates to refer to persons with disabilities, reflecting a national approach that emphasises ability, inclusion, and empowerment.*

20%
Increase in Revenue

16%
Increase in Net Profit

1.32 Million
CSR Beneficiaries Globally

~85%
Suppliers are Local Within the UAE

AED 2.49 Billion
Spent on Local Suppliers

Sustainability and Digital Transformation on a Global Stage

In 2025, the Group gained global recognition for advancing sustainable and digital trade, earning a Guinness World Records™ for the most AI agents deployed in a logistics facility whilst accelerating low-carbon solutions such as LNG-powered vessels, LNG bunkering, e-tugs, and an e-hydrofoiling pilot boat.

Introduction

About AD Ports Group

AD Ports Group is a leading global enabler of trade, transport, industry, and logistics.

AD Ports Group is a major trade gateway to Abu Dhabi, one of the world's fastest growing economies. A major driver of non-oil GDP growth in the UAE, the Group leverages its integrated ecosystem of Ports, Economic Cities & Free Zones, Maritime & Shipping, Logistics, and Digital services to deliver unique, end-to-end solutions for global customers.

Listed on the Abu Dhabi Securities Exchange (ADX) since 2022, AD Ports Group is 75.42% owned by ADQ, a unit of L'IMAD, an Abu Dhabi sovereign investment holding company.

The Group is committed to advancing sustainability across its operations, embedding environmental stewardship, social responsibility, and strong governance into its long-term growth strategy.

Our Vision

Driving global trade through an integrated portfolio of world-class ports, industrial zones, and logistics supply chains.

Our Mission

To position Abu Dhabi at the frontier of global trade, by managing world-class global logistic value chains, driving operational excellence by leveraging digital technologies, meeting stakeholders dynamic needs, forging relationships, and maximizing shareholder value.

Our Values

- **Ready to respond**
- **Eager to collaborate**
- **Safe, secure & sustainable**
- **Innovative for excellence**
- **Fair & committed**

AD Ports Group At A Glance

Spanning the spectrum of trade and logistics, AD Ports Group's operations are organised, for financial reporting reasons, into four interconnected clusters: Ports, Economic Cities & Free Zones, Maritime & Shipping, and Logistics.

Together, these clusters facilitate global trade, enable economic diversification, and advance sustainability through responsible operations and long-term value creation.

Ports

34 terminals
(28 operational)

12.1 million
TEUs total container capacity

30-35 years
container terminal concession agreements in the UAE, with fixed and variable fees

59.5 million tonnes
general and bulk cargo volume handled

Economic Cities & Free Zones

55%
of UAE's industrial area

550 km²
of total land area in Abu Dhabi

40+
staff accommodation complexes with 139,000 beds under management

2,300+
investors from seven industries

Maritime & Shipping

301
vessel fleet

60
dry and liquid bulk, Ro-Ro and multipurpose vessels

62
vessel container feeder fleet with 166,000 TEUs capacity deployed on 29 services

89
ports connected across 36 countries through the container shipping network

Logistics

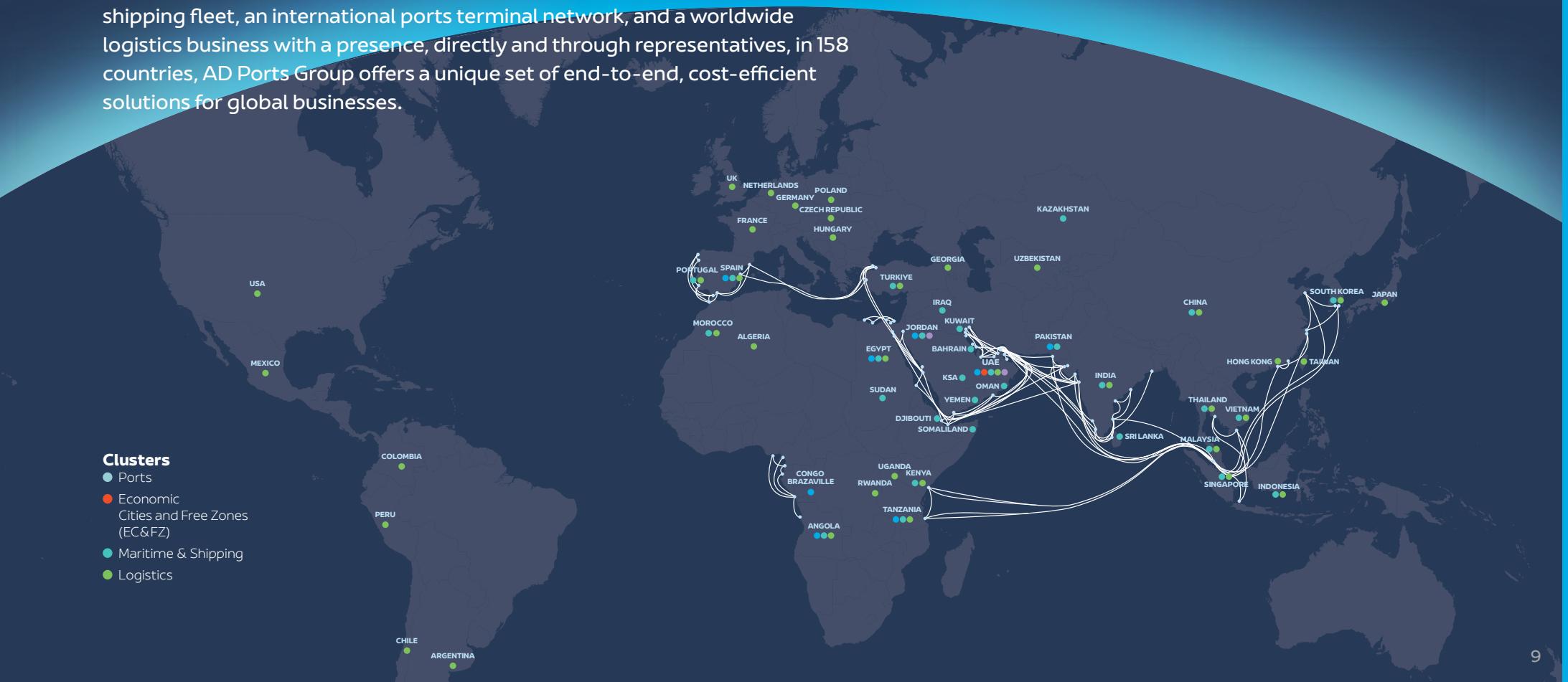
385,807 TEUs
of ocean freight volume

44,110 tonnes
of air freight volume

257,000 m²
total warehouse capacity across South and North America, Europe, Asia, and the Middle East

Our Global Presence

AD Ports Group is one of the world's fastest growing integrated trade, transport, development, and logistics groups. With a global maritime shipping fleet, an international ports terminal network, and a worldwide logistics business with a presence, directly and through representatives, in 158 countries, AD Ports Group offers a unique set of end-to-end, cost-efficient solutions for global businesses.



Value Creation Model

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

INPUT

FINANCE

- **69.40 AED** Billion Total Assets
- **15.33 AED** Billion Direct Operating Cost

OPERATIONAL

- Operations Across **50+** Countries
- **34** Terminals
- **301** Vessels Fleet

NATURAL

- **22,639,736** GJ Fuel Consumption
- **1,903,272** GJ Electricity Consumption
- **11,182 Million** Litres Water Consumed
- **139** Decarbonisation Initiatives Planned by 2050

INTELLECTUAL

- Established Innovation Department
- Launched the Abu Dhabi Knowledge Bridge
- Training and Skill Development Plans in Place
- Introduced IBTIKAR Programme
- Launch of Maritime Sustainability Research Center

HUMAN

- **9,221** Employees
- Employee Wellbeing, Equal Opportunity, Career Development Plans in Place

SOCIAL

- **4.08 AED Million** Invested in CSR Projects and Initiatives
- Code of Business Conduct for Suppliers
- Prioritising Local Sourcing to Support Local Economy and Job Creation

BUSINESS ACTIVITIES

OUTPUT

FINANCIAL

- 20.77 AED Billion Revenue
- 5.63 AED Billion Gross Profit

OPERATIONAL

- 12.1 Million + TEUs Total Container Capacity
- 59.5 Million tonnes of Bulk and General Cargo Handled

NATURAL

- Natural Capital Utilised to Deliver the Manufactured Output of TEUs and General Cargo Handled
- 2,855 kWp of Solar PV Installed
- 47,960 MWh of Renewable Energy Certificates (RECs) Procured across the Group
- 10,303 Tonnes of Waste Diverted from Disposal

INTELLECTUAL

- 6,294 Employees trained on Innovation
- 150+ Accredited Courses Offered by ADMA
- 2,767 Innovative Ideas Submitted Through Ibtikar
- 1,228 Sustainability-related Ideas Submitted

HUMAN

- 76% Males and 24% Females
- 107 Nationalities
- 22.2 Average training hours per UAE employee
- 63.17% Emiratis in the workforce.
- 19% of senior management positions held by women.
- 33 People of Determination (PoD Employed)

SOCIAL

- Sustainability Report and ESG Disclosures
- 55 CSR initiatives undertaken.
- Prioritising ADQ and Khalifa Fund companies

OUTCOME

FINANCIAL

- 20% YoY Growth in Revenue
- AED 3.21 Billion Disbursed to Employees as Compensation

OPERATIONAL

- Provided Business Opportunities to 575 Suppliers across the UAE
- Acting as a Leading Global Enabler of Trade, Transport, Industry, and Logistics

NATURAL

- Conservation of the Ras Ghanada Coral Reef
- Accelerating low-carbon solutions
- Compliant with Key Air Quality Parameters Set by the Environment Agency – Abu Dhabi (EAD)

INTELLECTUAL

- More than 3,400 Learners Engaged across Diploma and Degree Programmes
- 7 Journal Publications

HUMAN

- Maintaining an Inclusive and Safe Environment
- 87% Employee Engagement Rate

SOCIAL

- 84.52% of Suppliers are Local Within the UAE
- 91% Customer Satisfaction Score
- 100% Reported Cases of Discrimination & Harrassment Resolved in 2025

REINVEST PROFITS AND KNOW-HOW

The Group's ESG Strategy

Advancing a resilient future through our Sustainability Strategy

AD Ports Group's Sustainability Strategy is anchored in a clear long-term vision and mission that guides its approach to responsible growth and value creation.

Our Vision

Lead the transformation of global trade towards a more sustainable, resilient, and inclusive future for our communities and our planet.

Our Mission

To embed sustainability at the core of our operations by integrating ESG into decision-making, strengthening governance and transparency, and enabling more resilient, efficient, and sustainable trade and supply chains across all markets we serve.

Sustainability Strategy 2026–2030

1 Vision Statement

Leading the transformation of global trade towards a more sustainable, resilient, and inclusive future for our communities and our planet

3 Pillars

- Environmental Stewardship
- Social Impact and Responsibility
- Governance, Ethics and Transparency

6 Objectives

- Enable the low-carbon transition throughout our operations and value chain
- Preservation of the natural environment through proactive stewardship and promotion of circular economy in the value chain
- Support positive social impact and protect human rights across our value chain
- Create a safe and motivating work environment to help employees develop and excel
- Guide stakeholders through ethical practices and transparent reporting
- Promote a secure ecosystem protecting against data breaches, physical risks and business interruptions

12 Material Topics

- Greenhouse gas emissions
- Waste management
- Nature and biodiversity conservation
- Low carbon economy transition
- Human rights and labor conditions
- Health and safety
- Social impact and community investment
- Talent attraction, retention and development
- Ethical business conduct
- Data privacy and cybersecurity
- Responsible supply chain management
- Management of security risks

Approach to Developing the Sustainability Strategy

AD Ports Group's Sustainability Strategy took shape through a comprehensive methodology that reflects the Group's evolving business landscape, stakeholder expectations, and regulatory environment. Between 2022 and 2024, the Group significantly expanded its global footprint through a series of acquisitions and updated its Sustainability Strategy accordingly in 2025, aligning it with its evolving operational scale and strategic ambitions.

Four drivers underpin the strategy

Corporate Goals
Ensuring sustainability supports and enables the Group's growth ambitions and expansion strategy

Regulatory Requirements
Aligning with evolving national and international ESG regulations and standards

Stakeholder Expectations
Incorporating insights from the Double Materiality Assessment and stakeholder engagement

Risk Exposure
Identifying and managing emerging climate, nature, and ESG-related risks

These drivers define the strategic ESG direction and ensure that sustainability priorities are fully integrated across all business clusters and functions.

Essential to the formation of the Group's strategy was a thorough Double Materiality Assessment, which identified 12 material ESG priorities based on stakeholder feedback, peer benchmarking, and alignment with business priorities. These priorities anchor the sustainability framework, and guide target-setting and performance tracking.

The identified priorities reflect ESG impacts across the Group's value chain, including its own operations, upstream suppliers, and downstream customers, ensuring a comprehensive approach to managing ESG risks and opportunities.

Operationalising the Sustainability Strategy

In parallel, the Group conducted climate and nature risk assessments, aligned with leading frameworks, such as TCFD (Task Force on Climate-related Financial Disclosures) and TNFD (Task Force on Nature-Related Financial Disclosures), to evaluate potential impacts on operations and identify mitigation opportunities.

Nature and biodiversity considerations are integrated into project development and asset management processes, supported by environmental impact assessments and permitting requirements across land and marine operations. This ensures resilience against long-term environmental risks whilst enabling proactive decision-making.

These assessments enabled the Group to translate its strategy into measurable actions embedded across day-to-day operations, supported by a comprehensive framework of Group-wide policies, procedures, and governance mechanisms, which define roles, responsibilities, and controls for managing ESG impacts.

Oversight of the Sustainability Strategy rests with the Board of Directors, with execution led by the Group's executive management through governance committees and cluster-level leadership structures.

Strategic Framework for Sustainable Progress

The renewed strategy is grounded in:

Double Materiality Assessment Results

UN Sustainable Development Goals (SDGs)

The UAE's Net Zero 2050 Strategy

ADX ESG Disclosure Guidance

IMO Greenhouse Gas (GHG) Strategy

International Sustainability Standards Board (ISSB)

Task Force on Climate-related Disclosures (TCFD)

Task Force on Nature-related Financial Disclosures (TNFD)

Global Reporting Initiative (GRI) Standards

Pillars of Our ESG Strategy

Three pillars anchor the strategy, each linked to material topics and supported by clear, time-bound targets. These pillars provide a comprehensive framework to drive sustainable, responsible, and resilient growth across the Group.

Sustainability considerations, including climate, nature, and transition risks, are embedded into capital allocation decisions and major investment approvals to ensure long term financial resilience and value creation.

Looking ahead, the Group will continue to prioritise low carbon technologies, nature positive solutions, and digital resilience in future asset renewal and expansion, where operationally and economically feasible.

Environmental Stewardship

- Drive decarbonisation across its operations and value chain
- Support the transition to a low-carbon economy
- Protect and enhance natural ecosystems
- Promote circular economy practices through effective waste management

Material topics under this pillar include greenhouse gas emissions, low-carbon transition, biodiversity conservation, and waste management. To operationalise these priorities, the Group has established decarbonisation pathways, invested in low-carbon infrastructure, and initiated nature-based solutions.

Social impact and Responsibility

- Upholding human rights and fair labour practices
- Enhancing employee wellbeing, safety, and engagement
- Attracting, retaining, and developing talent
- Investing in community development and social initiatives

Material social topics include human rights, health and safety, community investment, and talent development. The Group has implemented robust policies, training programmes, and monitoring systems to ensure high standards of workplace safety, employee satisfaction, and community impact.

Governance, Ethics, and Transparency

- Advancing responsible supply chain management
- Strengthening data privacy and cybersecurity
- Managing physical and operational security risks
- Maintaining and promoting ethical business conduct and anti-corruption practices

AD Ports Group integrates ESG considerations into governance structures and decision-making processes, ensuring accountability and transparency across all operations. The Group has established comprehensive frameworks, including codes of conduct, supplier standards, and risk management systems, to uphold high governance standards and build stakeholder trust.

Targets, Monitoring, and Implementation

To ensure effective implementation, AD Ports Group has defined clear, time-bound targets and KPIs for each material priority, using 2024 as the baseline year, reflecting the Group's consolidated operational footprint following recent acquisitions.

Performance against targets is regularly reviewed to assess effectiveness and inform continuous improvement. Performance is monitored through the following.

- A centralised KPI tracking system
- Defined data governance and validation processes
- Regular performance reviews and ESG scoring
- Integration into internal reporting and annual disclosures

Operational enablers of the Sustainability Strategy include

- Integration of ESG into investment decision-making
- Development of cluster-level decarbonisation plans
- Embedding ESG into Enterprise Risk Management (ERM)
- Establishment of a Group-wide ESG Management System
- Alignment of CSR initiatives with strategic ESG priorities

Time Bound ESG Targets

Selected ESG KPIs are integrated into performance management processes, reinforcing accountability and incentivising the achievement of sustainability targets across the organisation. Additionally, the Group has achieved multi-standard ISO certifications across quality, environment, health and safety, energy, and business continuity, ensuring alignment with global best practices. These mechanisms ensure accountability, consistency, and transparency in tracking progress, whilst enabling continuous improvement across all ESG dimensions.

Strategy Pillar	Material Topics	Target	Timeline	Target Year
Environmental Stewardship	Greenhouse gas emissions	Reduce group-level Scope 1, 2, and 3 emissions by 22% from the 2024 baseline	Short-Term	2034
	Low-carbon economy transition	Decrease year-on-year % of GHG emissions intensity per TEU or tonne of cargo	Annual	Annually
	Nature and biodiversity conservation	Increase year-on-year spend on nature-based solutions, and undertake at least one solution initiative to enhance biodiversity	Annual	Annually
	Waste management	Attain year-on-year increase in waste recycling to achieve 75% recycling rate of total solid waste generated by 2030	Short-Term	2030
Social Impact and Responsibility	Human rights and labour conditions	Train 95% of employees on human rights, including awareness of the Group's Human Rights Policy and Framework	Short-Term	2028
	Social impact and community investments	Minimum five CSR-approved initiatives per year for each cluster	Annual	Annually
	Health and safety	Maintain zero fatalities among AD Ports Group employees across all sectors by 2030	Short-Term	2030
	Talent attraction, retention, and development	Increase employee satisfaction to 80% by 2028	Short-Term	2028
Governance, Ethics and Transparency	Ethical business conduct	Ensure 95% of employees complete annual code of conduct training	Annual	Annually
	Responsible supply chain management	Ensure 95% of all new UAE-based suppliers (excluding one-time suppliers) complete sustainability onboard section in procurement process by 2030	Short-Term	2030
	Management of security risks	5% reduction in frequency of physical security events across all clusters	Short-Term	2027

Governance, Ethics and Transparency

Ethical Business Conduct

The Group's governance framework is the foundation of its sustainable development strategy.

The Board of Directors has formally committed to integrating sustainability considerations, including climate resilience, social responsibility, and ethical conduct, into strategic decision-making, capital allocation, and risk management.

The Group strengthened its corporate governance framework in 2025, enhancing Board oversight, risk management, and compliance functions.

Strengthening Oversight to Support Resilient, Sustainable Growth

In 2025, AD Ports Group strengthened its corporate governance framework, enhancing Board oversight, risk management, and compliance functions to support effective decision-making and accountability. These enhancements supported the Group's growth in scale, geographic reach, and operational complexity across ports, maritime, logistics, and industrial ecosystems in a volatile global trade environment.

Across the corporate governance framework, the Group focused on reinforcing oversight, clarifying accountability, and improving the quality and timeliness of information provided to senior management and the Board of Directors. The result was a more integrated and decision-oriented supervisory framework, one that not only safeguards assets and reputation, but also supports predictable performance, disciplined capital allocation, and long-term value creation.

This commitment is reflected in the Board's oversight of the Group's five-year strategic plan, the establishment of a dedicated ESG & Sustainability Committee, and the inclusion of ESG performance metrics in executive remuneration. The Board and its relevant committees review material sustainability, climate-related, and ESG risks as part of their formal agenda at least annually, with progress updates provided to the Board on a regular basis.

Key achievements during the year included strengthened Board governance and strategic oversight, a material enhancement in the structure and execution of enterprise risk management and internal controls, and continued improvement in the precision and consistency of compliance oversight. Collectively, these developments enhanced the Group's ability to anticipate, manage, and respond to risks inherent in enabling global trade across diverse markets and jurisdictions.

Corporate Governance, Greater Board Effectiveness, Oversight, Accountability

The Board of Directors continued to strengthen AD Ports Group's Corporate Governance Framework during the year to ensure it remains robust, responsive, and aligned with the Group's evolving business model and international footprint.

A central focus was the comprehensive review and update of the Board Charter, alongside the charters of the Board Audit and Risk Committee, Board Strategy and Investment Committee, and Board Remuneration and HR Committee. These updates clarified mandates, responsibilities, and decision rights, strengthening oversight, improving committee effectiveness, and reinforcing accountability across key areas of governance.

The Board also reviewed and approved core integrity and governance frameworks, including the Code of Conduct and Business Ethics, the Fraud Control Framework, the Anti-Bribery and Anti-Corruption Policy, and the Whistleblowing and Investigations Policy. These actions reinforced ethical standards across the Group, and supported consistent expectations for behaviour, transparency, and escalation across diverse operations and geographies.

The Whistleblowing and Investigations Framework provides confidential and anonymous reporting resources, with explicit protection against retaliation for individuals who raise concerns in good faith.

A further milestone in 2025 was the Board's dedicated strategy workshop, which provided a structured forum to review and challenge the Group's five-year strategic direction.

The workshop strengthened Board engagement in long-term value creation, enabling Directors to assess emerging opportunities and risks arising from global trade dynamics, regulatory developments, and geopolitical conditions.

The result was deepened alignment between strategy, risk appetite, and investment priorities, supporting more informed oversight of management execution.

> Together, these governance developments reinforced the Board's effective stewardship of the Group, strengthening strategic alignment, ethical conduct, and oversight in support of AD Ports Group's mission to enable global trade.

The Board of Directors continued to strengthen the Group's Corporate Governance Framework to meet evolving business needs.

Board Formation and Governance

In 2025, our Board of Directors leveraged its members' unique mix of skills, extensive experience, and common commitment to the highest corporate governance standards to drive the Group's ambitions and operational excellence. Directors are selected for their expertise and critical leadership.

The Board election during the 2025 General Assembly Meeting followed due process for member renewal after the conclusion of Directors' three-year terms. Under the AD Ports Group Corporate Governance Framework, the Remuneration and Human Resources Committee (RHRC) considered candidate profiles and experience, taking into consideration overall Board composition and diversity, as well as the expertise that new Board members would contribute.

AD Ports Group maintained a structured Board of Directors supported by formal nomination and remuneration policies, in line with the AD Ports Group Board Charter.

The Board included one female director, representing 11% of total Board membership. The Group recognises the importance of gender diversity at Board level as part of effective governance.

Gender diversity considerations are embedded within the Board nomination and succession planning framework, with the Remuneration and Human Resources Committee (RHRC) regularly reviewing opportunities to enhance diversity in Board appointments.

The Group is also committed to promoting gender diversity across its wider employee workforce.

Conflict of Interest Management

Conflicts of interest may arise where personal, financial, or external interests have the potential to influence, or appear to influence, objective decision-making. AD Ports Group manages such situations in line with its Conflict-of-Interest Policy, which sets out mandatory disclosure requirements, as well as controls to safeguard the integrity of business decisions.

Employees and relevant stakeholders are required to disclose actual, potential, or perceived conflicts of interest as they arise and through the annual conflict of interest declaration process, which ensures that disclosures remain accurate and up to date.

Disclosures may relate to outside business activities, personal relationships, financial interests in counterparties, or involvement in decisions where impartiality could reasonably be questioned. Reported conflicts are reviewed through established channels, and appropriate safeguards are applied where necessary.

These may include recusals from specific decisions, reassignment of responsibilities, enhanced supervisory oversight, or other measures defined within the Conflict-of-Interest Policy.

The policy also applies to procurement, contracting, and third-party engagement activities, where conflicts can present heightened exposure. Employees are expected to declare relevant interests promptly and to seek guidance if uncertainty arises.

These measures help ensure that decisions are made objectively and are aligned with the Group's ethical standards and governance expectations.

Collective Knowledge Development

To maintain institutional knowledge within the Board of Directors, AD Ports Group provides onboarding for new members covering the Group's business model, risk profile, governance framework, and ESG commitments.

In 2025, the Board participated in dedicated awareness sessions on emerging topics including geopolitical risk assessment, climate-related financial disclosures, and evolving compliance obligations in international trade. The Board's collective expertise spans ports operations, maritime logistics, finance, legal and regulatory affairs, sustainability, and risk management.

Board Diversity

The Chair of AD Ports Group's Board of Directors is H.E. Mohamed Hassan Alsuwaidi, who serves as an Independent Non-Executive Director. The Chair is not an executive officer of the Group, ensuring separation of Board leadership from day-to-day management. This structure supports independent oversight and reinforces accountability to shareholders.

Of the nine Board members, eight (89%) are classified as Independent Non-Executive Directors. The Managing Director and Group CEO is the sole executive director. Independence determinations are reviewed annually based on Capital Market Authority (CMA) criteria.

Members	Position	Age Group
H.E. Mohamed Hassan Alsuwaidi	Chairman, Independent Non-Executive Director	30-50
Mr. Khalifa Sultan Al Suwaidi	Vice Chairman, Independent Non-Executive Director	30-50
Capt. Mohamed Juma Al Shamisi	Managing Director and Group Chief Executive Officer	30-50
Mr. Jasim Husain Thabet	Independent Non-Executive Director	30-50
H.E. Mansour Mohamed Al Mulla		30-50
Mrs. Najeeba Hassan Al Jabri		30-50
Mr. Gil Adoteye Adotevi-Akue		30-50
H.E. Mohamed Ibrahim Al Hammadi		Over 50
Mr. Renzo Bravo Calambrogio		Over 50

Board Committees

Audit and Risk Committee (ARC)

The Audit and Risk Committee 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 Board and Management by ensuring the robustness and effectiveness of various governance aspects.

In line with the CMA Governance Guide, the ARC is comprised of non-executive, independent members of the Board who are well versed in financial and accounting matters and includes at least one member who is an expert in financial and accounting affairs.

The Committee is responsible for assessing and approving the adequacy and effectiveness of the Group's internal control systems, whilst requiring management to design, implement and maintain appropriate risk management, compliance, governance and internal control procedures.

Remuneration and Human Resource Committee (RHRC)

The Remuneration and Human Resources Committee (RHRC) plays a vital role within AD Ports Group, supporting the Board in fulfilling its governance responsibilities with an unwavering commitment to due care and diligence. Under the leadership of the RHRC Chairman, 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 and Investment Committee (SIC)

The Strategy and Investment Committee (SIC) of AD Ports Group 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 SIC Chairman, the SIC plays a pivotal role in guiding the Group towards sustainable growth and value creation.

Board committees oversee Group strategy, human resources, and audit and risk policies.

Management Committees

To guarantee effective governance practices, mitigate associated risks, and maintain clear decision-making, the Managing Director and Group CEO has established a series of management committees. To better advise and assure shareholders, and provide a platform for receiving and discussing operational updates, the following were assembled.

Executive Management Committee (ExCom)

The Executive Management Committee focuses on Group and subsidiary strategies, business planning, budgeting, financial reporting, and Group risk, compliance, and internal control management. The committee directs the Group's activities by setting concrete goals, objectives, targets, and strategies.

The committee also provides the infrastructure for the Group's success through the following mechanisms.

- Purposeful, effective, and efficient legal and organisational structures
- An integrated, cross-functional approach to risk control and management
- Succession planning, which identifies, trains, and selects successors for critical positions
- Digital strategies aligned with the Group business goals

Tender Board Committee

The Tender Board Committee approves commitments and other decisions on the procurement of goods and services, in accordance with the approved Delegation of Authority (DoA).

- Maintain the integrity of and exercise control over the procurement process
- Ensure compliance with the Procurement Policy and Procurement Procedures Manual
- Review and advise on other matters as required by the DoA and/or the Competent Authority (authority to approve a procurement-related matter)

Strategy and Investment Committee

The Strategy and Investment Committee looks after merger and acquisition proposals, greenfield/brownfield, project finance, investment opportunities, asset sales, and funding for capital expenditures or abandonment. The committee reviews and endorses the following activities for ExCom approval in accordance with the Group's DoA the following.

- Growth strategies into international markets, plans for diversification, and any material changes in strategic direction
- All material financing (including treasury activities, project financing, and refinancing) activities that require Board approval
- The strategic rationale for investment in companies and/or the acquisition or construction of material assets, as well as the findings of due diligence reports, negotiations of investment terms, and binding offers Policies underlying the Group's funding plan, ensuring adequacy and soundness in providing for operational and capital requirements, as well as recommendations to the Board related to the Group's capital and debt structure, articulating policies for hedging of currency and interest rate risk
- Corporate strategy, five-year business plan, annual budget, and corporate scorecard, scoping long-term business strategy and any subsequent material changes

ESG and Sustainability Committee

The Environment, Social, Governance (ESG) and Sustainability Committee oversees ESG commitments, policies, and performance. It guides the development of the Group's ESG and sustainability strategy, coordinates integration of ESG principles across all business entities, and defines synergies in governance and responsible business practices. Its scope includes,

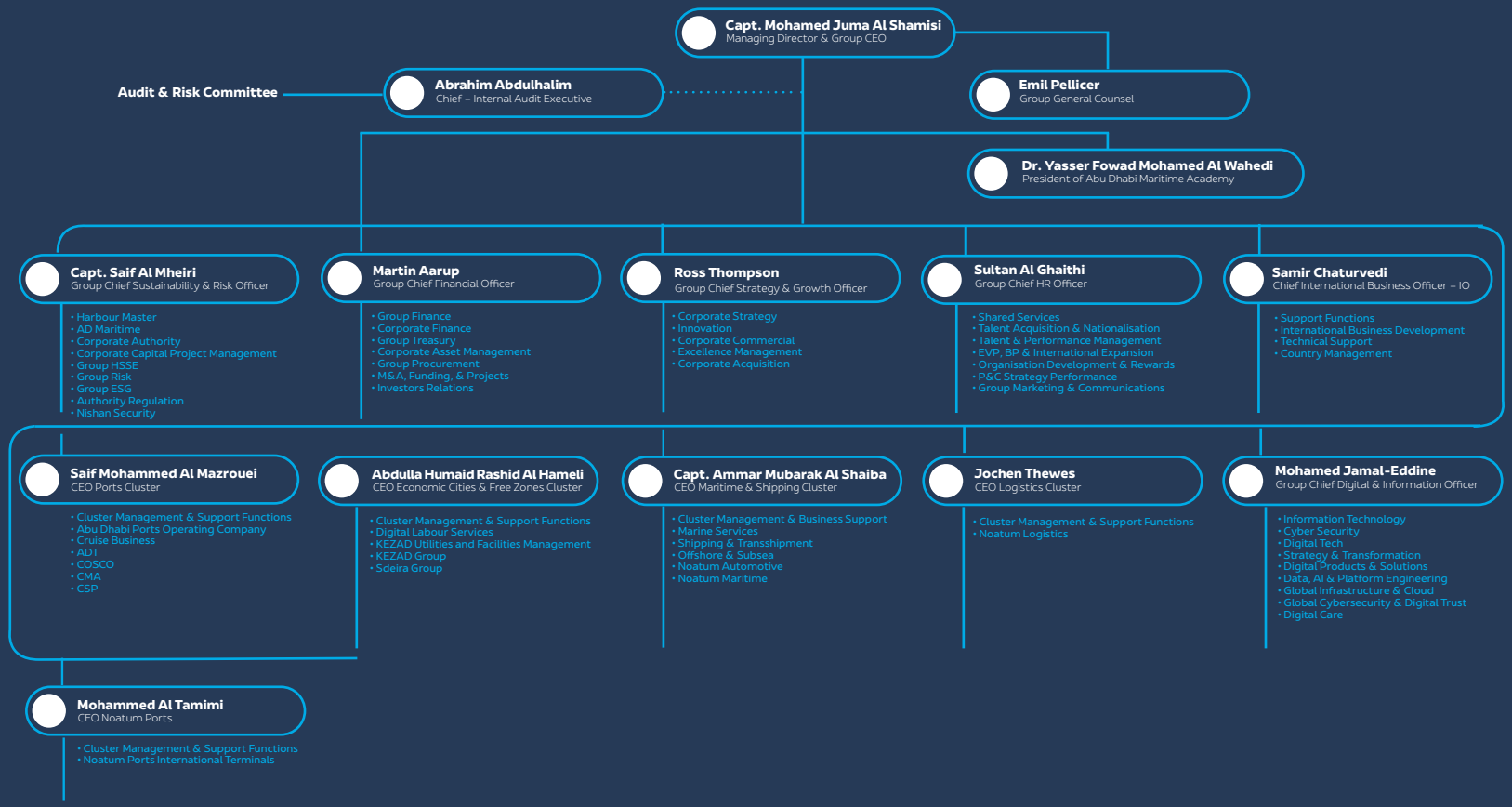
- Endorsing and articulating Group, cluster, and subsidiary ESG and related sustainability strategies in line with national and international ESG agendas
- Ensuring compliance with relevant regulatory requirements and other material obligations
- Communicating Group ESG initiatives and disclosures to stakeholders
- Directing ESG workstreams across the Group, clusters, and subsidiaries, and allocating related budgets and resources
- Overseeing ESG initiative and programme performance and recommending changes when necessary

The ESG & Sustainability Committee reviews and endorses the Group's annual sustainability and ESG disclosures prior to submission to the Board of Directors for final approval.

The Board receives a formal briefing on sustainability performance, material topics, and stakeholder concerns at least once annually. This process ensures that sustainability reporting is subject to the same level of governance scrutiny as financial reporting.

AD Ports Group Operating Model

Organisation Structure



Evaluation of Performance

Board performance evaluations are conducted periodically with the support of an independent external advisor, and findings are used to inform governance enhancements.

AD Ports Group engaged the Institute for Corporate Governance Hawkamah in 2025 to conduct the Board evaluation. The process included distributing an online, confidential questionnaire to gather feedback from Directors on the performance of the Board and its subcommittees.

Regular board performance evaluations inform the Group's governance enhancements.

The assessment identified a strong governance foundation, as well as the Group's work to continuously strengthen governance practices.

The evaluation also underscored the Board's dynamic quality, diverse skills and experiences, and work to foster a positive organisational culture, enabling proficient strategic decision-making and an effective challenge of executive management.

Overall, the evaluation highlighted the robustness and positive attributes of the Board, whilst also highlighting areas for potential enhancement.

Risk Management and Internal Controls, Building an Integrated, Forward-Looking Risk Controls Capability

In 2025, AD Ports Group significantly improved the maturity, structure, and decision-relevance of its Risk Management function, reflecting the Group's expanding footprint, as well as heightened volatility across global trade, geopolitics, and regulation.

Oversight of material risks, including sustainability and climate related risks, is retained by the Board of Directors and exercised through formal governance and committee structures.

A Group Risk & Internal Control Transformation Programme was launched, supported by a phased roadmap spanning rapid enhancements, embedment, and longer-term capability building.

This programme established a scalable and consistent risk and controls operating model across clusters and subsidiaries, strengthening enterprise oversight, execution discipline, and the resilience of trade-critical operations. Strategic risk sensing was materially enhanced through the systematic application of PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analysis, industry trend mapping, and structured benchmarking against internal strategy and reputable external sources.

Sustainability-related risks are fully embedded within the enterprise risk management framework rather than managed in isolation.

These tools improved early-warning capability and scenario framing, enabling better preparedness for potential disruptions affecting trade corridors, customers, and critical assets.

The Group also standardised its enterprise risk taxonomy, reinforcing consistent classification across strategic, financial, operational, and compliance risks (COSO Framework). Material sustainability and climate related risks are explicitly incorporated into the enterprise risk register, assessed with common methodologies and considered within the Board approved risk appetite framework. This improved comparability and portfolio-level insight, supporting clearer prioritisation of mitigations and higher quality reporting to senior management and the Board.

A further advance was the deeper integration of risk management with internal control governance. Enhanced mapping between risks and Entity-Level Controls (ELC), Process-Level Controls (PLC), and IT General Controls (ITGC) established clearer assurance pathways, including structured Test of Design and Test of Effectiveness approaches, and more transparent remediation governance.

These changes strengthened confidence in residual risk assessments, and reinforced operational reliability across core processes.

Finally, governance and reporting cadence were enhanced through clearer enterprise-level risk views, including consolidated heatmaps and radars aligned with recognised standards and the Three Lines of Defence model of business and operations, risk and oversight functions, and internal audit.

This provided the Board and its Audit & Risk Committee with more coherent, action-oriented insight into material risk trends and mitigation progress.

A Code of Conduct and anti-corruption policies to all employees and relevant third parties.

Compliance, Strengthening Consistency, Oversight, and Operational Accountability

The Group's Compliance framework is underpinned by a formal Code of Conduct, and by compliance and anti-corruption policies, which are mandatory and applicable to all employees, management, and relevant third parties across the Group's global operations.

Compliance oversight is embedded within the Group's governance structure, with regular reporting and escalation to senior management and relevant Board level committees to support effective oversight of compliance risks and control effectiveness.

The Group maintains confidential speak-up and whistle-blowing channels, accessible to employees and external stakeholders, enabling concerns to be reported anonymously and without fear of retaliation, in line with the Group's non-retaliation commitments.

Mandatory compliance and ethics training is provided on a recurring basis and as part of the on-boarding process, with enhanced focus on high-risk roles and senior management to support consistent understanding and groupwide application of policy requirements.

Disciplinary measures for confirmed breaches are applied consistently across all levels of the organisation, including senior management, reinforcing accountability, and ethical conduct. During the reporting period, identified compliance incidents are investigated in accordance with established procedures, and are addressed through remedial actions, supporting the ongoing effectiveness of the Group's compliance control environment.

The Compliance framework explicitly covers anti-bribery and anti-corruption, sanctions compliance, and financial crime prevention, reflecting the Group's international footprint and exposure to regulated markets.

Political Contributions and Lobbying

AD Ports Group does not make contributions to political parties, politicians, or political action committees in any jurisdiction. The Group's Policy on Political Engagement, approved by the Board, prohibits direct or indirect political donations.

Where the Group engages with governments on policy matters (e.g., trade facilitation, port regulations), such engagement is conducted transparently, consistent with applicable lobbying disclosure laws, and reported annually to the Board.

AD Ports Group recognises that transparent and responsible engagement with public institutions and industry platforms is essential to maintaining trust, mitigating corruption risks, and supporting sustainable economic development.

The Group has a precautionary and governance-led approach to political influence and public policy engagement.

The Group does not engage in political party memberships, political campaigning, or electoral activities. AD Ports Group does not make financial or in-kind contributions to political parties, candidates, or political organisations at any level.

The Group does not undertake lobbying activities, nor does it engage external lobbyists. Any interactions with public authorities are conducted strictly for regulatory, operational, or compliance-related purposes and are governed by applicable laws, the Group's Code of Conduct, and Antibribery and Anticorruption policies.

AD Ports Group participates in select industry associations and international organisations with the objective of supporting technical collaboration, knowledge exchange, operational excellence, and sustainability best practices within the transport, maritime, logistics, and infrastructure sectors.

The Group does not participate in, nor provide funding to, trade associations that actively oppose climate-related regulation or whose advocacy positions are misaligned with climate science or the objectives of the Paris Agreement.

Where the Group engages through collective platforms or industry associations, alignment with its sustainability strategy and climate commitments is a key consideration and subject to periodic review.

AD Ports Group's policy-related engagement is expected to be consistent with its climate objectives, decarbonisation pathway, and public sustainability disclosures.

Stakeholder Engagement & Double Materiality Assessment

Stakeholder engagement is undertaken continuously through formal and informal channels across the Group's operational footprint.

Engagement mechanisms promote transparency, open dialogue, and feedback, ensuring that stakeholder perspectives are systematically considered in business planning, project development, sustainability initiatives, and risk management processes.

Stakeholder Engagement

AD Ports Group recognises that effective and ongoing stakeholder engagement is a critical enabler of responsible growth, risk management, and long-term value creation. In addition to engagement through the Double Materiality Assessment, the Group maintains structured stakeholder engagement programmes across its operations and value chain.

These programmes are designed to capture stakeholder expectations, identify emerging risks and opportunities, and inform decision-making at strategic and operational levels.

Key Stakeholder Groups and Engagement Mechanisms

The Group engages with a diverse range of stakeholders, including employees, suppliers, customers, government entities, local communities, investors, industry bodies, academia, non-governmental organisations, and the media. Engagement activities include, but are not limited to the following. The Group will continue engaging stakeholders on a regular basis to monitor emerging ESG issues and to inform future updates to its materiality assessment.

Stakeholder Group	Modes of Engagement	Frequency
Employees	Engagement on health and safety, wellbeing, skills development, ethical conduct, and organisational culture	Ongoing engagement, with formal interactions conducted on a monthly basis
Suppliers	Supplier engagement focused on ESG compliance, human rights, HSE performance and supply chain risk management	Regular engagement conducted on annual basis and as required
Government authorities and regulatory bodies	Ongoing regulatory dialogue on environmental, social, and safety topics relevant to port and logistics operations	Continuous engagement in line with regulatory requirements
Customers and clients	Customer feedback surveys, account management, service quality assessments, client consultations	Periodic engagement, including biannual customer feedback
Local communities	Community engagement programmes, public consultations and social impact assessments	Structured engagement conducted periodically, with key discussions held annually
Shareholders and debt holders	Investor meetings, financial and sustainability disclosures, shareholder communications	Ongoing engagement, aligned with reporting cycles and key corporate announcements

Stakeholder Group	Modes of Engagement	Frequency
Media and press	Press releases, media briefings, interviews, participation in industry events, social media engagement	Ongoing engagement, aligned with announcements, events and external disclosures
Industry associations and trade bodies	Membership participation, collaboration on best practices, policy discussions, knowledge-sharing initiatives	Active participation on a periodic quarterly basis
Academic and research institutions	Research collaborations, internships, talent development, joint sustainability initiatives, conferences	Engagement conducted on an annual and project-specific basis
Non-governmental organisations (NGOs) and environmental groups	Engagement on biodiversity, environmental protection, community impacts, and sustainability project implementation	Periodic and project-based engagement

"We are a participant of the United Nations Global Compact and are committed to aligning our operations and strategies with its Ten Principles in the areas of human rights, labour, environment, and anti-corruption."

Driving Sustainable Dialogue Across Global Platforms

Building on the momentum of previous years, AD Ports Group's Chief Sustainability & Risk Officer, Capt. Saif Al Mheiri, continued to strengthen AD Ports Group's sustainability leadership through active participation in major regional and international forums throughout 2025.

He represented the Group across a wide range of sustainability, maritime, logistics, energy, and climate focused events, reinforcing the organisation's commitment to environmental stewardship and decarbonisation.

15 engagements across international conferences, summits, and strategic forums contributed to discussions on maritime decarbonisation, clean fuels integration, renewable energy, emissions reduction, sustainable infrastructure, and climate resilience.

The engagements included keynote speeches, panel discussions, roundtable sessions, and technical presentations at globally recognised platforms such as Abu Dhabi Sustainability Week, Clean Fuels MENA Forum, Nor Shipping's DNV Maritime Leaders' Summit, ADIPEC, and the IMO World Maritime Day Parallel Event.

Throughout these engagements, Capt. Saif highlighted AD Ports Group's progress in fleet decarbonisation, electrification, renewable energy integration, AI enabled operational efficiencies, and the adoption of cleaner fuels across port and maritime operations. He also emphasised the importance of collaboration between industry stakeholders, regulators, and policymakers to accelerate the transition towards a low-carbon and sustainable maritime ecosystem.

Events such as the New Energy Investor Summit, Forbes Middle East Sustainability Leaders Summit, and CARE MENA Forum showcased the Group's role in advancing sustainable transport and logistics solutions, while forums including the Port Authorities Round Table in Osaka and the ASEAN GCC Economic Forum strengthened international dialogue on resilient and future-ready infrastructure.

> Through his participation in these high level engagements, Capt. Saif reaffirmed AD Ports Group's commitment to supporting the UAE's sustainability ambitions and contributing to the global transition towards cleaner, smarter, and sustainable port and logistics operations.

Focus on Local Communities

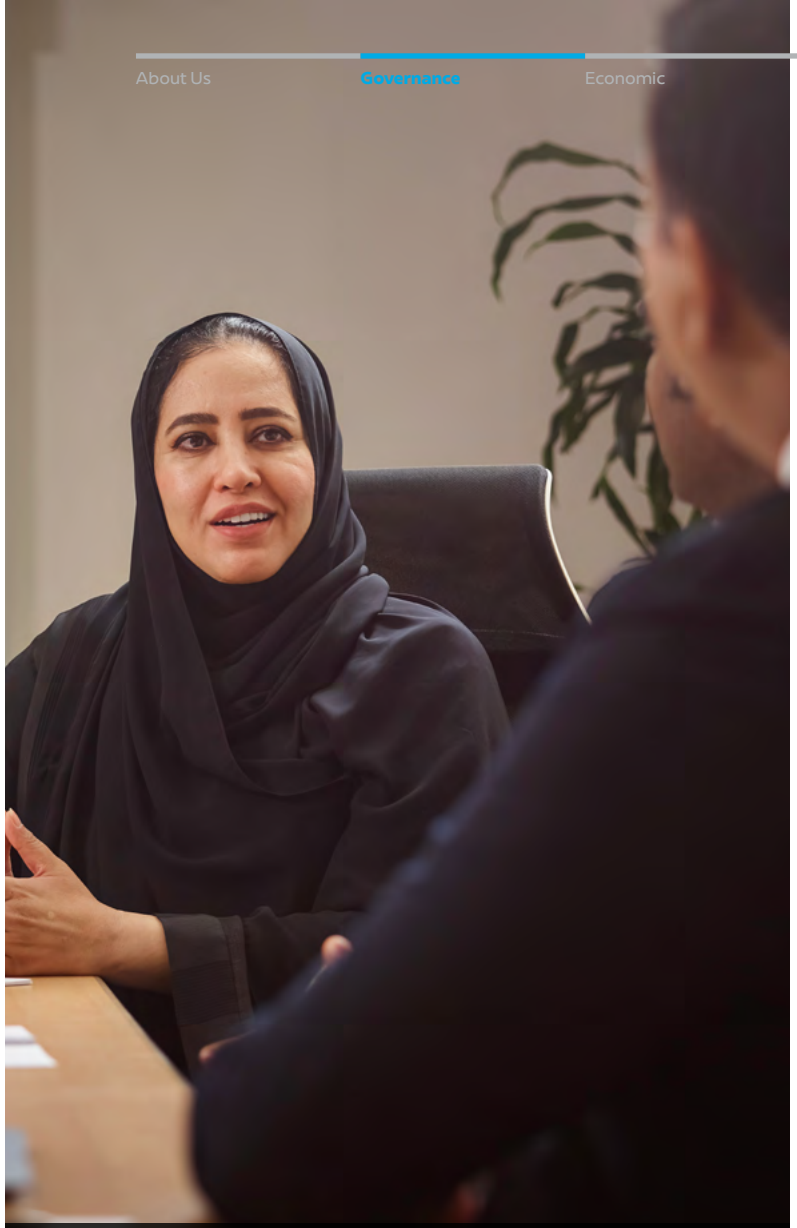
Engagement with local communities* surrounding the Group's ports, logistics, industrial, and maritime assets is a priority. The Group seeks to understand and manage the potential social, environmental, and economic impacts associated with its activities through proactive and ongoing dialogue with neighbouring communities.

Community engagement mechanisms are used for the following.

- Identify community expectations
- Assess and manage social and environmental impacts
- Support inclusive development and social investment initiatives
- Inform project design, mitigation measures, and operational practices

Where applicable, grievance and feedback channels are available. Submissions are reviewed and addressed in line with established internal procedures.

*Note: *For more details on local community engagement refer to page 87 of this report.*



Stakeholder feedback drives the Group's perpetual improvement process.

Integration Into Decision-Making

Insights obtained through stakeholder engagement are systematically reviewed and, where relevant, incorporated into the following.

- Sustainability strategy and action plans
- Enterprise risk management processes
- Project planning and operational decision-making
- The identification and prioritisation of material ESG topics

Stakeholder feedback also supports the continuous improvement of the Group's policies, programmes, and performance across environmental, social, and governance dimensions.

Double Materiality Assessment

Following the integration of newly acquired businesses, and building on previous materiality assessments, the Group carried out a Double Materiality Assessment (DMA) in early 2025 to ensure that its new sustainability strategy, and reporting processes, reflect topics significant to long-term resilience and stakeholder expectations.

Following the European Union's Corporate Sustainability Reporting Directive (CSRD) framework, a systematic review was conducted to identify material topics through two lenses.

Financial Materiality (Outside In)

Analysis of the current and potential risks and opportunities arising from sustainability matters that may have a material effect on the company's financial performance, financial position, and cash flows.

Impact Materiality (Inside Out)

Analysis of the actual and potential, positive and negative impacts generated by the company's own operations and its upstream and downstream value chain activities on the environment and people.

Assessment Methodology

The assessment followed a structured multi-stage process to ensure robust stakeholder engagement and analytical rigour.

- Process design and business context review, including analysis of AD Ports Group's strategy, business operations, and geographic footprint.
- Stakeholder engagement through surveys, interviews, and focus group discussions designed to solicit qualitative and quantitative input from a broad range of stakeholders across the Group's operations and value chain.
- Validation and insights, including internal technical review, Results underwent Group-level consolidation and management validation to ensure consistency with the Group's strategic priorities and risk management approach. Key outcomes were shared with senior management as an input to strategic and sustainability planning.
- Identification of a universe of ESG topics, informed by industry standards, peer benchmarking, and previous materiality assessments.
- Each topic was evaluated using a defined scoring framework, assessing financial materiality (potential impact on revenue, costs, assets, liabilities and access to capital) and impact materiality (severity and likelihood of actual and potential impacts on people and the environment). Scores were aggregated and analysed to identify those topics exceeding defined prioritisation thresholds and classified as double materiality priorities.

> The assessment considered impacts, risks, and opportunities across the Group's own operations and its upstream and downstream value chain, reflecting the nature of its integrated trade and logistics platform.

Engaging Stakeholders for The DMA Process

Stakeholder engagement was central to the DMA process. A total of 1,066 survey responses were received, representing 906 internal stakeholders and 160 external stakeholders. External participants included customers, suppliers, strategic partners, and investors.

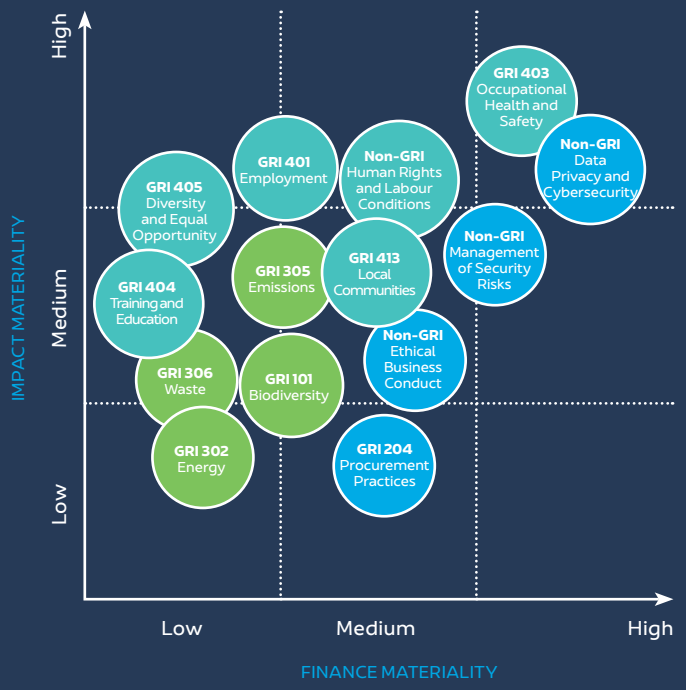
Internal stakeholders provided insights into operational and risk management, whilst external stakeholders including customers, suppliers, strategic partners, and investors contributed perspectives on regulatory expectations, supply chain risks, and long-term value creation.

An additional 14 in-depth stakeholder interviews and four focus groups (targeting employees, customers, suppliers, and strategic partners) ensured that the assessment captured diverse, profound perspectives on sustainability issues that could influence AD Ports Group's operations, reputation, and commercial prospects.

Stakeholder feedback helped to validate management assumptions, identify emerging ESG risks and opportunities, and prioritise topics for inclusion in the Group's materiality matrix.

Material ESG Topics

The assessment identified 12 double materiality priority topics that are considered most significant from a financial and impact perspective.



Environmental

- GRI 305 Emissions
  GHG emissions
- GRI 302 Energy
  Low-carbon economy transition
- GRI 101 Biodiversity 2024
  Nature and biodiversity conservation
- GRI 306 Waste
  Waste management

Governance

- Non-GRI
  Data Privacy and Cybersecurity
- Non-GRI
  Management of Security Risks
- Non-GRI
  Ethical Business Conduct
- GRI 204 Procurement Practices
  Responsible Supply Chain

Social

- GRI 403 Occupational Health and Safety
  Health and Safety
- Non-GRI
  Human Rights and Labour Conditions
- GRI 401 Employment
- GRI 404 Training and Education
- GRI 405 Diversity and Equal Opportunity
  Talent Attraction, Retention, and Development
- GRI 413 Local Communities
  Local communities

Insights from the DMA were analysed through a value lens, which assessed how each material topic may act as a value creator, value protector, or risk factor. The results inform priority-setting, risk identification, and resource allocation, and serve as the foundation for the Group's sustainability targets, policies, and performance monitoring.

These topics reflect the Group's operational profile as a global trade and logistics platform, where safe operations, responsible labour practices, strong governance, and operational excellence are critical to business resilience and stakeholder trust.

Enhancing Customer Experience & Safeguarding Information

Our commitment to customer experience supports our broader sustainability ambitions by strengthening stakeholder trust, enabling long-term customer relationships, and reinforcing responsible business conduct.

Biannual customer satisfaction and perception surveys measure Group service delivery.

Advancing Customer Experience & Engagement

Quality of Service is a material topic for the Group due to its direct impact on customer trust, service reliability, long-term partnerships, and the Group's reputation across its operating markets. Delivering reliable, efficient, and high-quality services is fundamental to our value proposition and critical to maintaining long-term customer relationships.

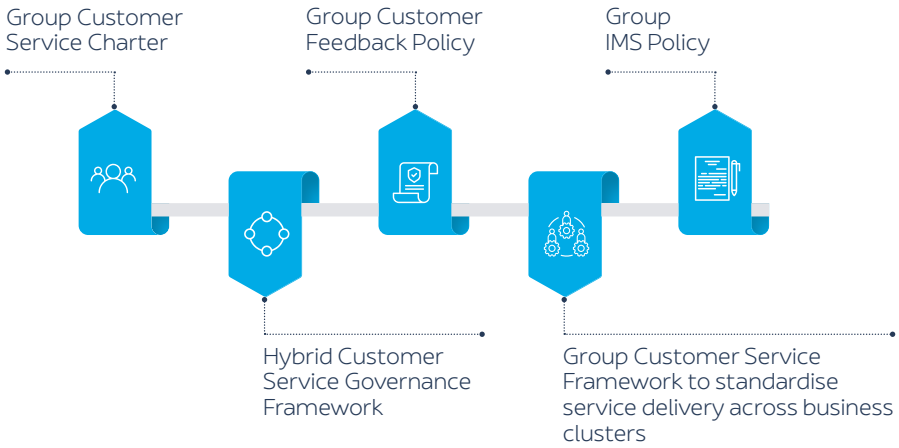
Consistent service quality fosters customer satisfaction and engagement, particularly in complex logistics and infrastructure operations where reliability, timeliness, safety, and continuity of service are essential. Failure to meet service quality expectations may result in financial losses for customers, disruption to supply chains, reputational risks, and reduced trust, whilst sustained high performance enables long-term collaboration and customer retention.

Customer experience initiatives focus on technological advancement, innovation, operational efficiency, and continuous service improvement, enabling the Group to manage both actual and potential impacts related to service quality and customer satisfaction.

Listening to Our Customers

The Group's customer experience framework is guided by a comprehensive governance structure and policies that define our commitment to customer-centric operations, proactive engagement, and continuous improvement. The framework applies across all wholly owned business clusters and operating entities of the Group.

The framework is supported by the following policies and governance mechanisms.



We ensure that customer data collected through digital platforms, Customer Relationship Management (CRM) systems, and feedback channels is managed in accordance with the Group's data protection and cybersecurity policies, safeguarding confidentiality, integrity, and responsible use of customer information.

We conduct biannual customer satisfaction and perception surveys to evaluate the quality of services delivered across the Group. The surveys apply a 1–5 likert scale to assess different aspects of the customer experience.

Key Metrics Assessed

- Customer Satisfaction Score (CSAT)
- Net Promoter Score (NPS)
- Service-Level Satisfaction
- Relationship-based satisfaction indicators
- Perception indicators related to ESG performance, technology adoption, customer orientation, and brand reputation

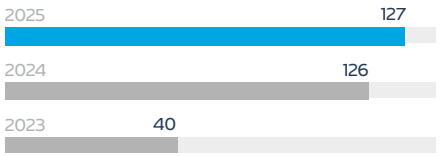
Customer Feedback Performance

The Group collects and manages feedback through a dedicated customer feedback management system certified to the ISO 10002:2018 standard, ensuring transparency, timely response, and continuous improvement in complaint management processes.

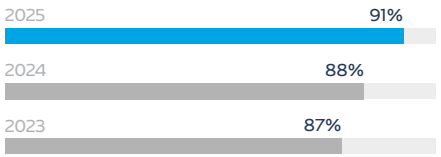
The Group has established an annual customer satisfaction target of 82%, reviewed yearly as part of management performance reviews. In 2025, customer satisfaction exceeded this target, reflecting the effectiveness of the Group's service enhancement initiatives and structured customer experience governance.

In 2025, the Group maintained a 100% complaint resolution rate, whilst the customer satisfaction score increased to 91%, significantly exceeding the Group's satisfaction target. In addition, the Group recorded zero substantiated complaints related to customer data breaches or violations of customer privacy.

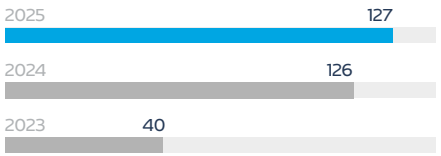
Number of customer complaints filed



Customer satisfaction score



Number of customer complaints resolved



Potential Customer Experience Impacts and Mitigation Strategies

To ensure a consistently positive customer experience, the Group actively identifies potential challenges and implements targeted mitigation strategies.

The table below summarises the main customer experience risks and corresponding approaches used to address them effectively.

Potential Negative Impact	Mitigation Strategy / Approach
Service disruptions	Standardised service frameworks to ensure consistent operations
Delays in response or resolution	Real-time performance monitoring to identify and resolve issues quickly
Inconsistent service quality	Structured complaint management processes and service standards
Erosion of customer trust	Continuous improvement mechanisms supported by customer feedback and performance data
Recurrence of issues	Root cause analysis and corrective actions implemented to prevent future occurrence

Driving Innovation and Customer Engagement

AD Ports Group continues to strengthen its customer experience capabilities by integrating technology, governance, and continuous improvement mechanisms across its operations. Notable initiatives implemented in 2025 include the following.

Strengthening Customer Experience Governance

ISO 10002 Re-Certification

Successfully achieved ISO 10002:2018 re-certification with zero non-conformities, reinforcing internationally recognised customer complaint management practices.

Customer Experience Governance Framework

Established a unified Customer Experience (CX) governance framework, enhancing accountability, standardisation of service quality, and coordination across business clusters.

CRM-Based Case Management Governance

Enhanced governance of CRM-based case management systems, improving complaint handling efficiency, traceability, and resolution quality.

Continuous Improvement and Action Tracking

Established structured mechanisms to track corrective and improvement actions, ensuring continuous enhancement of customer service processes.

Customer Feedback and Experience Measurement Enablement

Strengthened feedback mechanisms through the implementation of CSAT surveys, Mystery Shopper programmes, and Effortless CX assessments, enabling evidence-based service improvements.

Service Catalogue Governance

Implemented governance for the Group Service Catalogue, improving service clarity, ownership, and alignment with customer touchpoints.

Real-Time Monitoring and Performance Dashboards

Expanded the use of CRM and Power BI dashboards to track service performance, monitor customer feedback trends, and support proactive decision-making.

Customer Journey Mapping and CX Design

Established a structured approach to customer experience design and service improvement, supporting long-term customer journey optimisation across the Group.

AI-Enabled Knowledge and Support

Introduced AI-supported knowledge enablement tools to improve response accuracy, service consistency, and operational efficiency.

Customer Experience Recognition

In 2025, AD Ports Group's commitment to customer excellence earned international recognition with multiple commendations at the Customer Centricity World Series Awards.

- Best Contact Centre Initiative – World Series Winner and MEA Regional Winner
- Best Customer Experience Strategy – MEA Regional Winner and Highly Commended
- Customer Insight & Voice of Customer (VOC) – Highly Commended
- CX in Government – Highly Commended

These recognitions reflect the Group's continued progress in embedding customer-centric practices and innovation across its operations.

Monitoring Performance and Continuous Improvement

The Group maintains a comprehensive monitoring framework to assess customer experience performance and identify improvement opportunities.

Key monitoring mechanisms

- Biannual customer satisfaction surveys
- Transactional satisfaction surveys across service touchpoints
- Call centre interaction satisfaction monitoring
- Mystery shopping assessments
- CRM and Power BI performance dashboards
- Customer experience institutional maturity assessments
- Management review of the integrated management system (including complaint management performance)

Oversight of customer experience performance is maintained through regular management reviews, with key performance indicators reported to senior leadership to ensure accountability and continuous improvement.

These mechanisms enable AD Ports Group to continuously enhance its service delivery and strengthen long-term customer relationships.

Securing Information, Sustaining Progress

Cybersecurity and operational resilience remain fundamental to AD Ports Group's commitment to sustainable and resilient operations.

Cyber breaches can disrupt systems, undermine stakeholder trust, affect investor confidence and trigger regulatory consequences, underscoring the strategic importance of cybersecurity. The Group's 2025 double materiality assessment moreover identified cybersecurity and customer privacy as stakeholder and regulatory priorities.

The Security Operations Centre (SOC) monitors and responds to real-time cyber threats.

The Group processes operational, commercial, and personal data from customers and employees to support port, logistics, and maritime service operations, as well as the activities of our economic cities and free zones, including the management of staff accommodations.

As a designated entity within the UAE's Critical Information Infrastructure (CII), the Group maintains a robust cybersecurity posture to protect digital assets, mitigate evolving cyber risks, and ensure strict regulatory cybersecurity and data protection compliance, reinforcing stakeholder trust in an increasingly digital global economy.

Cybersecurity Governance

Our governance framework is anchored by the Information Security Governance Committee (ISGC) and the Information Security Working Group (ISWG), which oversee the implementation of our information security strategy. Cybersecurity risks are regularly reported to senior management and relevant government bodies to ensure strategic oversight and accountability.

In 2025, we conducted a comprehensive review of our Information Security Policies Handbook, formalising updates in January 2025 to align with organisational objectives and the evolving threat landscape.

To reinforce our operational resilience, we also completed a detailed Business Impact Analysis (BIA) to ensure our recovery strategies are precisely aligned with business criticality.

AD Ports Group's information security framework strictly adheres to federal laws, maritime cyber guidelines, and international ISO standards.

The Group maintains a proactive and intelligence-led approach to cybersecurity to safeguard its digital infrastructure, operational continuity, and stakeholder data.

The Group's security framework is supported by continuous Security Operations Centre (SOC) monitoring, enabling real-time detection, analysis, and response to potential threats across its digital and operational technology environments.

Cyber resilience is further strengthened through regular threat-hunting and threat intelligence activities, which help identify emerging risks and vulnerabilities before they materialise. In addition, brand monitoring mechanisms are deployed to detect and mitigate external threats, including potential misuse of the Group's digital identity. Ongoing collaboration with a security service provider complements these capabilities, allowing continuous review of security controls, incident response readiness, and alignment with evolving global cybersecurity standards.

Incident response and recovery plans are regularly tested to ensure timely and effective response to cybersecurity events.

Information Security System Improvements

The Group is committed to the continuous improvement of its Information Security Management System (ISMS). Following internal and external audits, targeted enhancements are implemented to strengthen existing controls, address identified gaps and align with regulatory and industry best practices.

This iterative approach ensures that the ISMS remains robust, effective, and responsive to the dynamic cybersecurity risk landscape, supporting the protection of critical information assets and operational resilience.

Policies for Security, Cybersecurity, and Data Protection

A robust suite of policies, documented in a comprehensive Information Security Policies Handbook, governs the confidentiality, integrity, and availability of the Group's information assets.

Policy	Objective
Information Security Risk Management Policy	Ensures a structured approach to identifying, assessing, and treating information security risks in line with business objectives.
Human Resources Security Policy	Ensures that employees and contractors understand and fulfil their information security responsibilities, including role suitability and awareness obligations. It also safeguards AD Ports Group's interests during employment changes or termination.
AI Policy	Provides clear rules and standards for AI usage, ensuring ethical and secure applications that align with business objectives.
Access Control Policy	Governs user registration, privileged access management, and authentication to prevent unauthorised system access.
Operations Security Policy	Mandates controls for malware protection, event logging, change management, and technical vulnerability management.
Third-Party Information Security Policy	Defines security requirements for all vendors, suppliers, and service providers to mitigate risks associated with external engagements.

Cybersecurity Management

Our Information Security Management System (ISMS) remains aligned with the ISO 27001:2022 standard, ensuring a systematic and risk-based approach to governance. To ensure protection, we deploy a comprehensive array of technologies for vulnerability management, penetration testing, and attack simulation, supported by an internal Red Team, and real-time tracking dashboards. As a result of these efforts, the Group has achieved the following.

Zero
Business Disruptions due to Cyber Attacks

Zero
Data Breaches

Zero
Substantiated Complaints

Advanced tools provide automatic and continuous vulnerability scanning across our digital infrastructure. They enable early identification of security weaknesses, allowing for timely remediation to safeguard critical systems. We use Breach and Attack Simulation (BAS) tools and external attack surface management platforms to replicate real-world cyber-attack scenarios, rigorously assess our defensive controls, and identify potential vulnerabilities to external threats.

Furthermore, our security framework integrates specialised penetration testing to simulate adversarial attempts to compromise our systems. We embed security early in the system development lifecycle by employing Static Application Security Testing (SAST) to analyse source code for security flaws before implementation.

Operational Resilience and Business Continuity

In 2025, we strengthened our operational resilience by maintaining and exercising 26 comprehensive business continuity cards for critical services within the Digital Cluster, based on the June 2025 Business Impact Analysis (BIA).

These cards define precise recovery strategies for a range of disruption scenarios, including cybersecurity incidents and digital application loss, with clearly defined escalation matrices and recovery procedures. Material cybersecurity and AI-related risks are periodically reported to senior management.

During the reporting period, AD Ports Group did not identify any substantiated complaints concerning breaches of customer privacy, nor any identified leaks, thefts, or losses of customer data. This outcome reflects the effectiveness of our cybersecurity controls, our ISO 27001:2022-aligned Information Security Management System, and our continuous monitoring and testing activities.

Training and Capability Development

The Group promotes a strong culture of information security through regular training and awareness initiatives consistent with its Information Security Management System (ISMS).

These programmes are designed to enhance employee understanding of cybersecurity risks, reinforce responsible data handling practices, promote responsible AI use, and ensure adherence to security policies and procedures. By building organisational awareness, the Group aims to reduce human-related risks and strengthen its overall cybersecurity posture. AD Ports Group remains vigilant in strengthening its cybersecurity framework.

Through a robust governance structure, comprehensive policies, and advanced management tools, we are adapting to evolving threats and ensuring compliance with the highest global security standards.

Responsible Use of AI within the Cybersecurity Framework

Artificial Intelligence (AI) is increasingly used as a decision support and efficiency enhancing tool across the Group's operations. Recognising both its opportunities and associated risks, the Group manages AI within its broader cybersecurity and information security framework.

The Group adopted a dedicated AI Information Security Policy, approved by the Executive Committee and overseen by the Information Security function. The policy applies to all employees and all AI systems, including internal AI solutions, third-party platforms, and generative AI tools, and defines acceptable use, approval processes, security requirements, and data protection obligations, ensuring that AI use is secure, ethical, and responsible.

Compliance with the AI Information Security Policy is subject to ongoing monitoring and periodic internal reviews as part of the Group's cybersecurity assurance activities.

Legal Compliance, Ethics and Human Oversight

All AI use must comply with applicable laws and regulations, including data protection, anti-discrimination, and AI-specific regulatory frameworks such as the EU AI Act. AI systems must not be used to enable discriminatory practices or unethical outcomes.

AI outputs are subject to human oversight and professional judgment. Employees are required to critically review AI-generated outputs, particularly in security-sensitive, operational, legal, or risk-management contexts, and to validate accuracy and relevance before use.

Training, Awareness and Continuous Improvement

Employees may only use AI tools for which they have received adequate training and understand associated limitations and risks. The Group regularly reviews cybersecurity and AI-related policies, incorporating regulatory developments, emerging threats, and evolving best practices.

In particular, the AI Information Security Policy and associated controls are reviewed at least annually, enabling continuous improvement and the responsible integration of AI into the Group's digital ecosystem.

AI Risk Management and Security Controls

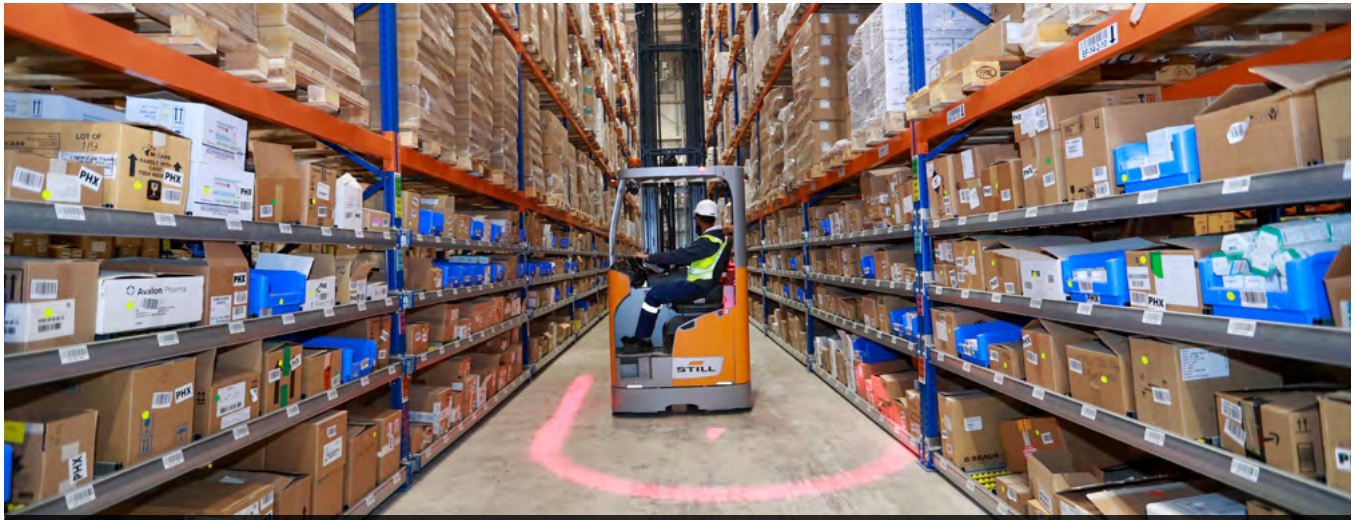
Before deployment, AI tools are subject to security and compliance assessments covering.

- Data-handling practices and privacy safeguards
- Provider credibility and contractual conditions
- Alignment with legal, regulatory, and licensing requirements

Access to AI tools is restricted to authorised users and subject to managerial and information security approval. The Group explicitly prohibits the input of sensitive or regulated data, including identifiable personal information, credentials, or system secrets into unconstrained generative AI tools. AI-related risks are included within regular security monitoring and audit activities, and any suspected misuse, vulnerabilities or incidents must be reported immediately through established cybersecurity channels.

Responsible Supply Chain Management

By integrating environmental, social, and governance (ESG) considerations into procurement processes, the Group promotes ethical business practices, strengthens supply chain resilience, and supports the development of local economies in line with the UAE's national priorities.



Procurement spending on local suppliers in the UAE rose 60% in 2025 to AED 2.49 billion.

Responsible Procurement

Responsible procurement is a material topic for AD Ports Group, reflecting its exposure to environmental, labour, and ethical risks across its logistics, maritime, and infrastructure supply chains.

This topic is closely linked to our material priorities of human rights and labour conditions, ethical business conduct, low-carbon economy transition, and responsible supply chain.

The Group's principal impacts relate to supplier labour practices, environmental performance in construction and logistics services, and the promotion of local economic inclusion.

AD Ports Group's procurement approach is guided by a strong commitment to responsible sourcing, sustainability, and the creation of long-term economic value.

In 2025, the Group engaged with 575 suppliers across the UAE, reflecting the continued development and diversification of its procurement network.

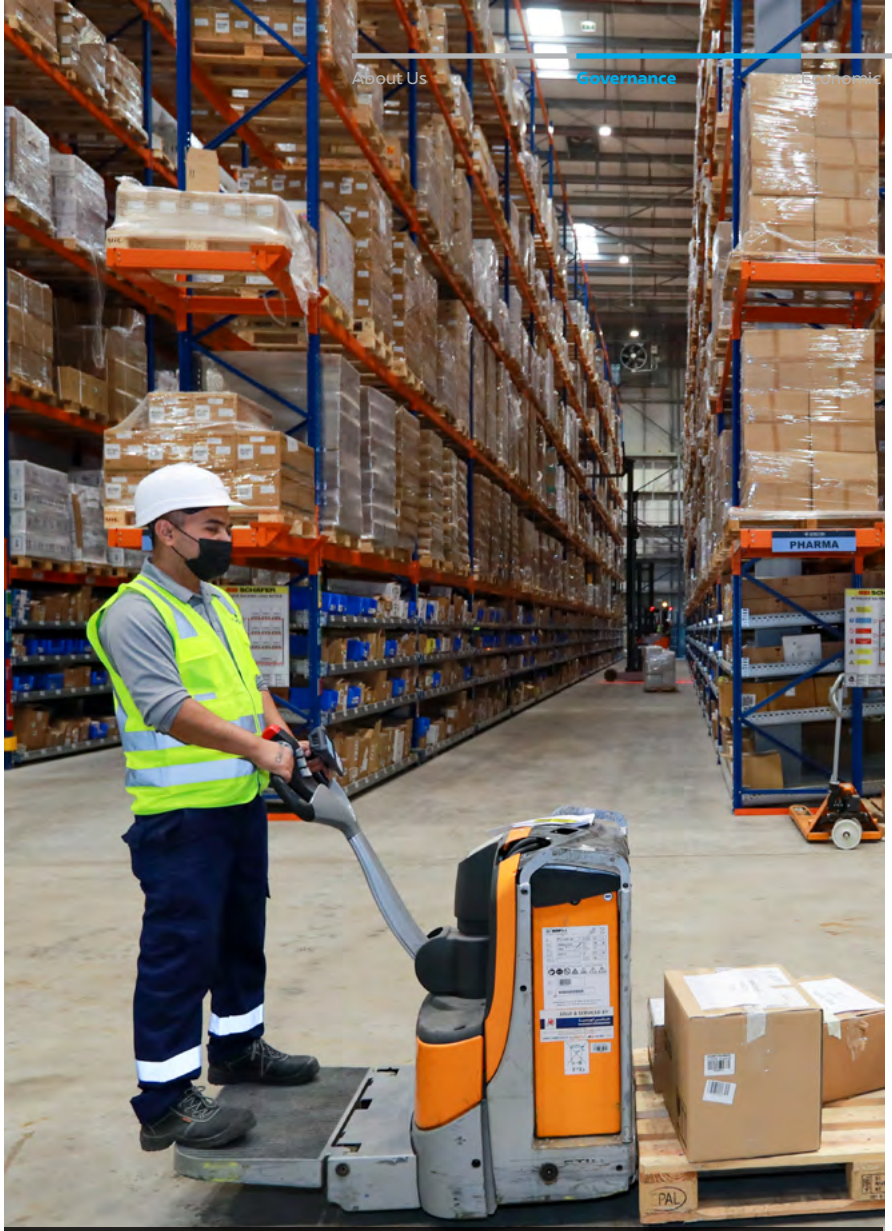
Of these, 486 (84.52%) were local. During the year, the Group recorded a total procurement spend of AED 2.9 billion, of which AED 2.49 billion was directed towards local suppliers, demonstrating the Group's commitment to supporting domestic businesses and contributing to sustainable economic growth within the UAE.

Local procurement* remains a priority for the Group, to strengthen domestic supply chains, enhance operational resilience, and support national economic development.

100%
of new suppliers onboarded in 2025 formally committed to the Supplier Code of Conduct

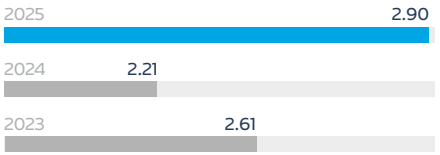
85.77%
spend on local suppliers

AED 2.49 Billion
spent on local suppliers

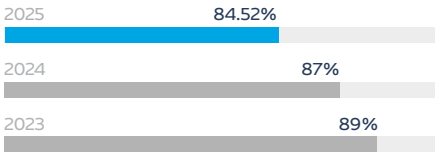


84.52% of Group suppliers in the UAE were local in 2025

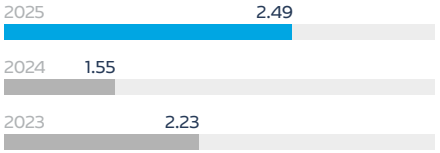
Annual spend on suppliers (billions AED)



Percentage of local suppliers



Procurement spending on local suppliers (billions AED)



**Note: Local procurement is defined as the total value of Purchase Orders (POs) issued to companies holding a UAE-based commercial license. This excludes contracts not signed by the UAE entity.*

Responsible and Sustainable Sourcing Strategies

Supplier Accountability

All suppliers are required to comply with the Group's Supplier Code of Conduct, which is publicly available and forms an integral part of supplier contracts. The Code outlines expectations relating to ethical business conduct, labour practices, environmental responsibility, and compliance with applicable laws.

Compliance with the Supplier Code of Conduct is a contractual requirement for all suppliers, ensuring that ESG principles are upheld throughout the supply chain.

Where potential or actual non-compliance with the Supplier Code of Conduct is identified, the Group applies a risk-based corrective action approach. This may include engagement with the supplier to address gaps, time-bound corrective actions, enhanced monitoring, or, when necessary, escalation measures in line with contractual provisions.

Supplier ESG Programmes

The Group has marked its top 100 suppliers, representing more than 90% of total procurement spend, for deeper engagement in ESG practices through monitoring, awareness programmes, and training initiatives.

During the year, an ESG orientation programme was conducted to raise awareness of sustainability expectations, with participation from more than 150 suppliers. These engagement sessions will continue as part of the Group's supplier development initiatives.

Insights from supplier ESG engagement activities are progressively used to inform procurement decision-making and supplier development priorities.

Sustainable Procurement Standards

Environmental and sustainability considerations are integrated into procurement processes and supplier evaluations. Suppliers are required to comply with applicable environmental requirements, and material non-compliance may result in disqualification during the procurement process.

ESG requirements are incorporated into tendering processes, where applicable, including Requests for Proposals (RFPs) and Invitations to Tender (ITTs), ensuring that sustainability performance forms part of supplier selection and evaluation.

Oversight of responsible procurement practices is embedded in the Group's procurement governance framework, with ESG risks and performance periodically reviewed at the senior management level as part of broader sustainability and risk management processes.

Sustainability is promoted in supply chains through a Supplier Code of Conduct.

Supplier Screening

The Group conducts supplier screening and due diligence to strengthen supply chain governance and identify potential ESG risks.

In 2025, supplier ESG screening covered the vast majority of procurement spend within UAE, with enhanced due diligence applied to suppliers with higher operational, environmental, or social risk profiles. Priority screening focused on strategic suppliers in construction, maritime services, logistics operations, and vessel-related activities.

Screening is carried out internally using the Oracle Supplier Master system, covering areas supplier ownership, financial information, certifications and accreditations, sustainability initiatives, UAE In-Country Value (ICV) information, and prior experience.

A second layer of screening is conducted using a risk-based approach, prioritising suppliers with the highest procurement spend and potential operational or sustainability impacts.

Social risk screening prioritises suppliers in construction, logistics, and maritime services, where labour rights, occupational health and safety, and working conditions present heightened risks, including risks related to forced labour, freedom of association, and fair employment practices.

Sustainable Built Environment

Environmental considerations are incorporated into procurement decisions to encourage the use of sustainable products and services in infrastructure development. AD Ports Group integrates Estidama sustainability requirements into the design and construction of facilities, including the use of energy-efficient designs, resource-efficient materials, and recyclable construction materials.

Support for Local Enterprises

The Group actively promotes engagement with local suppliers to support economic diversification and strengthen local supply chains. AD Ports Group provides procurement preference to companies supported by ADQ and the Khalifa Fund as part of its commitment to supporting small- and medium-sized enterprises (SMEs). The Group encourages the use of local suppliers when feasible.

Supply Chain Emissions Monitoring

The integration of a dedicated emissions tracking tool into the Logistics Cluster Enterprise Resource Planning (ERP) system supports the monitoring and reporting of supply-chain emissions, contributing to the Group's Scope 3 emissions management efforts.

By embedding ESG principles into procurement practices, AD Ports Group strengthens responsible supply chain management, promotes sustainable business practices, and contributes to local economic development.

Going forward, the Group will continue to enhance supplier ESG engagement, data quality, and transparency across high-risk and high-spend categories in line with evolving regulatory and stakeholder expectations.

Product Stewardship

AD Ports Group applies a product stewardship approach across its clusters, recognising that the Group's "products" primarily comprise services and long-life assets rather than physical manufactured goods.

Product stewardship focuses on managing environmental and social impacts across the full lifecycle of assets and services, from planning and design through construction, operation, and customer use, to refurbishment and end-of-life management.

This approach supports responsible growth across the Group's integrated business model and empowers customers, tenants and partners to reduce the environmental footprint of the global trade ecosystem. As a global trade enabler, AD Ports Group recognises its power to support the transition toward a more sustainable economy.

By applying product stewardship principles across its services and asset base, AD Ports Group achieves the following.

- Reduces environmental and social impacts across complex and interlinked value chains
- Strengthens alignment with international ESG frameworks and investor expectations
- Enhances asset resilience, operational efficiency, and long-term value creation
- Supports customers and tenants in achieving their sustainability objectives through lower-impact services and infrastructure

Product stewardship is closely linked to the Group's material sustainability topics, including climate change mitigation, the low-carbon transition, nature and biodiversity protection, responsible supply chain management, and occupational health and safety. These considerations are embedded across asset development, operations, procurement, and capital allocation.

Lifecycle Stewardship of Infrastructure Assets

AD Ports Group embeds lifecycle considerations into the planning, design, construction, and operation of port terminals, logistics facilities, economic cities and free zones. Given the long service life of these assets, early-stage design choices play a critical role in determining long-term environmental performance, resilience, and adaptability.

Stewardship Practices

- Integration of sustainability and energy-efficiency requirements into the design of new infrastructure and major upgrades
- Application of resource efficient materials and construction techniques to reduce lifecycle environmental impacts
- Design for operational efficiency, flexibility, and asset longevity
- Management of construction-phase impacts, including waste generation, water use, and emissions

Product stewardship considerations are also applied to leased and occupied buildings. When selecting and renewing leased premises, AD Ports Group considers facility sustainability performance, including energy efficiency, environmental certifications, and overall operational impact. Where feasible, preference is given to assets meeting recognised green building standards such as LEED and BREEAM.

Alternative Fuels and Low-Emission Propulsion

As part of its product stewardship approach, AD Ports Group actively manages the environmental impacts associated with propulsion technologies across its transport and maritime services. Propulsion choices are treated as a key lifecycle decision, influencing emissions performance, local air quality, operational efficiency, safety, and long-term asset resilience.

The Group has begun deploying alternative fuel and low-emission propulsion technologies alongside conventional marine fuels, supporting near-term emissions reductions whilst building operational experience to inform future fleet renewal.

Current applications include electric and hybrid propulsion systems and the use of liquefied natural gas (LNG), contributing to reduced emissions intensity and lower local air emissions in ports.

The adoption of low-emission propulsion solutions is implemented through a phased and operationally pragmatic approach, reflecting infrastructure availability, safety considerations, and regulatory readiness. In parallel, AD Ports Group continues to assess emerging low and zero-carbon fuel options, including methanol, sustainable biofuels, hydrogen, and ammonia, as part of its longer-term decarbonisation roadmap.

> This technology-neutral and lifecycle-based approach supports responsible product stewardship by reducing environmental impacts today whilst preserving flexibility to adopt next-generation solutions as technologies mature.

Looking ahead, the Group will prioritise alternative propulsion solutions in future fleet renewal decisions when operationally feasible, taking into account safety, regulatory readiness, infrastructure availability, and lifecycle performance.

Stewardship of Transport, Maritime, Ports, and Logistics Services

The Group actively manages the environmental impacts associated with its transport, maritime, ports, and logistics services, recognising that customer activities account for a significant share of lifecycle emissions associated with global trade. Product stewardship in this context focuses on the lifecycle management of mobile assets, from procurement and deployment through operation, optimisation, and renewal.

Actions for Lifecycle Management

- Fleet modernisation and renewal, including replacement of end-of-life vessels, vehicles, and equipment with more energy-efficient and lower-emission assets
- Active lifecycle management of transport and maritime assets, informed by asset condition, efficiency, safety performance, and decarbonisation readiness
- Deployment of lower-emission technologies and targeted efficiency upgrades, such as propulsion optimisation, low-drag coatings, and eco-navigation practices
- Operational efficiency measures, including multimodal route optimisation, digital voyage planning, and improved asset utilisation
- Progressive reduction of emissions intensity per unit of cargo handled or transported

Fleet age* is monitored as a supporting lifecycle indicator within this stewardship approach. In line with the Group's two-tier fleet age disclosure, performance is assessed across both the full fleet and a defined core operational fleet, comprising vessels with material operational, emissions, safety, and capital significance.

As of 31 December 2025, the average age of the Group's fleet was 12.9 years, whilst the average age of the core operational fleet was 12.7 years, reflecting disciplined lifecycle management, selective asset replacement, and ongoing fleet renewal in emissions and capital-intensive segments.

***Fleet Age Calculation Methodology**

Average fleet age is calculated as the unweighted arithmetic mean of vessel ages as of 31 December 2025, based on year of build. The metric is reported for both the full fleet and a defined core operational fleet, excluding vessels with limited propulsion or emissions relevance. Vessels with unavailable build-year data are excluded.

Customer Enablement and Environmental Transparency

Central to product stewardship is enabling customers to reduce the environmental impact of their own operations. Leveraging its operational scale, logistics expertise, and strategic partnerships, AD Ports Group supports customers in adopting more sustainable transport and supply chain practices.

Customer Stewardship Initiatives

Provision of emissions data and carbon-related insights, supporting transparency and informed decision-making, including through partnerships with EcoTransIT and RightShip

Integration of supply chain and logistics emissions tracking tools, contributing to customers' Scope 3 emissions management

Development of lower-carbon logistics, port, and maritime service options, including shore-to-ship power and alternative fuel infrastructure

Advisory support on route optimisation, modal shift, intermodal transport solutions, alternative fuel options, and sustainable packaging, aimed at reducing emissions, minimising waste, and improving cargo efficiency

Operational efficiency measures, including multimodal route optimisation, digital voyage planning, and improved asset utilisation

Through these initiatives, the Group contributes to emissions reduction beyond its direct operational boundary, supporting lower-impact supply chains and sustainable trade flows

Sustainable Built Environment and Tenant Stewardship

Within economic cities and free zones, AD Ports Group applies product stewardship principles to the built environment and tenant ecosystems.

Development of low-carbon, resource-efficient infrastructure, enabling sustainable tenant operations

Deployment of lower-emission technologies and targeted efficiency upgrades, such as propulsion optimisation, low-drag coatings, and eco-navigation practices

This approach positions sustainability as a foundational operating condition for tenants and partners.

Promotion of clean energy, circular resource use, and intermodal connectivity

Integration of environmental requirements into land leasing, infrastructure provision, and utility services

Khalifa Port is the world's 39th largest container port, according to Lloyds List.

Responsible Asset Management and End-Of-Life Considerations

Product stewardship extends to the responsible management of assets at the end of their operational life, including vessels, vehicles, port equipment, and infrastructure components.

The Group's approach includes the following.

- Compliance with applicable environmental, maritime, and waste regulations, including ship decommissioning procedures fully aligned with International Maritime Organization (IMO) guidelines and the Hong Kong International Convention
- Preference for refurbishment, repurposing, or recycling when feasible
- Consideration of end-of-life impacts in asset replacement and investment planning

Governance, Performance Monitoring, and Continuous Improvement

Product stewardship responsibilities are shared across across procurement, capital investment, operations, asset management, investment decision-making bodies, and sustainability and ESG functions, with additional oversight at the senior management level.

The Group monitors product stewardship performance using relevant indicators, including the following.

- Greenhouse gas emissions and emissions intensity of transport, maritime, and logistics services
- New infrastructure projects incorporating sustainability and energy-efficiency standards
- Uptake of emissions reporting and transparency tools by customers
- Progress in fleet efficiency, electrification, and alternative-fuel adoption

Lifecycle and emissions considerations, including propulsion technology choices, are increasingly reflected in fleet renewal and capital allocation decisions alongside financial and operational criteria. The Group continues to enhance data quality, digital tools, and performance monitoring systems to strengthen lifecycle impact management, and monitoring outcomes inform continuous improvement, supporting the prioritisation of lower-impact assets, technologies, and services over time.

Sustainable Economic Value Creation

2025 marked another year of strong financial growth for the Group, with continued expansion across operations and strategic investments.

The Group recorded a 20% increase in revenue year-on-year, reaching AED 20.77 billion, alongside a 16% rise in net profit, amounting to AED 2.07 billion.

Through organic growth and acquisitions, Group revenue has quadrupled since 2022.

This robust performance reflects sustained growth across core business segments, further supported by disciplined cost management and value-accretive investments. The Group's expanding global footprint and integrated logistics capabilities continue to strengthen its position as a key enabler of trade and economic development.

Economic Value Creation and Distribution

The Group continued to generate and distribute significant economic value for stakeholders.

AED 20.77 Billion
Group Revenue

AED 15.33 Billion
Direct Operating Costs

AED 5.63 Billion
Annual Gross Profit

AED 69.40 Billion
Total Assets

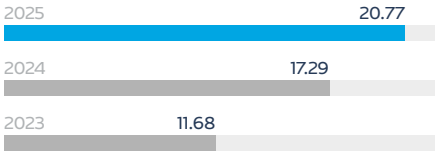
In addition, the Group contributed to the wider economy through the following.

AED 3.21 Billion
Employee Wages and Benefits

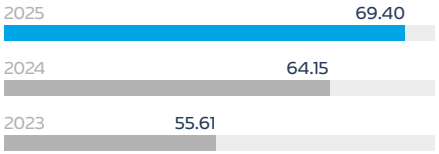
AED 0.22 Billion
Payments to Government Operating Costs

Year-on-Year Economic Performance Comparison

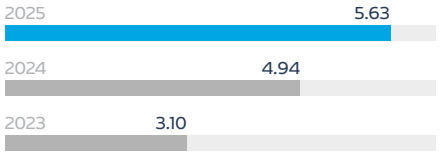
Group Revenue



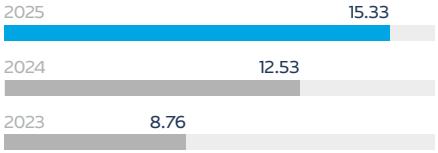
Total Assets



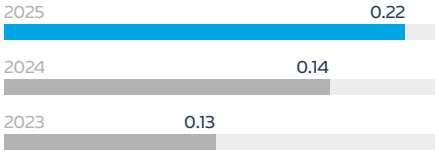
Annual Gross Profit



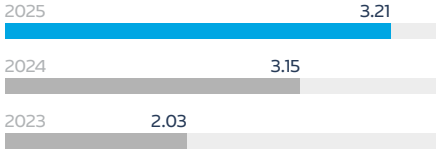
Direct Operating Cost



Payment to Government



Employee Wages and Benefits



Country Level Financial Reporting

Economic Value Generated and Distributed (EVG&D) is reported at country level based on defined materiality thresholds.

This information has been disclosed in the Group's consolidated financial statements in the AD Ports Group 2025 Annual Report, click here for more details

Tax Policy and Governance

AD Ports Group is committed to managing its tax affairs responsibly, transparently, and in compliance with applicable laws and international standards. The Group's tax approach is aligned with the economic substance of its activities, ensuring that taxes are paid in the jurisdictions where value is created.

The Group does not engage in aggressive tax planning or arrangements that lack commercial substance or are inconsistent with the intent of tax legislation.

Oversight of the Group's tax strategy is embedded within its corporate governance framework, with tax matters managed by senior management under Board oversight and integrated into key business decisions and risk management processes.

A centralised Tax Function is responsible for implementation, monitoring, and compliance across all jurisdictions, supported by documented policies, internal controls, and defined processes for identifying, assessing, and managing tax risks.

The Group maintains an open, transparent, and cooperative relationship with tax authorities across its jurisdictions of operation.

All significant interactions, including filings, audits, and queries, are coordinated centrally to ensure timely compliance. Concerns related to tax integrity may be raised confidentially through the Group's whistleblowing framework, and are assessed and escalated as appropriate.

The Group prepares tax related disclosures in coordination with the Group Finance Department, which are subject to internal review and validation processes. Tax information included in statutory financial statements is reviewed through an external audit process. Public country by country reporting is not currently included in the sustainability report.

Any presence in jurisdictions commonly referred to as low tax or preferential tax regimes is driven by legitimate commercial activities, supported by operational substance, and subject to oversight, risk assessment, and control procedures within the Group's tax governance framework.

Awards and Recognition

In 2025, the Group's Finance function received several prestigious regional and international accolades, reflecting excellence in Investor Relations (IR), treasury management, ESG integration, and financial leadership.

Extel Emerging EMEA Awards 2025

Ranked 2nd
Most Honoured Company

Ranked 1st
Best IR Program

Ranked 2nd
Best ESG Program

Ranked 1st
Best IR Team

Ranked 1st
Best IR Professional

Ranked 1st
Best Investor/Analyst Event

Winner
Association of Corporate Treasurers (ACT) 2025 – Middle East Treasurer of the Year

Winner
Finance Focus MEA Awards 2025 – Treasury Management Personality of the Year

Winner
Finance Abu Dhabi / Finance Focus MEA Awards 2025 – Treasury Team of the Year

Our People Our Strength

Talent Attraction, Retention and Development

At AD Ports Group, our people are not just our greatest asset, they are the driving force behind our transformation into a world-class enabler of trade and logistics.

In 2025, we strengthened our workforce, building a team that is not only dynamic and skilled but deeply reflective of the global communities we serve. Our people strategy is anchored in a clear vision, to attract exceptional talent, cultivate local expertise, and create an environment in which every individual can contribute, grow, and thrive.

Diversity and Inclusion

As of 2025, our global team has grown to 9,221* employees, representing 107 nationalities, a testament to our inclusive and internationally connected culture. Employee numbers are reported as end-of-year headcount for the reporting period. The data includes all permanent employees across the organisation.

Our diversity fuels our innovation and collaborative spirit. The workforce comprises 7,009 male and 2,212 female employees, reflecting our sustained focus on advancing gender balance.

Complementing our permanent team, we engage 46 part-time professionals and 760 contractors and consultants, enabling us to remain agile, responsive, and equipped with specialised expertise to support our evolving business needs. Part-time employment within AD Ports Group is limited to its international entity,

Noatum Legacy**, where such roles are defined by working hours lower than full-time equivalents. These positions typically support operational requirements with reduced schedules, reflecting flexible workforce needs in specific markets.

*Note: The variance in headcount reconciliation (Employee strength 2024 + New Joiners 2025 – Employee Turnover 2025) is primarily attributable to the inclusion of employees from newly added entities in 2025, including Karachi entity, Golden Anchor, and Safaga management.

*** 'Noatum legacy' refers to Noatum Group perimeter as historically defined prior to the 2024 restructuring and integration into AD Ports Group. For ESG reporting purposes within AD Ports Group, these data points reflect the performance of the former integrated Noatum business, regardless of its current legal or consolidation perimeter within AD Ports Group.*

Workforce by Age and Gender

Under 30 years

Male	845
Female	400

30-50 years

Male	4,605
Female	1,451

Over 50 years

Male	1,559
Female	361

Year-on-Year Growth

2025	9,221
2024	7,307
2023	6,794

Welcoming Talent and Expertise

In 2025, we welcomed a diverse cohort of new joiners across all age groups, genders, and employment categories, a reflection of the strength and reach of our recruitment strategies.

Under 30 years

Male	416
Female	195

30-50 years

Male	868
Female	280

Over 50 years

Male	216
Female	41

Note: All numbers presented here and after this section are for full-time equivalent employees and exclude contractors and part-time workers.

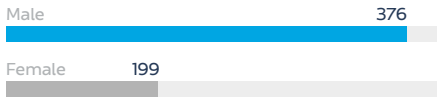
These underscored our ability to attract top-tier talent, enhance workforce diversity, and strategically scale our teams to meet the demands of a growing global enterprise. Every new joiner represents a step forward in our mission to build a future-ready organisation.

Employee Turnover

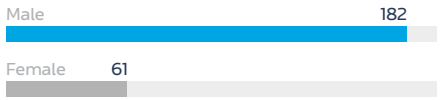
We take a data-driven approach to understanding workforce stability. By closely monitoring employee turnover across age groups, genders, and business segments in 2025, we gained valuable insights into retention patterns and engagement levels. These findings empower us to proactively address challenges, strengthen our workplace culture, and implement targeted initiatives that foster long-term commitment and resilience.

Under 30 years

30-50 years



Over 50 years



In our UAE operations, we recorded 184 departures, resulting in a turnover rate of 10.57%, with voluntary exits at 4.82% and involuntary at 5.74%. Within formerly Noatum entities, 815 departures (807 full-time and eight part-time employees) amounted to a turnover rate of 24.66%, comprising 13.65% voluntary and 11.02% involuntary.

> The higher turnover rate at Noatum legacy reflects the significant post-acquisition integration and restructuring activities undertaken in 2025 to align the newly acquired business with our operational frameworks and growth strategy.

About a third of Group employees under 30 years old are women.

New Hire and Workforce Turnover Methodology

New hire and employee turnover rates are calculated using a standardised methodology based on average headcount. The new hire rate is determined by dividing the total number of new hires during the reporting period by the average headcount calculated as the sum of opening and closing headcount divided by two and multiplying by 100. The same approach is applied to calculate the employee turnover rate, using the number of employee separations during the period in place of new hires.

Diversity, Equity, and Inclusion (DEI)

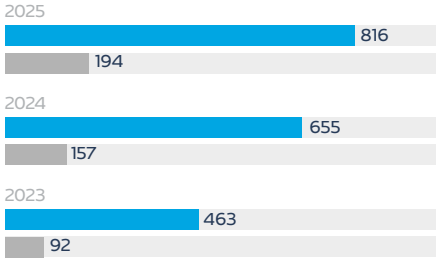
Our commitment to diversity, equity, and inclusion is rooted in local and internationally recognised frameworks, including the United Nations Global Compact principles and International Maritime Organization (IMO) guidelines on fair labour practices.

Advancing Gender Diversity

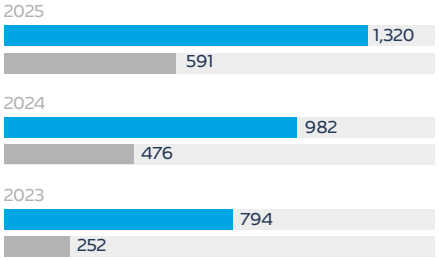
In 2025, our female workforce grew by an impressive 13.5%, from 1,949 to 2,212, with women representing 24% of total employees. Progress is visible across all levels of the organisation, bringing us closer to our SDG 2028 pledge to achieve 30% female representation in middle and senior management, in line with United Nations Sustainable Development Goal (UN SDG) 5 on gender equality. We are not just setting targets; we are meeting them with intention and impact.

Women in Management

Senior Management



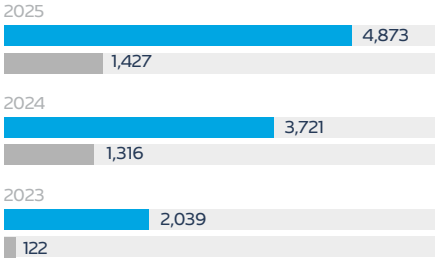
Middle Management



To sustain this momentum, we continue to invest in high-impact initiatives such as the GLOW programme, which prepares women for leadership roles, including board committee positions, by strengthening their strategic and interpersonal capabilities.

Our "Integrating Complete Wellness for a Successful Work Environment" programme is the foundation of our commitment to female employees, offering resources for mental and emotional wellbeing, stress management, and work-life balance, because we recognise that personal wellbeing is the foundation of meaningful professional success.

Staff (other levels)



Male Female

Gender Pay Ratio

We are proud to maintain compensation practices rooted in fairness and transparency. Our 2025 salary analysis reaffirms our commitment to equity, with women's compensation reflecting the following ratios.

AD Ports Group
(UAE Operations)*

1.09:1

Basic salary and remuneration ratio

1.01:1

Basic salary ratio

**Note: This excludes blue collar workers, managerial and leadership position.*

Noatum Legacy

1.12:1

Basic salary and remuneration ratio

Supporting People of Determination: Inclusion In Action

We are committed to building a workplace where everyone belongs. In 2025, we proudly supported 33 People of Determination (PoD) in our workforce, ensuring they have access to the tools, resources, and opportunities needed to thrive. Through inclusive policies, awareness programmes, and a culture of empowerment, we enable our colleagues of determination to contribute fully and advance in their careers with dignity and purpose.

This commitment reflects our adherence to the UAE's national policy for empowering People of Determination and aligns with UN SDG 8 (Decent Work and Economic Growth), which promotes inclusive and sustainable economic development.

Fostering Emirati Growth and Leadership

As a proud UAE-based global leader, we are deeply committed to advancing the nation's workforce nationalisation objectives in alignment with UAE Vision 2031 and Abu Dhabi Economic Vision 2030. Within our UAE operations, Emirati employees constitute 63.17% of our workforce, with 272 UAE Nationals holding senior managerial roles or above, a reflection of our investment in homegrown talent and leadership.

Our approach goes far beyond recruitment. We have built and continuously review an integrated ecosystem of training, mentorship, and career development that empowers Emirati talent to lead with confidence and capability.

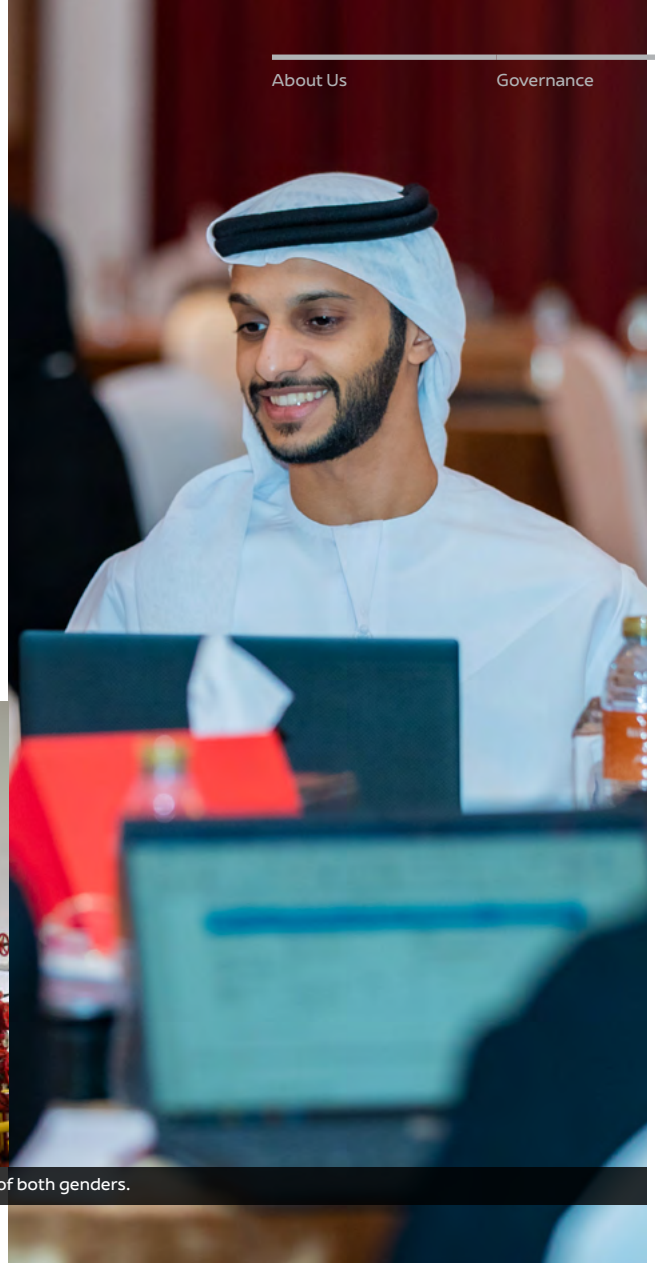
Key 2025 Emiratisation Initiatives

This year, we advanced our national talent agenda through a series of impactful initiatives given below.

National Workforce Readiness

Proactively engaging future talent through school and university outreach, career fairs, industry awareness sessions, and CSR initiatives, including through the Abu Dhabi Maritime Academy (ADMA).

Development programmes target Emirati and international Group employees of both genders.



Structured Development and Recruitment Programmes

Enhanced Voyage of Discovery Programme
A one-year graduate development experience combining ADMA training with immersive on-the-job learning

Nawrus Programme
A one-year development pathway for UAE National school graduates, preparing them for operational and frontline roles

Al Nukhba Programme
A flagship programme designed to prepare high-potential employees locally and internationally for leadership roles

Regional Outreach
Active participation in employment initiatives in Al Ain and Al Dhafra, ensuring inclusive access to opportunities for UAE nationals

Strategic Partnerships
Collaborating with the Social Support Authority (SSA), universities, and Department of Education and Knowledge (ADEK) through open days and career fairs to attract and develop national talent

Talent Bridge Platform
Strengthening retention by empowering employees to explore internal career opportunities, develop new skills, and grow within the organisation

Empowering Our People

In 2025, we continued building a culture where continuous learning, professional growth, and personal empowerment enable every colleague to excel in a rapidly evolving global landscape.

Employees are empowered to advance through training and professional development plans.

Our Approach To Learning and Development

AD Ports Group manages employee training through structured HR policies, a performance-linked development cycle, and enterprise-wide learning systems.

Our philosophy is guided by the 70-20-10 development approach, where employees build capabilities through on-the-job learning (70%), mentoring and coaching (20%), and formal training (10%).

Every employee benefits from a Professional Development Plan (PDP), crafted with their line manager and integrated into our performance management system.

Succession planning processes ensure critical roles have ready talent pipelines, safeguarding our future leadership strength.

Employees have 24/7 access to digital learning platforms including LinkedIn Learning and Udemy, fully integrated with our Learning Management System (LMS). This allows colleagues to register for courses based on their development needs. Learning compliance and completion rates are tracked through consolidated LMS reports, enabling data-driven decisions.

Our learning ecosystem is underpinned by a comprehensive governance framework: the Learning & Development Policy, Learning Procedures, Employee Development Procedures, and System Manuals, ensuring a transparent and effective learning environment across the Group.

Transformative Learning Programmes In 2025

In 2025, AD Ports Group implemented major programmes designed to build a future-ready, globally competitive workforce.

The Al Nukhba Accelerator Programme, our flagship leadership journey, delivered advanced modules in strategic foresight, global supply chain, financial intelligence, and digital transformation. Participants gained board readiness exposure through simulations, executive coaching, and international rotations.

The Global Al Nukhba Program extended leadership development to international offices. This 12-month curriculum combines global rotations, strategic capstone projects, and executive mentorship to build globally mobile future leaders.

We introduced a Language Training Programme, refreshed Access Control training, and specialised maritime and logistics courses. LinkedIn Learning was launched, expanding on-demand digital access for all employees.

We launched the Al Learnathon, a six-month enterprise-wide challenge embedding Al adoption across the organisation. Through structured courses, expert sessions, and hands-on projects, employees applied Al tools to real business tasks.

Learning Systems and Resources

Our learning infrastructure is designed for accessibility and impact:

Learning Management System

- Automated Onboarding
- L&D Policy and Procedures
- SCORM-based Compliance Training
- Learning Data and Reporting

Online Training Platform

Udemy / LinkedIn Learning

In 2025, we deployed a self-paced SCORM-based training module covering corporate governance, ethics, risk management, whistleblowing, and cybersecurity. The module is mandatory for new joiners, and all employees must undergo an annual refresher.

ESG Learning Programme

In 2025, AD Ports Group launched an organisation-wide ESG Learning Programme to embed sustainability awareness and practices across the workforce. The programme was delivered through a series of thematic webinars for employees at all levels; a total of 1,310 employees attended the training.

2025 Training Investment and Impact

Our commitment to development is reflected in our 2025 training investment. The following data represents our consolidated UAE operations, where we have established integrated learning systems.

Training Disclosures – UAE Operations 2025

87,131
Total training hours

72,170
Male employees

14,961
Female employees

The 87,131 training hours delivered in UAE operations represent more than 10,889 full working days invested in workforce development. Male employees received 72,170 hours, whilst female employees received 14,961 hours, with average hours per female employee exceeding that of males.

Average Training Hours – UAE Operations 2025

21.4
Male employees

27.3
Female employees

17.2
Senior management

27.0
Middle management

22.2
Workforce

Female employees averaged 27.3 training hours, notably higher than the male average of 21.4, driven by leadership programmes such as GLOW and Al Nukhba. Middle management had the highest average at 27.0 hours, reflecting their integration into our leadership pipeline.

Average Training Hours (UAE-Based Employees)

30.15
2023

36.32
2024

22.2
2025

The 2025 average of 22.2 hours represents a normalised level following 2024's peak investment year, with continued focus on targeted, high-impact development rather than volume alone. For Noatum Legacy entities, which joined the Group in 2024, we are progressively integrating learning systems whilst continuing to deliver essential training.

Training Disclosures – Noatum Legacy 2025

57,232
Total training hours

32,008
Male employees

25,224
Female employees

The 57,232 training hours delivered across Noatum legacy demonstrate our commitment to developing newly integrated talent. Female employees received 25,224 hours – 44% of the total – exceeding their workforce representation and reflecting our inclusive approach.

Average Training Hours – Noatum Legacy 2025

15.91
Male employees

18.03
Female employees

20.18
Senior management

17.35
Middle management

16.43
Workforce

Female employees averaged 18.03 training hours, greater than their male counterparts, who averaged 15.91. Senior management averaged 20.18 hours, supporting leadership alignment during integration.

Region and Gender Breakdown - 2025 Training Hours

87,131
UAE – Total

72,170
UAE – Male

14,961
UAE – Female

57,232
Noatum Legacy – Total

32,008
Noatum Legacy – Male

25,224
Noatum Legacy – Female

Combined across both portfolios, we delivered 144,363 training hours in 2025. Female employees received 40,185 hours, 28% of the global total, with higher average hours per female employee in both UAE and Noatum entities, demonstrating our sustained commitment to gender-balanced development.

Abu Dhabi Maritime Academy (ADMA)

Established by AD Ports Group in 2019, ADMA continues to strengthen its position as the region's leading institution for maritime education, professional development, and applied research, supporting the development of a skilled, future-ready maritime workforce.

Through its integrated education and training model, ADMA contributes to long-term value creation by building human capital, advancing industry-relevant knowledge, and supporting the sustainability and competitiveness of the maritime sector.

ADMA places strong emphasis on maritime knowledge dissemination and capacity building, shaping the next generation of maritime leaders whilst upskilling the current workforce to meet the evolving operational, regulatory, and technological demands of the global maritime sector.

As the only institution in the UAE offering more than 150 accredited courses recognised by respected international bodies such as the UK Maritime and Coastguard Agency (MCA), the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA), and the Federal Maritime Authority (FMA), ADMA provides a clear pathway for lifelong learning. Its programmes support learners from high school graduates through senior management, across offshore and onshore disciplines.

Education, Skills Development, and Employability Outcomes

In 2025, ADMA expanded its impact through the Abu Dhabi Knowledge Bridge (ADKB), a dedicated platform for cross-sectoral professional development designed to addressskill gaps in technical, operational, and financial domains. ADKB programmes complement ADMA's core academic offerings by providing targeted, industry-aligned training that supports workforce adaptability and employability across the maritime value chain.

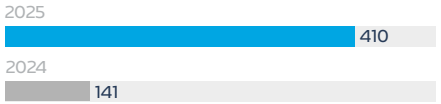
This commitment to human capital development is reflected in ADMA's 2025 educational achievements, with more than 3,400 learners engaged across diploma and degree programmes, professional short courses, and ADKB initiatives.

This included 1,368 professionals in 22 specialised short courses; 1,695 participants in transformative ADKB programmes and 410 students undertaking core diploma and degree programmes, including ADSMO, ADMET, and Logistics.

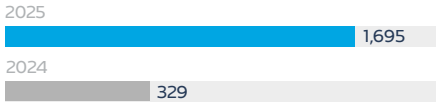
ADMA's education and training activities directly support UN SDG 4 (Quality Education) by expanding access to accredited, high-quality maritime education and lifelong learning, whilst strengthening professional pathways to employment and career progression.

Education and Training Statistics

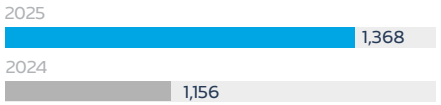
Number of students enrolled in core diploma and degree programmes



Number of trainees in ADKB programmes



Number of trainees in short courses



ADMA delivered more than 450,000 training hours, reflecting its strong commitment to continuous learning and empowerment.

Research, Innovation, and Sustainability Impact

Alongside its education mandate, ADMA's multidisciplinary Research and Development (R&D) team continues to act as a catalyst for innovation and applied industrial research.

In 2025, the team published 7 research papers in high-impact journals and international conferences, addressing advanced engineering, sustainability, and technological challenges relevant to the maritime and logistics sectors.

Research topics included advanced carbon capture solutions, energy-efficient system design, and next-generation electronics cooling, supporting technological innovation and infrastructure resilience in line with UN SDG 9 (Industry, Innovation and Infrastructure).

Several research initiatives also address decarbonisation and operational efficiency, contributing to UN SDG 13 (Climate Action) by supporting the maritime sector's transition to lower-carbon and more sustainable operations.

To reinforce this focus, ADMA operates and oversees the Maritime Sustainability Research Centre under the Maritime Hub Abu Dhabi. Established in 2024, the Centre promotes applied maritime research with a strong emphasis on sustainability, climate-aligned technologies, and environmental performance, strengthening collaboration between academia, industry, and regulators.

Key Innovation Platforms

Innovation remains a key enabler of AD Ports Group's long-term growth and sustainability ambitions. Through its Corporate Innovation Strategy, the Group embeds innovation across operations to enhance efficiency, support environmental stewardship, and create long-term value for customers, communities, and stakeholders.

Leveraging internal innovation platforms, external partnerships, and research-driven initiatives, the Innovation Department accelerates the development and deployment of solutions that strengthen both business performance and sustainability outcomes.

IBTIKAR
Employee suggestion platform encouraging intrapreneurship to develop innovative solutions improving efficiency, operations, and sustainability performance.

Innovation Café
Global forum connecting employees, experts, and leaders to exchange ideas and explore emerging technologies.

Industry 4.0
Open Innovation Platform Collaborates with startups, research institutions, and technology partners to co-create solutions addressing industry challenges.

Benchmarking Initiatives
Global benchmarking assesses performance, identifies best practices, and drives continuous improvement across operations.

Supporting Work-Life Balance

We are committed to creating an environment where employees can thrive professionally whilst maintaining a healthy and fulfilling personal life.

Our approach to work-life balance is embedded in our policies, benefits, and workplace culture, ensuring that every colleague feels supported through all stages of their career and life journey.

Parental leave policies are offered globally by the Group.

Parental Leave, Supporting Growing Families

Our parental leave policy reflects our commitment to family-friendly practices that support new parents during a significant life transition. By providing paid leave for both mothers and fathers, we enable employees to bond with their children and manage family responsibilities without compromising their career progression. This inclusive approach reinforces our culture of care and ensures a smooth transition back to work.

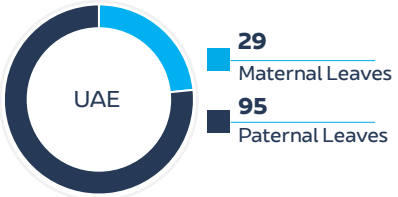
In 2025, 91 female and 155 male employees benefited from the Group's parental leave policy across our global operations. Our return-to-work rates demonstrate the effectiveness of our support systems.

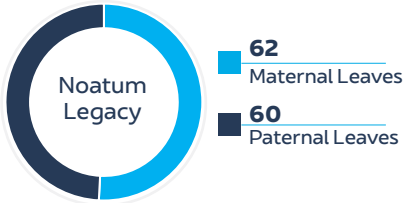
99%
Male employees return-to-work rate

92%
Female employees return-to-work rate

A total of 234 employees remained employed 12 months after returning from parental leave, including 152 male employees and 82 female employees, reflecting strong employee retention.

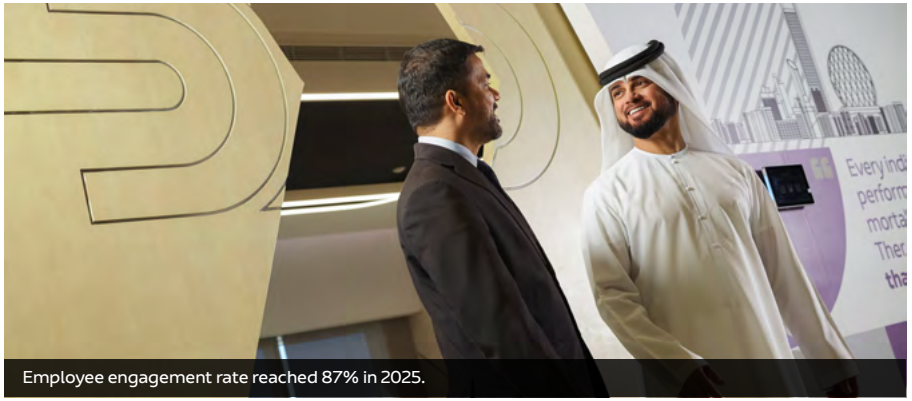
The table below provides a regional breakdown of parental leave availed in 2025.





Workplace Satisfaction and Engagement

A positive work environment is essential to employee wellbeing and organisational success. In 2025, our employee engagement rate in the UAE stood at 87%, reflecting the strength of our engagement initiatives and our focus on creating a workplace where people feel valued and motivated.



Employee engagement rate reached 87% in 2025.

Lower Absenteeism, A Measure Of Wellbeing

Low absenteeism is a strong indicator of a healthy and supportive workplace culture. In 2025, we maintained consistently low absenteeism rates across our operations.

4.4%

UAE operations

2.5%

Noatum Legacy entities (excluding UAE)

These figures demonstrate the effectiveness of our wellbeing programmes and our proactive approach to supporting employee health, both physical and mental.

Comprehensive Employee Benefits

Beyond leave policies, we provide a range of benefits designed to support the holistic wellbeing of our employees.

- Life insurance and income protection
- Comprehensive health and medical insurance for employees and their families
- Wellness initiatives promoting physical and mental health
- Employee assistance programmes offering confidential counselling and support services

Through these benefits and programmes, we are fostering a workplace where employees feel secure, supported, and empowered to bring their best selves to work every day. We remain guided by a simple truth: when our people thrive, AD Ports Group thrives. Through continued alignment with global labour practices, national development priorities, and the United Nations SDGs, we will keep building a workplace where every individual feels valued and heard.

Human Rights and Labour Conditions

We are committed to upholding and advancing human rights across all aspects of our operations and value chain. The Group expects the highest standards of ethical conduct from its employees, contractors, suppliers, and business partners, and works proactively to ensure that its activities align with internationally recognised human rights principles.

The Group's double materiality assessment identified human rights and labour conditions as a material topic that represents both a significant risk and an opportunity.

From a risk perspective, inadequate human rights and labour practices across operations or the value chain could lead to reputational impacts, regulatory scrutiny, and operational disruptions. Conversely, strong human rights governance presents an opportunity to strengthen stakeholder trust, enhance workforce wellbeing, and reinforce responsible business practices across global operations.

External stakeholders also pinpointed human rights as a top priority, reflecting strong expectations for AD Ports Group to demonstrate leadership in responsible business conduct. Stakeholders particularly emphasised the importance of safeguarding labour standards, promoting fair working conditions, and strengthening community engagement and social impact in regions where the Group operates, including lower-income markets.

Our approach to upholding human rights is guided by our Human Rights Policy, Code of Ethics, employment policies, and related governance frameworks. These commitments not only apply to our employees, but also extend to partners, vendors, suppliers, and third parties operating on our behalf. Through this integrated framework, we embed respect for human rights into our corporate culture and operational decision-making.

Governance and Policy Framework

AD Ports Group's Human Rights Policy sets out our principles and expectations in line with applicable labour laws and recognised international standards. The Policy is supported by the following.

- Code of Ethics and Code of Conduct
- Code of Ethics for Suppliers
- Employment Policy and Employee Handbook

Our policy commitments are grounded in foundational international instruments, including the UN Guiding Principles on Business and Human Rights (UNGPs) the ILO Declaration on Fundamental Principles and Rights at Work, and the Universal Declaration of Human Rights.

To implement these commitments within our maritime operations, we adhere to the sector-specific standards of the ILO Maritime Labour Convention, 2006, and the ethical recruitment principles outlined in the Dhaka Principles for Migration with Dignity.

This framework supports our contribution to the UN Sustainable Development Goals (SDGs), particularly SDGs 5, 8, and 10.

Our Supplier Code of Ethics explicitly requires suppliers to reject forced labour, modern slavery, and child labour, and the Group has a zero tolerance policy for such practices within their own operations and supply chains. These requirements form part of our broader supplier risk management and compliance framework.

The Executive Management oversees the implementation of these policies, ensuring that human rights considerations are integrated into governance structures and risk management processes across the Group.

Speak Up and Whistleblowing Mechanism

Central to our due diligence framework is our confidential Whistleblowing Channel, which supports our strong "Speak Up" culture, especially regarding any indication or reasonable suspicion of non-compliance with applicable laws, internal regulations, the Code of Ethics, or other policies.

The confidential mechanism is accessible to all employees and third parties, including contractors, suppliers, and other at-risk groups across our operations and value chain.

AD Ports Group ensures its whistleblowing mechanism is widely communicated to employees and external stakeholders through internal communications, onboarding programmes, supplier engagement processes, and awareness initiatives. The Group maintains a strict non-retaliation policy, ensuring that individuals who raise good faith concerns are protected from retaliation, discrimination, or other adverse consequences.

To enhance accessibility, the Whistleblowing Channel is available through multiple reporting options, including digital platforms and non-digital alternatives, and supports multiple languages to enable stakeholders from diverse backgrounds to raise concerns comfortably and securely. The process includes the following.

Receipt and Preliminary Assessment

Reports are reviewed to determine the appropriate competent function. When necessary, the Compliance Officer forwards the matter to the relevant department and informs the reporting individual.

Investigation

Reported matters are assigned to appropriate personnel for objective, thorough, and professional investigation. The rights to presumption of innocence, to be heard, and to defence, are always respected. Disciplinary measures are not imposed until investigations are concluded. Investigations are conducted proportionately, depending on the seriousness and complexity of the case.

Completion and Outcome

Where possible, the reporting individual is notified of the outcome. Investigations are completed within three months of receipt, unless exceptional complexity requires an extension of up to an additional three months.

This comprehensive process ensures accountability, transparency, and the timely remediation of identified issues. When concerns are substantiated, appropriate corrective actions are implemented, which may include disciplinary measures, process improvements, and strengthened internal controls. In addition, AD Ports Group is committed to providing effective remedy when individuals are adversely impacted. Depending on the nature of the case, this may include actions such as reinstatement, compensation, or other corrective measures aimed at addressing harm and preventing recurrence.

Preventing Modern Slavery and Forced Labour

AD Ports Group unequivocally condemns modern slavery in all its forms, including forced labour, bonded labour and child labour. Our Code of Ethics and Human Rights Policy explicitly prohibit such practices.

We are committed to maintaining supply chains free from exploitation. Compliance measures include the following.

- Supplier due diligence*and compliance questionnaires
- Ongoing monitoring and risk assessments
- Awareness initiatives and mandatory training
- Access to the whistleblowing channel for employees and third parties

Through these mechanisms, we actively identify, prevent, and mitigate potential risks of forced labour and other human rights abuses within our operations and supply chain.

**Note: For more details on this topic refer to responsible procurement on page 48 of this report.*

> We remain committed to strengthening our human rights governance and due diligence practices in line with evolving regulatory expectations and stakeholder requirements. Through continuous policy enhancement, training, monitoring, and transparent reporting, AD Ports Group seeks to foster a safe, inclusive, and respectful working environment across our global operations and value chain.

Training and Awareness

In 2025, 7,655 employees received dedicated training on human rights, employee rights, and related company policies. During the year, we introduced an updated Employee Handbook and revised policies through the Group's internal portal.

To strengthen awareness and accessibility, we Implemented the following.

- Company-wide announcements and awareness campaigns
- Interactive chatbot-based guidance tools
- SCORM-based training modules delivered through the Learning Management System (LMS)
- Mandatory onboarding sessions covering the Code of Conduct and related policies

Completion of these modules is mandatory for all employees, ensuring consistent understanding of our human rights standards and conduct expectations.

Grievances and Corrective Actions

During the reporting period, a total of four cases related to discrimination and harassment were reported through the Group's grievance mechanisms. All cases were investigated in accordance with established procedures, and appropriate corrective actions were taken where required. All reported cases were resolved within the reporting period in line with the Group's internal investigation and remediation processes. These outcomes reflect our zero-tolerance approach to discrimination, harassment, and misconduct.

Health and Safety Excellence

As AD Ports Group expands globally to more than 50 countries on five continents, a commitment to health and safety remains the bedrock of its integrated ecosystem.

The Group's Integrated Management System (IMS) has evolved to scale alongside a vast portfolio that now encompasses world-class ports, expansive industrial zones, critical maritime services, and an ever-growing logistics network.

The Group's commitment to workplace health and safety covers more than 50 countries.

By embedding rigorous Occupational Health & Safety (OHS) protocols into every facet of its business clusters, AD Ports Group ensures that its rapid international growth does not compromise the safety and welfare of its global workforce.

Electronic Health, Safety, Environment (HSE) systems enable real-time reporting, incident tracking, and performance monitoring across all global sites through our centralised digital HSE platform, SENYAR.

In addition to alignment with ISO 45001:2018 standards, the Group's safety framework is strengthened by compliance with ISO 22301 for business continuity and the ISO 28000 standard for supply chain security.

Within the UAE, operations are further governed by the Abu Dhabi Public Health Center (ADPHC) and the OSHAD SF framework, whilst maritime activities adhere to the International Safety Management (ISM) Code and SOLAS conventions.

The Group's Occupational Health and Safety Management System covers 100% of employees and contractors across business clusters and geographies, either as per local regulatory requirements or ISO 45001:2018 standards, or a combination of both.

AD Ports Group applies a comprehensive approach to hazard identification and risk assessment across its operations, supported by regular inspections, audits, and worker engagement. Incidents are systematically investigated to determine root causes, with corrective actions implemented to prevent recurrence and continuously improve health and safety performance.

The Group maintains a robust assurance programme involving regular internal audits and third-party external inspections to verify the efficacy of safety controls at every location. This multi-layered approach to governance and technology ensures a consistent "Safety First" culture of across every continent and operation.

Key Features Of Our Integrated Health and Safety Management System

Regulatory Compliance

Adheres to international and national safety frameworks and benchmarks, verified through rigorous internal and third-party audits

Risk-Based Competency

Uses a comprehensive HSE Competency Matrix to deliver role-specific, mandatory training, ensuring every employee and contractor is equipped for their specific risk environment

Behavioural Safety Culture

Drives accountability through the HSE Partner Programme and HSE Passport, fostering a "safety-first" mindset across all levels of the organisation

Operational Readiness

Maintains peak emergency preparedness through regular safety drills, specialised training, and daily Toolbox Talks for high-risk operations

Strategic Oversight

Ensures leadership engagement through frequent management walkabouts and a structured HSE assurance process

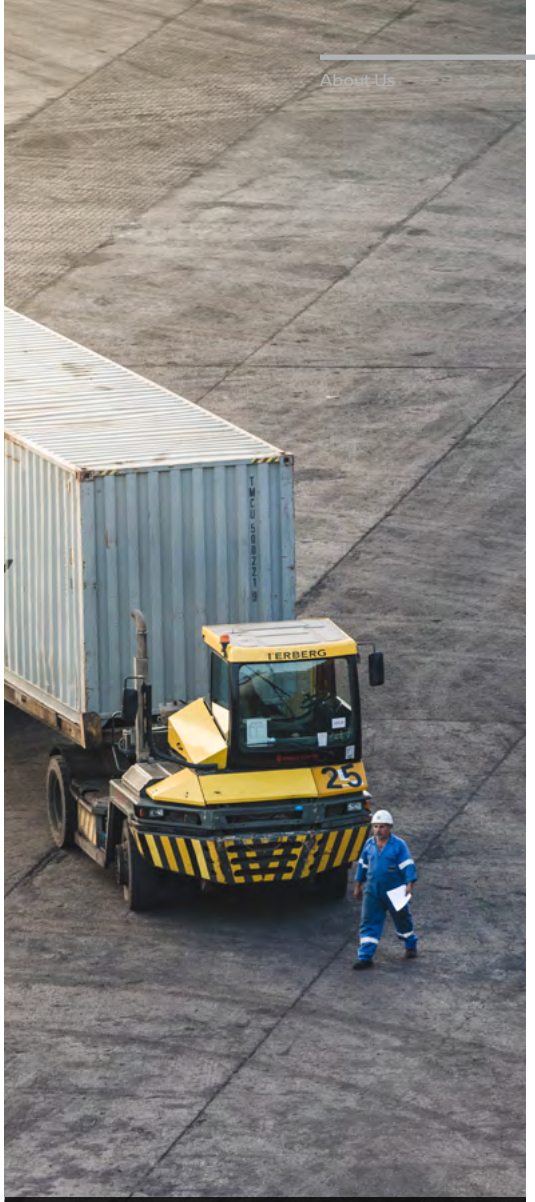
Transportation Safety Management

AD Ports Group is committed to ensuring the highest standards of transportation safety across its integrated logistics and maritime operations. The Group applies a structured Safety Management System (SMS) aligned with international maritime and logistics safety frameworks to identify, assess, and mitigate operational risks.

Transportation safety governance extends across marine vessels, port operations, and landside logistics (including truck movements), supported by standard operating procedures, risk assessments, and continuous workforce training. The Group integrates safety considerations into operational planning and asset management to safeguard employees, contractors, cargo, and the environment.

Transportation safety risks are reviewed separately for maritime, port terminal, and landside logistics operations to ensure mode specific controls and accountability.

In line with its proactive approach to safety, AD Ports Group continues to enhance its transportation safety practices through digital monitoring systems, safety audits, and compliance with applicable regulatory requirements.



All maritime and logistics safety incidents are recorded, investigated, and analysed.

Maritime and Logistics Safety Performance and Monitoring

The Group implements targeted Maritime Safety Management programmes and initiatives designed to strengthen incident prevention, operational control, and emergency preparedness across all transportation modes.

The Group maintains robust processes for recording, investigating, and analysing maritime and logistics safety incidents, enabling continuous improvement and knowledge-sharing across operations. Advanced tracking systems and reporting tools monitor vessel movements, fleet safety performance, and landside transportation risks in real time. Insights derived from these systems support timely corrective actions and reinforce a data-driven approach to safety management.

Occupational Health Provision and Worker Participation

AD Ports Group provides access to occupational health services through on-site facilities and approved external providers, ensuring preventive care, health monitoring, and timely medical support for employees. These services are designed to safeguard worker wellbeing and uphold high standards of occupational health across all operations.

In parallel, targeted initiatives, including heat stress prevention campaigns, regular health check-ups, and mental health awareness programmes, aim to prevent specific health risks.

The Group's proactive, inclusive approach to occupational health and safety encourages active worker participation through regular consultations, safety committees, and open communication channels. Employees are empowered to report hazards, share feedback, and contribute to safety initiatives.

Managing Health and Safety Risks

AD Ports Group extends its commitment to occupational health and safety across its value chain by mandating compliance with its HSE framework, alongside applicable government regulations, for all contractors. Health and safety requirements are embedded within contractual agreements, and the Group reserves the right to conduct HSE audits to assess contractor compliance and performance. Through these measures, AD Ports Group seeks to prevent and mitigate occupational health and safety risks associated with its business relationships and uphold consistent standards across operations.

No work related fatalities among employees were recorded in 2023–2025. Contractor related fatalities are disclosed where applicable, in line with GRI 403 reporting requirements.

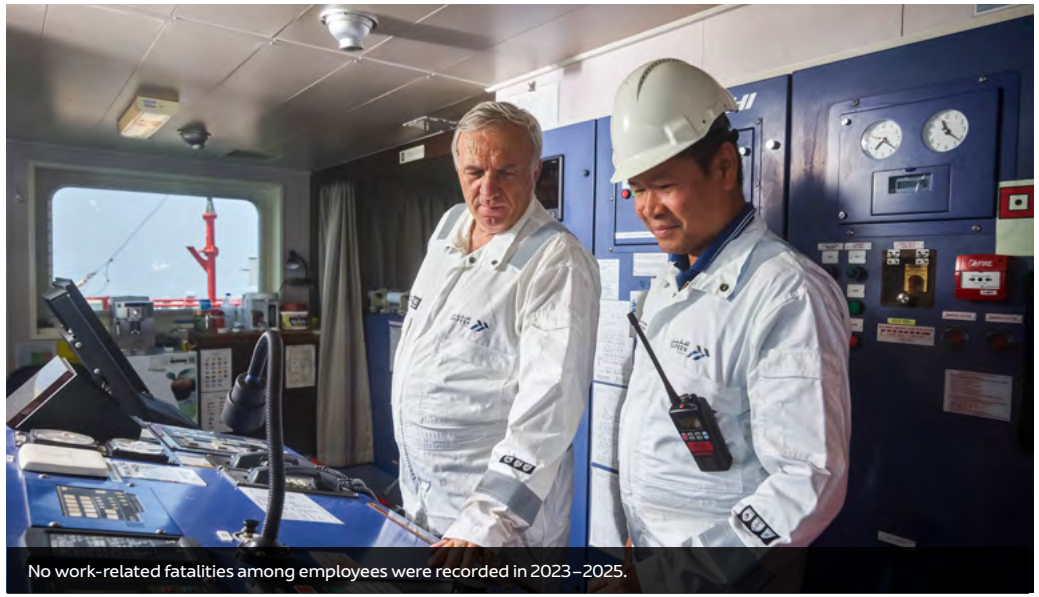
In addition, the Group promotes a culture of continuous improvement and positive reinforcement through recognition programmes that reward outstanding HSE performance at the individual, departmental, and subsidiary levels. This leadership-driven approach strengthens accountability, enhances employee engagement in safety practices, and supports the Group's long-term objective of maintaining safe and resilient global operations.

Leadership Oversight and Accountability

Strong leadership oversight plays a critical role in reinforcing AD Ports Group's "Safety First" culture. Senior management actively participates in safety governance through regular safety walkabouts, participation in safety committees, and direct involvement in incident investigations within their areas of responsibility.

Top management also reviews and approves the annual HSE objectives, targets, and key performance indicators (KPIs), ensuring that safety performance is integrated into operational planning and management accountability across business clusters.

Target - Maintain 0 fatalities among AD Ports Group employees across all sectors by 2030



No work-related fatalities among employees were recorded in 2023–2025.

Health, Safety and Transportation Risks and Mitigation Measures

Maritime collision and navigation incidents

- Risk of vessel collisions, groundings, piracy or navigational errors impacting safety, assets and environment
- Implementation of Safety Management System (SMS), real-time vessel tracking systems, navigational controls, and crew competency training

Port and terminal operational accidents

- Injuries or incidents during cargo handling, equipment operation and port activities
- Standard operating procedures (SOPs), routine risk assessments, equipment maintenance, and workforce safety training programmes

Landside transportation (truck) incidents

- Road accidents involving trucks impacting drivers, public safety, and cargo
- Fleet monitoring systems, driver safety training, route risk assessments, and compliance with road safety regulations

Contractor health and safety non-compliance

- Inconsistent HSE practices across contractors and third-party operators
- Mandatory HSE requirements in contracts, contractor audits, performance monitoring, and enforcement of Group HSE framework

Occupational health risks (heat stress, fatigue, illness)

- Exposure to extreme weather conditions and work-related health risks affecting workforce wellbeing
- Heat stress prevention programmes, regular health check-ups, access to occupational health services, and awareness campaigns

Emergency response and incident preparedness gaps

- Delayed or ineffective response to emergencies such as spills, fires, or accidents
- Emergency preparedness programmes, drills, incident response protocols, and continuous improvement through incident investigations

Data gaps in safety monitoring, and reporting

- Lack of timely or accurate safety data affecting decision-making and risk mitigation
- Deployment of digital monitoring systems, real-time reporting tools, incident analysis processes, and data-driven corrective actions

Workplace safety culture and reporting gaps

- Underreporting of hazards or limited employee engagement in safety practices
- Worker participation through safety committees, open reporting channels, leadership walkabouts, and safety recognition programmes

Risk | Detail of the Risk | Mitigation Measure

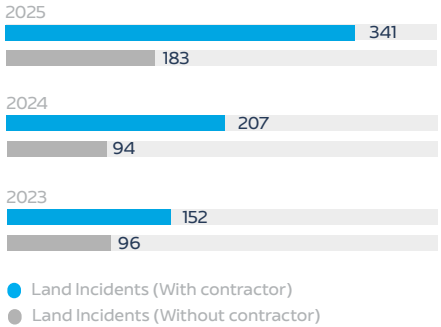
Performance Snapshot

As the Group grows, so does its complexity and exposure profile. 2025 HSE figures reflect this reality. In addition, improved capture and classification methods enabled greater Lost Time Injury (LTI), near-miss reporting and led to an increase in recorded frequencies.

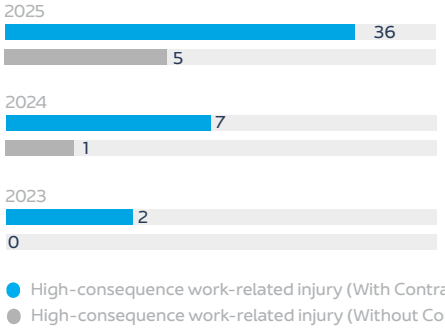
Injury frequency and rate metrics are calculated in accordance with GRI 403-9 definitions.

Work related ill health indicators are monitored through occupational health programmes. No material work related ill health trends were identified during the reporting period.

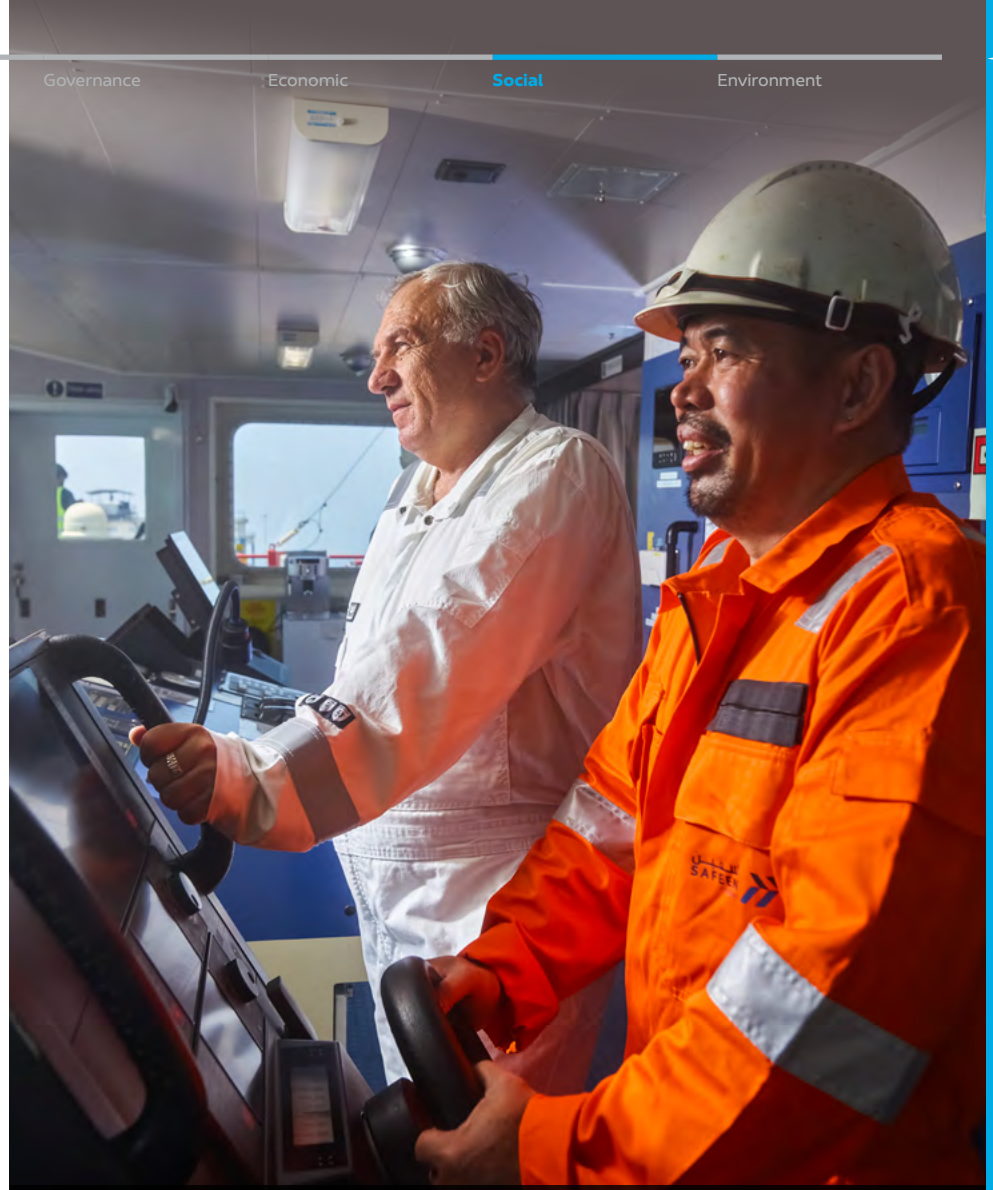
Land Incidents



High Consequence Work Related Injury

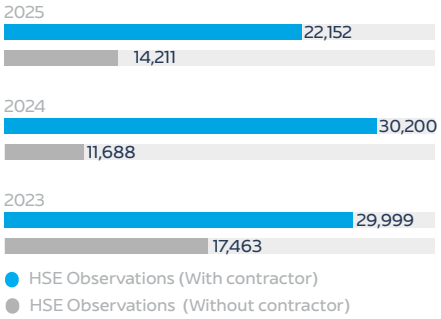


Note: HSE data reported under "without contractor" represents information pertaining solely to employees. HSE data reported under "with contractor" represents the combined information for both employees and contract workers.

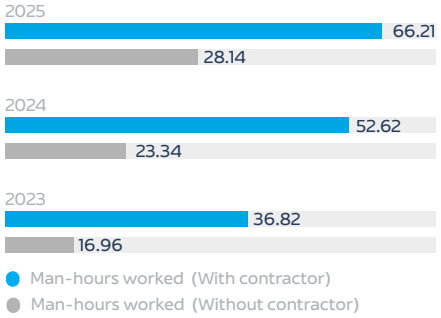


Better capture and classification methods led to an increase in Lost Time Injury (LTI) and near miss reporting incidents in 2025.

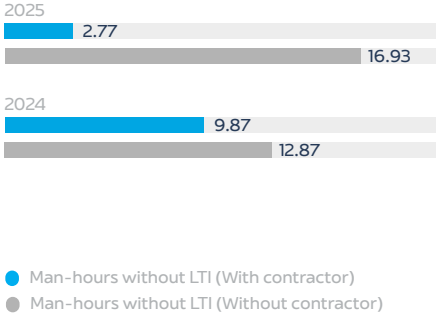
HSE Observations



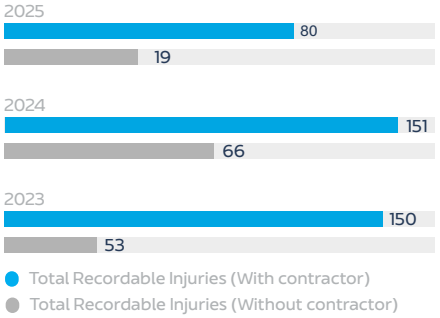
Man-Hours Worked (Million Hours)



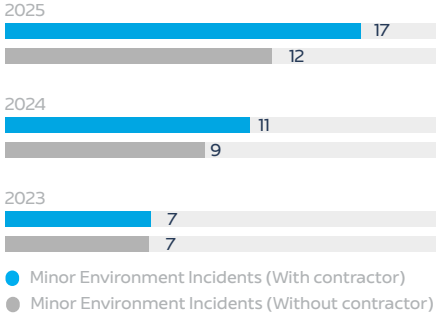
Man-Hours Without LTI (Million Hours)



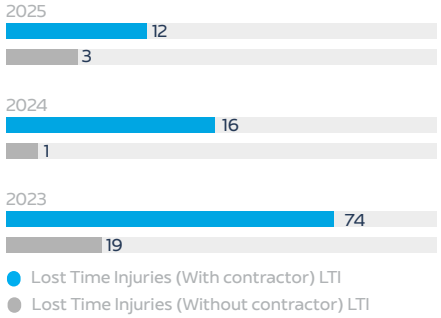
Total Recordable Injuries



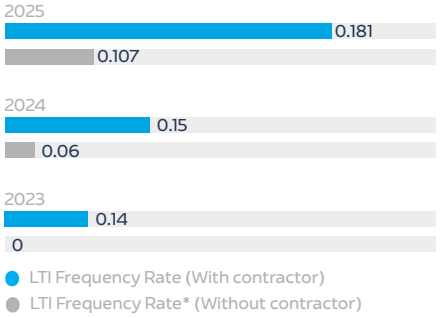
Minor Environment Incidents



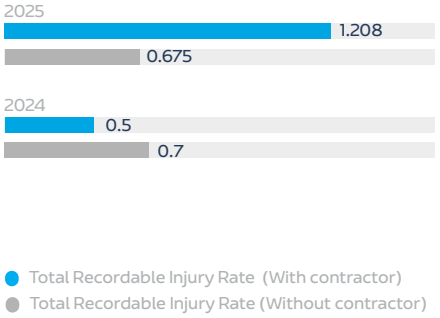
Lost Time Injuries



LTI Frequency Rate (LTI per Million Manhour)



Total Recordable Injury Rate



The performance data and KPIs captured across the organisation serve as a roadmap for continuous improvement, ensuring that the human element remains at the heart of every strategic expansion.

Annual HSE performance targets, including reductions in Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Rate (TRIR), are set and reviewed annually as part of the Group's HSE objectives and management review cycle. By fostering a culture where every employee is empowered to act as a safety leader, AD Ports Group is building a legacy of operational integrity.

Through its holistic approach to health and safety, AD Ports Group aims to build a legacy of operational integrity, ensuring that, as the Group continues to bridge global trade routes and manage complex logistics networks, it maintains a safe and resilient workforce capable of meeting the challenges of tomorrow's global economy.

Awards

- National Services and Reserve Award
- Sustainable Developer of the Year
- Strategic Partner for Emergency and Crisis Management
- Business Continuity and Incident Command Center Operation Achievement

Social Impact and Community Investment

Community lies at the heart of how the Group does business, demonstrating its commitment to social responsibility and long-term positive impact. Recognising the importance of structured and effective community engagement, the Group's dedicated Corporate Social Responsibility (CSR) function works collaboratively across all business clusters to plan, execute, monitor, and report on initiatives, ensuring they align with the Group's values and create lasting impact.

The Group conducts structured community impact assessments to identify, assess, and prioritise actual and potential social impacts associated with its operations. Assessments weigh proximity to operational sites, scale and nature of activities, workforce and tenant presence, stakeholder vulnerability, and alignment with national and local development priorities. The outcomes of these assessments inform the selection, design, and prioritisation of CSR initiatives across geographies.

Key community stakeholders engaged through the Group's social initiatives include local communities near operational sites, employees and tenant workers, youth and educational institutions, health care providers, persons with disabilities, charitable organisations, NGOs, and government entities.

Engagement is facilitated through partnerships, outreach programmes, awareness campaigns, and collaborative initiatives, with feedback and participation levels used to refine programme design and delivery.

The Group's CSR and wellbeing efforts are , strategically focused, outcomes-driven, and transparently reported in line with recognised global priorities, such as the UN Sustainable Development Goals (SDGs).

In 2025, the Group strengthened its CSR approach, with activities spanning the UAE Spain, Pakistan, Angola, Türkiye, Egypt, and beyond. The Group's initiatives touched thousands of lives, underlining its role as a responsible organisation committed to community wellbeing across every region in which it operates.

AD Ports Group Community Impact Summary 2025

55
Total CSR Initiatives

32
Total CSR Support Awareness Initiatives

50
Total Employees Well-being Initiatives

AED 4,080,900
CSR Total Value Community Investment

1,321,464
No. of CSR & Beneficiaries

72,000
No. of CSR Well-being Beneficiaries

2,425
No. of Volunteers

14,587
No. of Volunteering Hours

Beyond participation and investment, the Group reviews programme outcomes using qualitative and quantitative indicators such as awareness levels, access to services, wellbeing outcomes, inclusion, and employee engagement. Insights and lessons learned are incorporated into future programme planning to strengthen effectiveness, relevance, and long-term impact.

Methodology Footnote

CSR investment figures include financial contributions and in-kind support. Beneficiaries are calculated at the initiative level, and may include individuals reached through awareness, education, or engagement programmes. Figures reflect Group-wide activities within the reporting year.

Advancing Social Impact and Community Investment

Identified as material topics for the Group, social impact and community investment are core components of our Sustainability Strategy and guide our approach to creating shared value.

A robust governance and monitoring framework supports our CSR approach, underpinned by systematic data collection, verification, and validation processes, which enable evidence-based decision-making, transparent reporting, and measurable, credible impact.

AD Ports Group significantly strengthened its community engagement and investment in 2025. Employee participation in volunteering initiatives grew significantly, with 2,425 employees contributing 14,587 volunteering hours, reflecting a deeper culture of social responsibility across clusters.

At the same time, the Group recorded an increase in charitable contributions and community donations, alongside a total community investment of AED 4.08 million, enabling the expansion of more structured and impactful CSR programmes and initiatives. This growth demonstrates AD Ports Group's commitment to scaling its social impact whilst embedding responsible business practices.

CSR Selection and Implementation Process

The Group applies formal and structured processes to identify, assess, and prioritise community impacts and CSR initiatives.

This includes evaluation of proposed initiatives against defined social impact criteria, strategic alignment with the Group's Sustainability Strategy, stakeholder needs, and available resources.

Approved initiatives are implemented in a controlled and transparent manner, ensuring accountability, measurable impact and effective use of CSR budgets throughout the implementation lifecycle.

Our 2025 CSR and employee wellbeing initiatives were organised into six thematic areas that represent our most significant areas of impact.

- Education and capacity-building impacts
- Health, safety, and wellbeing impacts
- Social inclusion and equity impacts
- Community development and engagement
- Socio-Environmental impact
- Partnerships and systemic impact

Education and Capacity Building Impacts

We invest in programmes that inspire future generations, promote national career development, and empower individuals within our communities. From early childhood education to professional development, our initiatives span the full spectrum of learning.

Junior Captain Programme

The Junior Captain Programme is a flagship community and youth engagement initiative designed to inspire children and families by introducing them to maritime culture, leadership values, and community responsibility in an interactive and educational setting. In 2025, the programme was implemented across multiple locations and platforms through strategic collaborations and community events, reflecting its scalable and inclusive approach.

Activations included awareness sessions integrated within HR outreach programmes, a session with child patients at Burjeel Hospital, the Summer Camp Programme for Qidfa'a, and engagement at the Abu Dhabi International Boat Show.

The programme was delivered at Nabdh Al Falah in collaboration with the Ma'an Authority, as well as during the 5th Family Forum in partnership with the Family Development Center, reinforcing its alignment with national family, youth, and community development priorities.

By building early awareness, sparking curiosity, and strengthening understanding of sector needs, the programme supports the development of future-ready talent whilst contributing to the long-term sustainability of the maritime and trade ecosystem. In parallel, it aligns with national Emiratisation priorities by encouraging informed career choices and strengthening industry knowledge and community engagement.

Inspiring UAE Youth

The AD Ports Group Awareness Outreach Programme is designed to educate students and the wider community about our diverse portfolio and operations. Through interactive sessions and school visits across Al Ain and Al Dhafra regions in Abu Dhabi, the programme introduces students to a wide range of industries and career pathways within the Group.

The objective is to inspire students at an early stage to consider maritime or logistics-related academic pathways in higher education, equipping them for professions in demand locally, regionally, and globally.

Maritime Education In Spain

Our partnership with Spain's Educación Azul Foundation continued to grow, promoting maritime culture and environmental awareness among young people. Primary school students designed and built cardboard boats, culminating in the exciting launch of their vessels at sea or on local rivers. The initiative fostered teamwork, creativity, and an early appreciation for the maritime world.

Through the Aula 2025 education fair, we connected directly with young people considering their future careers. Our stand provided guidance and inspired the next generation to explore professional paths at sea, addressing the maritime sector's need for skilled young professionals.

The Expomar 2025 (Puerto Felicidad) initiative introduced children to maritime beauty and the tradition of sea fishing, sparking curiosity and excitement about maritime career paths.

Employee and Community Development In Pakistan

The Group's Karachi Gateway Terminal Limited (KGTL) joint venture in Pakistan engaged young minds through a creative drawing competition for children of employees and SOS Orphanage Village students.

Participants showcased their artistic vision on themes including ocean sustainability, workplace safety, and terminal operations. Selected artworks were featured in the KGTL Calendar 2025, celebrating young talent whilst raising environmental awareness.

KGTL also sponsored a Summer School on "Management of Trade, Logistics & Supply Chain in the Maritime Sector" organised by Bahria University.

The company received eight complimentary seats, sending employees to gain valuable insights into maritime business. KGTL's leadership also participated as guest speakers, and the company's logo was featured prominently, providing additional exposure.

Health, Safety, and Wellbeing

Several initiatives complemented the Group's occupational health and safety management systems and reinforced a preventive, people-centred approach to health and wellbeing both within and beyond the workplace.

World Health and Safety Day 2025

We marked World Day for Safety and Health at Work under the 2025 theme, "Revolutionising Health and Safety: The Role of AI and Digitalisation at work." Using campaign material from the International Labour Organization (ILO), we hosted toolbox talks, displayed awareness banners across our facilities, and encouraged all employees to join a webinar featuring an ILO panel discussion.

The occasion was an opportunity to highlight occupational health and safety hazards, share best practices, and engage employees in activities designed to promote safe and healthy work environments.

A "Safety in Heat" awareness campaign was conducted across the Group in 2025.

Seasonal Worker Protection

In partnership with the UAE Ministry of Human Resources & Emiratisation and the Abu Dhabi Public Health Center, AD Ports Group conducted a Safety in Heat awareness campaign across the Group, targeting both its employees and residents of its worker housing communities.

The initiative raised awareness of mandatory summer outdoor work limitations, heat-related health risks, and heat-stress prevention techniques. The campaign contributed to the Group's achievement of zero Lost Time Injuries (LTIs) due to heat related illness or injuries in Abu Dhabi.

Blood Donation Drives

Throughout the year, blood donation drives organised by the Maritime & Shipping, Ports, Economic Cities & Free Zones, and Logistics clusters supported community health through employee engagement.

In Karachi, we organised a blood donation drive for Thalassemia Patients in support of the Afzaal Memorial Thalassemia Foundation (AMTF). Twenty-nine employees voluntarily donated blood in a demonstration of generosity and community spirit.

Social Inclusion and Equity Impact

Inclusion-focused initiatives are prioritised in locations where the Group has a significant operational footprint, supporting equitable access, dignity, and participation for vulnerable or under-represented groups.

Inclusive Hiring In Egypt

In accordance with Egyptian labour law, we engaged with organisations for persons with disabilities to promote inclusion and mitigate discrimination risks. These engagements help spread awareness and foster a culture of inclusion within our workforce and the wider community.

Celebrating Women's Empowerment

We celebrated Emirati Women's Day 2025 with events across our clusters. The Maritime & Shipping Cluster sponsored catering and distributed a special giveaway book highlighting the inspiring story of Sheikha Fatima bint Mubarak Al Ketbi, known as the Mother of the Nation in the UAE.

In Türkiye, we made a Women's Day donation to support equal opportunities in education. Our contribution supports children and young people under government protection and contributes to the social and economic empowerment of low-income women.

SMK Women Tennis Tournament

AD Ports Group supported the SMK Tennis initiative as part of its broader commitment to social inclusion, wellbeing, and community engagement. The Group's participation reflects its ongoing efforts to contribute to initiatives that promote women's empowerment, and community partnerships.

Ramadan Community Support

During the holy month of Ramadan, AD Ports Group collaborated with government entities and NGOs, including United Arab Emirates Red Crescent (UAERC), to organise Iftar gatherings for workers and the wider community. Through this initiative, approximately 50,000 blue-collar workers received daily Iftar meals over the 29 days of the Holy Month. The initiative was delivered in collaboration with the Sheikh Zayed Grand Mosque and the Staff Accommodation Authority, an entity housed within AD Ports Group that regulates worker housing throughout the Emirate of Abu Dhabi.

These initiatives reflected the Group's commitment to worker wellbeing, social inclusion, and supporting the communities that contribute to the nation's development.

Corporate Social Responsibility (CSR) programmes promote social inclusion, equity, and dignity for vulnerable and under-represented groups.

Cruise Terminal Accessibility For People Of Determination

As part of Abu Dhabi's People of Determination Strategy, AD Ports Group implemented an accessibility project at Zayed Port Cruise Terminal 1 and 2, as well as on Sir Bany Yas Island in collaboration with the Ma'an Authority. The initiative upgraded facilities to provide a more accessible, dignified, and welcoming experience for People of Determination, actioning the Group's commitment to inclusive infrastructure and community integration.

Local Community Contributions (UAE)

In the UAE, we supported the Rhymes & Wishes event organised by Make-A-Wish, benefiting 1,000 individuals. KEZAD Group also made Zakat contributions to Al Noor Rehabilitation and Welfare for People of Determination, directly supporting 10 beneficiaries. In line with UAE leadership directives, we facilitated humanitarian aid initiatives, including Al Faris Al Shahim – Humanitarian Aid for Gaza. Additionally, we contributed to community welfare and environmental sustainability through the donation of used clothes in partnership with Tadweer, promoting reuse and responsible resource management.

Through initiatives in the UAE and across its global operations, the Group promotes local education and job training efforts.

International Community Contributions

Pakistan

In Pakistan, KGTL supported vulnerable communities through targeted social initiatives. At SOS Children's Village, an in-kind donation of five geysers improved living conditions for 50 children. In addition, a contribution to the Pakistan Association of the Blind enabled the printing and distribution of 1,100 Braille books, enhancing access to education for visually impaired students and promoting inclusive learning.

Angola

In Angola, the Ports Cluster contributed to the SBC Angola Solidarity Auction under Project E.M.B.O., supporting school development and benefiting 30 individuals. This initiative reflects our belief that educating a child is an investment in a lifelong journey.

Spain

In Spain, our commitment to food security manifested through a €10,000 donation by the Ports Cluster to the Spanish Federation of Food Banks (FESBAL). The contribution was equally distributed among food banks in Cantabria, Castellón, Málaga, Tarragona, and Valencia, supporting their efforts to provide essential food assistance to vulnerable communities.

Egypt

In Egypt, we supported education through sponsorships and scholarships for outstanding public-school students, benefiting 500 individuals. This initiative aims to empower young talent, promote academic excellence, and contribute to long-term socio-economic development.

Community Development and Engagement

These initiatives contributed to social cohesion, workforce wellbeing, and positive relationships with communities hosting Group operations.

Day Of The Seafarer 2025

The Maritime & Shipping Cluster marked the Day of the Seafarer with diverse initiatives across its business units. Activities included tailored giveaways to crew based on vessel type, health awareness sessions with tote bag distribution, and funds for ship welfare. These efforts recognised the dedication, resilience, and sacrifices of seafarers while emphasising their wellbeing and vital role in sustaining global trade.

Staff Accommodation Stakeholder Collaborations

Across staff accommodation facilities, multiple collaborations with government entities, embassies, healthcare providers, and community partners to support operators and residents. These initiatives focused on worker wellbeing, health and safety awareness, cultural engagement, sports activities, and preventive healthcare. Collectively, they reinforced AD Ports Group's commitment to inclusive, safe, and supportive living environments for workers.

Diverse Sports Activities

Across AD Ports Group, KZ Sport Facility management delivered diverse, culturally inclusive sports and recreational activities that promoted physical activity, teamwork, social interaction, and wellbeing among employees, stakeholders, and community participants. Initiatives in 2025 included the ADQ Football Tournament, KZ Sports Ramadan Tournament, KEZAD Clients Football Tournament, Traditional Games UAE among other employee and community sports activities.

A diverse range of sports opportunities is offered to employees and tenants.

Socio-Environmental Stewardship

We actively contributed to environmental enhancement and biodiversity through direct action, employee engagement, and community awareness initiatives that promote sustainable behaviour.

Tree Planting Initiatives

Across our UAE operations, we expanded green cover and promoted biodiversity. The Ports Cluster, in collaboration with the ESG division, planted 109 Sidr and five Ghaf trees across Khalifa Port, Zayed Port, and Fujairah Terminals in the UAE. A total of 112 volunteers participated, reflecting strong employee engagement and commitment to environmental stewardship.

Waste Reduction and The Circular Economy

The EC&FZ Cluster organised four KP5 Truck Plaza clean-up campaigns in 2025, engaging 487 volunteers who contributed a total of 2,944 hours and collected 3,800 kg of waste. These efforts raised community awareness of the connection between preserving urban environments, public health, and quality of life.

In addition, the Ports Cluster facilitated the donation of approximately 25 kg of used clothing, promoting reuse and supporting circular economy principles alongside community welfare.

Beach and Underwater Clean-Ups

Several clean-up initiatives underlined our commitment to protecting the marine environment. Logistics and EC&FZ Clusters participated in the Al Sadr Underwater and Beach Clean-up Campaign. The involvement of EC&FZ senior leadership reinforced KEZAD's commitment to community welfare and corporate responsibility, highlighting the importance of leading by example.

Awareness Campaigns

We conducted an Earth Hour awareness session across maritime facilities, encouraging employees to switch off non-essential lighting for one hour. The initiative highlighted the importance of energy conservation and individual responsibility in reducing environmental impact. For World Water Day, water bottles were distributed to employees along with plantable cards containing mini tomato seeds, symbolising sustainability and renewal. This initiative promoted awareness of water conservation and single-use plastic reduction, encouraging responsible use of natural resources.

Partnerships With Systemic Impact

Multi-year partnerships positioned the Group for systemic and sustained social impact aligned with national inclusion strategies.

Memorandums Of Understanding With UAE Paralympics Committee and UAE Special Olympics Committee

Signed during the 2025 Abu Dhabi International Boat Show, these separate MoUs aim to empower People of Determination by providing resources and equipment for athletes from the UAE Paralympics and Special Olympics Committees at AD Ports Groupmarine facilities. The MoUs will facilitate facility upgrades throughout their two-year duration.

Our 2025 initiatives demonstrate the breadth and depth of AD Ports Group's commitment to social responsibility, reaching communities across the UAE and internationally. From urgent humanitarian relief to long-term educational partnerships, environmental stewardship, and employee health and wellbeing, our CSR programmes reflect our values and dedication to creating lasting positive impact.

Awards

- Green Apple Environment Award
- Idea UK Awards
- CSR Awards (International CSR Excellence Award & CSR WORLD LEADERS)
- Business Continuity and Incident Command Center Operation Achievement

Our Environment

Greenhouse Gas (GHG) Emissions

The Group's decarbonisation strategy is informed by its climate risk assessment in line with the Task Force on Climate-related Financial Disclosures (TCFD), identifying both transition and physical climate risks.

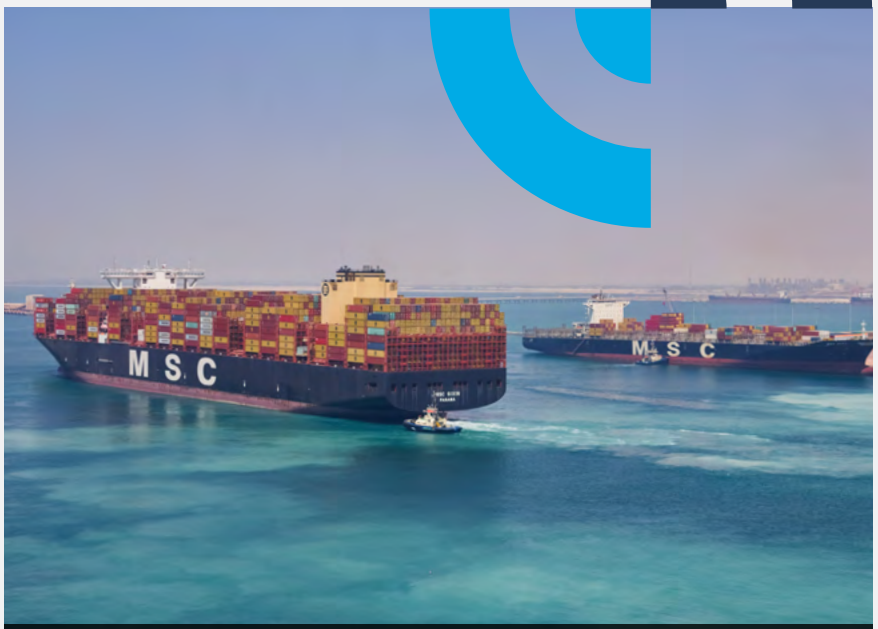
These insights directly shape capital allocation, infrastructure investments, and operational priorities.

Climate Strategy and Governance

AD Ports Group recognises climate change as a material risk and opportunity, with direct implications for operational resilience, asset longevity, and long-term value creation.

The Group's decarbonisation pathway aligns with international, regional, and national climate commitments, including the UAE Net Zero by 2050 Strategic Initiative and global ambitions under the Paris Agreement to limit warming to 1.5–2°C.

The strategy is further aligned with evolving global sustainability frameworks, including IFRS S2 Climate-related Disclosures.



The Group's decarbonisation strategy is based on standards developed by the international Task Force on Climate-related Financial Disclosures (TCFD).

This alignment extends to the regulatory framework established by the International Maritime Organisation (IMO), which sets an ambition for net-zero greenhouse gas (GHG) emissions from international shipping by around 2050, with interim targets of a 40% reduction in carbon intensity by 2030 and a 70% reduction in total GHG emissions by 2040, compared to 2008 levels.

The Group's Maritime & Shipping Cluster decarbonisation initiatives are designed to support compliance with and where feasible, to exceed IMO interim decarbonisation milestones.

Decarbonisation initiatives are embedded within the Group's capital planning process, with increasing allocation towards low-carbon infrastructure, fleet renewal, and renewable energy solutions over the strategy period.

The Group supports International Maritime Organization goals to reduce the carbon intensity of international shipping by 40% by 2030, and to reduce total GHG emissions from shipping by 70% by 2040, compared to 2008 levels.

To operationalise this ambition, AD Ports Group has developed a long-term Decarbonisation Plan comprising 139 initiatives spanning from 2025 to 2050. This plan targets emissions reduction across Scope 1, Scope 2, and Scope 3 categories, and supports the transition to a low-carbon, climate-resilient business model. Oversight of climate strategy and decarbonisation is provided at Group level, with progress monitored through executive management reviews and integrated into investment and risk governance processes

Greenhouse Gas (GHG) Emissions Performance

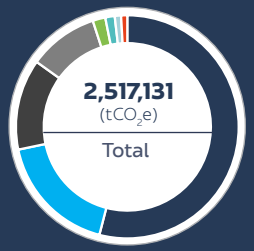
In 2025, AD Ports Group reported total GHG emissions of 3,957,755 tCO_2e, reflecting emissions across all scopes.

1,364,664 tCO_2e
Scope 1 emissions

75,960 tCO_2e
Scope 2 emissions (location-based)

2,517,131 tCO_2e*
Scope 3 emissions

*Scope 3 Category Wise 2025 Emissions (tCO_2e)



1,360,272 tCO_2e
Downstream transportation and distribution

445,212 tCO_2e
Purchased goods and services

331,155 tCO_2e
Fuel and energy-related activities

254,357 tCO_2e
Capital goods

46,166 tCO_2e
Downstream leased assets

34,471 tCO_2e
Business travel

23,003 tCO_2e
Employee commuting

22,495 tCO_2e
Waste generated in operations

Market-based Scope 2 emissions were 64,480 tCO_2e, reflecting the Group's use of Renewable Energy Certificates (RECs). Scope 3 emissions under the market-based approach were 2,513,543 tCO_2e, reflecting the corresponding reduction in Fuel and Energy Related Activities emissions.

GHG Methodology and Reporting Boundary

AD Ports Group has set 2024 as its base year, marking the first year of a comprehensive, full-scope GHG inventory across Scope 1, 2, and 3 emissions. Emission factors are aligned with IEA (Scope 2) and DEFRA (fuel and Scope 3), supplemented by Emirates Water and Electricity Company (EWEC) Abu Dhabi, TAQA the Abu Dhabi National Energy Company, and other local factors, where relevant. The Group follows the equity share approach for emissions consolidation, weighing its proportional ownership in operations.

Base Year Recalculation Policy

The Group applies a GHG base year recalculation approach in line with the GHG Protocol, with recalculations triggered by material structural changes such as acquisitions, divestments, or significant methodology updates.

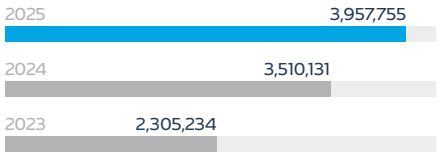
The Group is transitioning its fleet to newer, more energy efficient vessels.

Emissions Trend Analysis

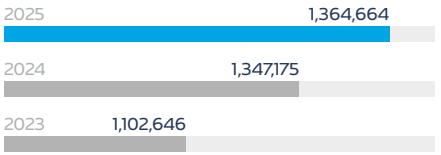
The Group's emissions profile reflects business expansion and increased operational activity across global operations.

Total emissions increased from 3,510,131 tCO_2e in 2024 to 3,957,755 tCO_2e in 2025, the emissions increased by 13% while simultaneously delivering a 20% increase in revenue, driven by targeted decarbonisation initiatives and efficiency improvements.

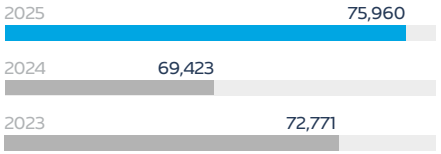
Total Emissions



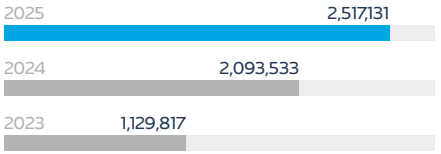
Scope 1 Emissions

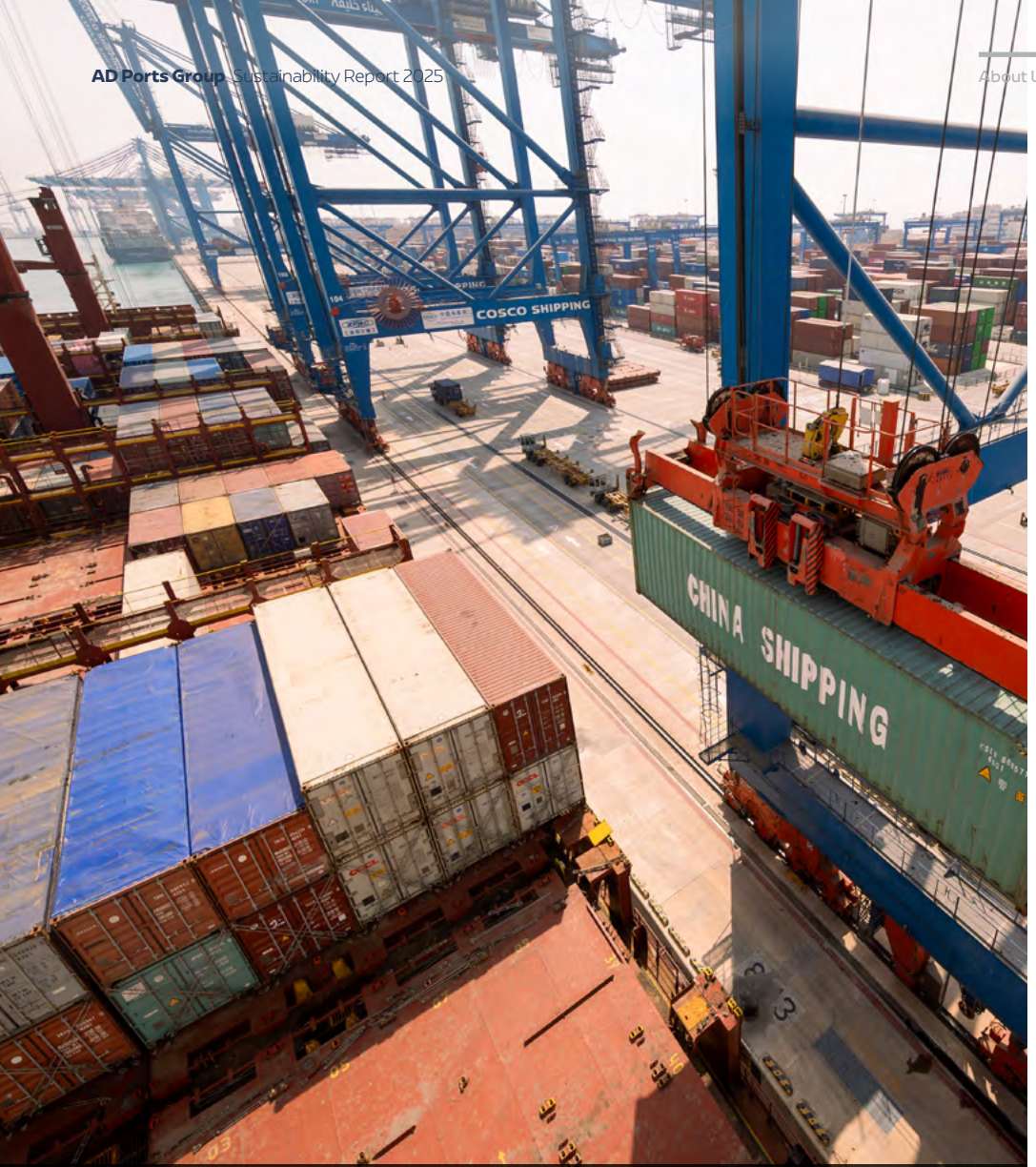


Scope 2 Emissions



Scope 3 Emissions





The emissions intensity of Group operations was reduced by 6% in 2025 vs 2024.

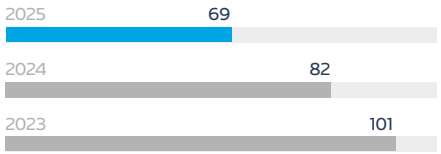
Emissions Intensity

AD Ports Group continued to improve its energy and emissions efficiency in 2025, reflecting the effectiveness of its decarbonisation and operational optimisation initiatives. The Group's Scope 1 and Scope 2 emissions intensity decreased to 69 tCO_2e per AED million of revenue, compared to 82 tCO_2e per AED million in 2024.

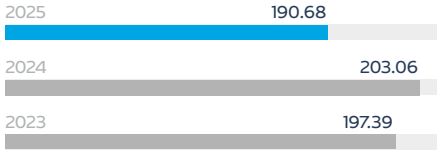
In parallel, total emissions intensity (Scope 1, 2, and 3) reduced from 203.06 to 190.68 tCO_2e per AED million of revenue, marking a 6% reduction compared to 2024, demonstrating enhanced asset productivity and operational leverage.

Together, these reductions demonstrate the Group's progress in decoupling emissions from business operations, strengthening energy productivity while advancing its decarbonisation objectives.

Intensity (tCO_2e/ Revenue (AED Million) - Scope 1 and 2



Intensity (tCO_2e/ Revenue (AED Million) - Total emissions



Emissions Breakdown

Cluster Level Contributions

AD Ports Group's emissions profile reflects the diversified nature of its operations, with maritime and logistics activities contributing the largest share due to their energy-intensive nature. In 2025, total emissions amounted to 3,957,755 tCO_2e, with the majority arising from Maritime & Shipping cluster, followed by Ports and Logistics cluster.

Maritime & Shipping alone accounts for half of the Group's total emissions, driven primarily by fuel consumption in shipping operations. Ports and Logistics cluster together contribute over 40%, reflecting port operations and freight/logistics activities.

In contrast, Economic Cities & Free Zones (EC&FZ) and Corporate represent a relatively smaller share, indicating lower direct operational emissions intensity. This breakdown enables the Group to prioritise decarbonisation efforts in high-impact clusters.

1,982,183 50%
Maritime & Shipping

950,651 24%
Ports

825,938 21%
Logistics

180,011 5%
EC&FZ

18,972 Negligible
AD Ports Corporate

Scope-Wise Emission Analysis

Scope 1 Emissions

Scope 1 emissions are primarily driven by direct fuel combustion across maritime vessels, port equipment, and logistics fleets. In 2025, Maritime & Shipping is the dominant contributor, accounting for the vast majority of Scope 1 emissions due to fuel-intensive shipping operations. Other contributors include Logistics and Ports, reflecting fleet and equipment usage, while corporate emissions remain minimal.

This distribution highlights the critical role of fleet decarbonisation and fuel transition in reducing direct emissions.

1,265,459 93%
Maritime & Shipping

60,165 4%
Logistics

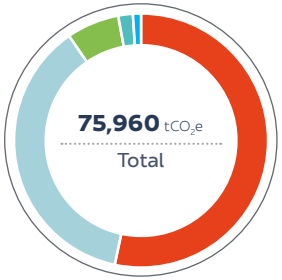
37,106 3%
Ports

1,712 Negligible
EC&FZ

222 Negligible
AD Ports Corporate

Scope 2 Emissions By Cluster

Scope 2 emissions arise from purchased electricity consumption across ports, economic zones, and logistics facilities. In 2025, EC&FZ and Ports are the largest contributors, reflecting the energy intensity of industrial zones and port infrastructure. The relatively lower contribution from maritime operations indicates limited reliance on grid electricity compared to fuel use. The distribution underscores the importance of renewable energy integration and energy efficiency measures in reducing indirect emissions.



40,512	53%	EC&FZ
28,165	37%	Ports
5,092	7%	Logistics
1,413	2%	Maritime & Shipping
778	1%	AD Ports Corporate

Scope 3 Emissions By Cluster

Scope 3 emissions represent the largest share of the Group's footprint, driven by value chain activities such as shipping, freight, and logistics services. In 2025, Ports, Logistics, and Maritime & Shipping are the significant contributors, collectively accounting for the majority of Scope 3 emissions. This reflects the scale of upstream and downstream transport and logistics activities. The analysis reinforces the need for value chain engagement, alternative fuels, and customer-focused decarbonisation solutions to address indirect emissions.

885,381	35%	Ports
760,681	30%	Logistics
715,311	28%	Maritime & Shipping
137,786	6%	EC&FZ
17,972	1%	AD Ports Corporate

Decarbonisation Pathway

The Group's TCFD assessment identified transition and physical risks that materially affect its business. The new decarbonisation strategy is the primary response, shaping capital allocation, fleet modernisation, renewable energy deployment, and low-carbon infrastructure investments.

The Group's Decarbonisation Plan outlines an ambitious pathway to lead the low-carbon transition across operations and value chain, with 139 initiatives planned between 2025 and 2050, aligned with the ISSB 2°C trajectory and UAE Net Zero 2050 commitment.

Whilst the Group has not yet formally submitted targets to the Science Based Targets initiative (SBTi), its decarbonisation trajectory is aligned with ISSB and Paris-aligned 2°C pathways, with ongoing assessment of future SBTi alignment.

AD Ports Group's emission reduction trajectory, presented below, illustrates a clear and progressive pathway across Scope 1, Scope 2, and Scope 3 emission reductions through 2050. The green line represents estimated emissions reductions achievable through the implementation of planned decarbonisation initiatives. The grey line reflects the Group's decarbonisation strategy targets, which set increasingly ambitious reduction milestones up to 2050. Interim reduction milestones to 2030 and 2040 are embedded within cluster-level decarbonisation plans and monitored annually.

Decarbonisation Levers

139 Initiatives

- Energy Efficiency (Technical & Operational)
- Electrification
- Green Projects
- Low-carbon Energy Solutions
- CO_2 Credits

Cluster-wise Emission Reduction Initiatives

Maritime & Shipping	Ports	Logistics	EC&FZ
1,575 $ktCO_2e$	850 $ktCO_2e$	418 $ktCO_2e$	80 $ktCO_2e$
28	66	29	16

Group Decarbonisation Performance (Scope-Wise Decarbonisation Trajectory)

Decarbonisation Levers and Key Initiatives

AD Ports Group's decarbonisation strategy is anchored in integrated pillars that collectively drive emissions reduction across its operations and value chain.

- Accelerating the adoption of renewable energy
- Advancing fleet decarbonisation and fuel transition
- Investing in low-carbon infrastructure to support a multi-fuel future
- Strengthening sustainable logistics and mobility solutions to improve efficiency and reduce emissions across transport networks

Actively enabling customer and value-chain decarbonisation through infrastructure, services, and partnerships. Together, these pillars reflect a holistic and system-wide approach, positioning AD Ports Group to reduce its carbon footprint, support the transition to low-carbon trade, and align with global and national net zero ambitions.

> The 139 planned decarbonisation initiatives through 2050 are backed by a projected investment of USD 636 million over the next 25 years, targeting a reduction of 2.9 million tCO_2e.

Renewable Energy Deployment

The Group is accelerating the integration of renewable energy across its operations.

In 2025, solar installations across multiple assets contributed to approximately 750 tCO_2e in emissions reductions.

2,855 kWp
Renewable Energy Integration

3,358 MWh
Renewable Energy Generation

The Group's decarbonisation trajectory is aligned with the International Sustainability Standards Board (ISSB) and Paris-aligned 2°C pathways.

Fleet Decarbonisation and Fuel Transition

AD Ports Group is actively transitioning its fleet toward lower-carbon alternatives through the following.

- Deployment of electric tugboats, pilot vessels, and trucks
- Introduction of LNG-powered vessels
- Phase-in of low-carbon fuels on owned vessels in alignment with proposed IMO GFI requirements
- Fleet renewal programmes replacing older, less efficient assets

These initiatives reduce direct fuel combustion emissions whilst preparing for a multi and alternative-fuel future.

The LNG-powered UGR Samha Pure Car and Truck Carrier vessel operates under the Ro-Ro venture with Erkport of Türkiye.

Low-Carbon Infrastructure Development

The Group is investing in enabling infrastructure to support decarbonisation across its operations and customer base, including the following.

- Development of LNG and LPG terminals
- Ship-to-ship LNG bunkering capabilities
- Shore-to-ship power (cold ironing)

These initiatives position AD Ports Group as a regional hub for low-carbon energy, and support emissions reductions across the maritime value chain.

Sustainable Logistics and Mobility

The Group is advancing low-carbon logistics through the following.

- Introduction of environmentally advanced long-haul trucks
- Biodiesel trials across European logistics operations
- Development of green mobility ecosystems within KEZAD

These efforts address Scope 3 emissions and support customers in reducing their carbon footprint.

The Group supports the development of green corridors to decarbonise supply chains.

Enabling Customer and Value Chain Decarbonisation

AD Ports Group plays a critical role in enabling decarbonisation beyond its direct operations. Through infrastructure, services, and partnerships, the Group supports customers in reducing emissions across shipping, logistics, and industrial activities. These include the following.

- Provision of cleaner fuels and bunkering solutions
- Integration of sustainable infrastructure within economic zones
- Development of green corridors

These initiatives reinforce the Group's role as a facilitator of low-carbon trade and logistics.

> AD Ports Group is committed to advancing its decarbonisation agenda through innovation, infrastructure investment, and strategic partnerships. As the Group continues to expand globally, its focus remains on sustainable growth that aligns with international climate goals and contributes to the UAE's Net Zero 2050 ambition.

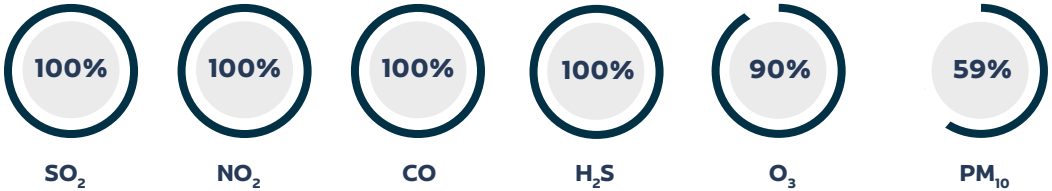
Air Quality Management and Monitoring

AD Ports Group monitors ambient air quality across its operations to manage emissions, ensure regulatory compliance, and minimise impact on surrounding communities and ecosystems.

A network of ambient air quality and meteorological monitoring stations are installed across critical locations, including KEZAD Al Ma'mourah HQ (one station), KEZAD-B (one station), KEZAD Mussafah (four stations), KEZAD Al Ain (one station), and Khalifa Port (two stations). These stations operate continuously, with real-time data capture and remote monitoring to support effective environmental management and compliance with applicable national standards and regulatory requirements.

The monitoring framework covers seven key pollutants: sulphur dioxide (SO_2), nitrogen oxides (NO_x), ozone (O_3), carbon monoxide (CO), particulate matter (PM_{10} and $PM_{2.5}$), non-methane hydrocarbons (NMHC), and hydrogen sulphide (H_2S).

In 2025, the Group maintained 100% compliance with Environment Agency Abu Dhabi (EAD) parameters for SO_2, NO_2, CO, and H_2S emissions.



PM10 monitoring stations captured lower compliance within high-activity industrial areas. The Group is working closely with facilities to analyse trends and implement measures to manage emissions and improve compliance with air quality limits.

The Group continues to strengthen its air quality management approach through the expansion of its monitoring network and the integration of air quality considerations into operational planning and development activities.

Ambient air quality and meteorological monitoring stations are common throughout the Group's locations.

Nature and Biodiversity Conservation

The Group's long-term resilience depends on its ability to anticipate and adapt to climate and ecosystem changes.

Climate and nature-related risks were identified as key material topics for the organisation in line with the GRI 3 process, incorporating stakeholder input, relevant sector standards, and defined impact and financial materiality thresholds across the value chain.

Climate & Nature Risk Assessment

In 2025, the Group conducted rigorous Climate and Nature Risk assessments aligned with the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD) frameworks, and consistent with the IFRS S2 Climate related Disclosures framework that incorporates TCFD.

The assessments evaluated how climate and nature-related risks and opportunities may materially affect the Group's strategy, operations, infrastructure investments, and long-term financial performance.

Climate and nature-related risks are integrated into the Group's Enterprise Risk Management (ERM) framework, ensuring systematic identification, evaluation, and mitigation across all clusters and operational entities.

Performance is incorporated in executive KPIs and remuneration under ESG scorecards, and oversight is provided through the Group's ESG governance structure, with the senior management and operational leadership team responsible for periodic review and integration of climate resilience and decarbonisation considerations into capital allocation, infrastructure planning, and operational decision making.

Climate and nature-related risks are overseen at the highest level by the Board's Audit and Risk Committee (ARC), ensuring robust governance and accountability.

The ESG Management Committee and dedicated Environmental, Social and Governance sub-committees drive focused risk management and implementation across the organisation.

This governance structure ensures that climate resilience, decarbonisation, and ecosystem protection considerations are embedded into capital planning, operational decision making, and long-term infrastructure development.

Integration Into Strategic Planning and Risk Management

The Group is committed to halting and reversing biodiversity loss across operations and business relationships. Consequently, climate and nature considerations are integrated into the Group's strategic planning and investment decision-making processes.

Major infrastructure projects and expansion activities undergo environmental and climate risk screening, including evaluation of the following.

- Physical climate risks such as flooding, sea level rise, and extreme weather
- Regulatory and market transition risks linked to decarbonisation
- Impacts on marine biodiversity and coastal ecosystems

These assessments help ensure that new infrastructure is designed to remain operationally resilient and economically viable under future climate scenarios. Insights from climate and nature risk assessments inform the following.

- Capital allocation decisions
- Infrastructure design and resilience investments
- Low-carbon technology adoption
- Renewable energy integration

Nature Risk Insights

Nature risk assessment methods included geospatial screening against protected and ecologically sensitive areas, stakeholder input, and TNFD LEAP (Locate, Evaluate, Assess, Prepare) mapping across own operations and material products/services.

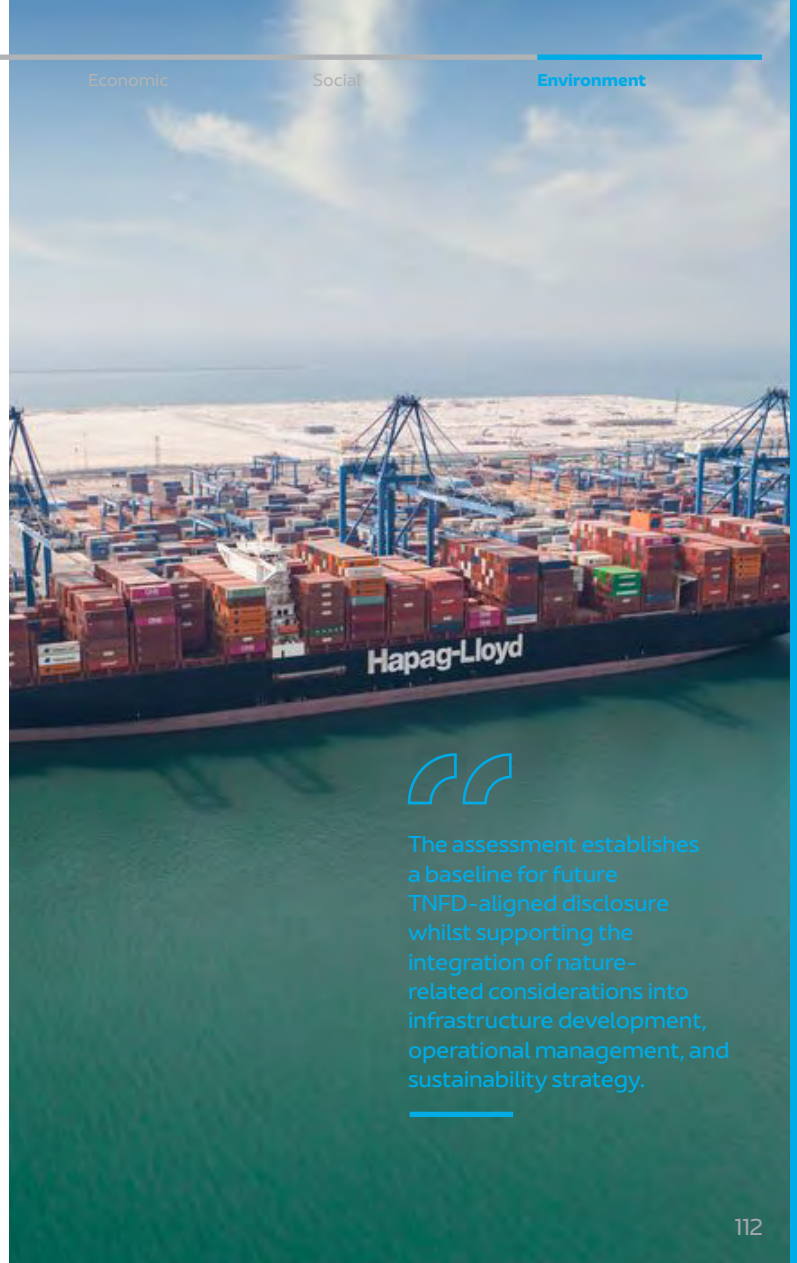
Direct risk drivers include land/sea use change, pollution/effluents, invasive species transfer via ballast/biofouling, resource use, and climate change. Controls are embedded in site level plans and include strict EIA/EIS processes, ballast water management, invasive species controls, water quality monitoring, and nature based shoreline protection.

The Group monitors ecosystem condition at priority locations (e.g., coral cover at Ras Ghanada; Biohut juvenile counts). Analysis and data trends are used to calibrate restoration investments and ecosystem service dependencies (coastal protection, sediment dynamics) that underpin port operability.

Using the TNFD, the Group assessed both its dependencies and impacts on nature. The assessment identified priority locations where ecosystem degradation, biodiversity loss, or habitat disturbance could affect operational resilience, regulatory compliance, and stakeholder expectations.

The analysis also highlighted opportunities for AD Ports Group to contribute positively to ecosystem protection, restoration, and enhancement of natural capital, particularly within coastal and marine environments where the Group operates.

Name of the Risk & Opportunities	Detail of the Risk & Opportunities	Mitigation Strategy
Port Disruptions	High risk from sea level rise, coastal erosion, and changes in sediment patterns, which may increase dredging requirements and affect port operability.	Enhancing coastal resilience through nature-based solutions, protective infrastructure, and advanced monitoring, whilst integrating climate and biodiversity risks into long-term port planning and strengthening organisational preparedness through targeted training.
Nature-based Infrastructure	Moderate opportunity to implement cost-effective, resilient solutions such as living shorelines, mangrove restoration, and habitat-enhancing structures.	Integrating resilience goals and biodiversity KPIs into the sustainability framework, supported by environmental impact assessments for all new and expansion projects.
Water Management	Opportunity to reduce pollution and protect habitats through green infrastructure and enhanced monitoring.	Implementing regulatory-compliant water quality monitoring and pollution controls, whilst advancing habitat protection and nature-positive outcomes.
Legal and Reputational Risk	Moderate risk from impacts on protected areas. Proactive mitigation and stakeholder engagement can significantly reduce exposure.	Conducting environmental impact assessments, implementing biodiversity protection measures, identifying sensitive habitats, implementing pollution prevention and monitoring, and ensuring regulatory compliance, supported by stakeholder engagement and robust emergency response plans.



The assessment establishes a baseline for future TNFD-aligned disclosure whilst supporting the integration of nature-related considerations into infrastructure development, operational management, and sustainability strategy.

Safeguarding Coastal and Marine Ecosystems

The Group's commitment to protecting Abu Dhabi's rich marine biodiversity is integral to its growth. Healthy ecosystems provide essential services, from supporting fisheries and coastal protection, to enhancing water quality and public spaces, directly benefiting community wellbeing.

Through a combination of conservation, monitoring, and scientific collaboration, the Group actively contributes to maintaining the ecological health of the marine environments surrounding its operations.

Coral Reef Conservation

The Group conducts annual monitoring and coral translocation activities to protect the region's largest coral reef at Ras Ghanada, a vital marine habitat supporting biodiversity in Abu Dhabi's coastal waters.

Innovative Habitat Creation

Through a five-year project with scientific experts at Khalifa Port, the Group deployed artificial habitats called Biohuts to shelter juvenile fish and monitor biodiversity recovery.

Comprehensive Water Quality Monitoring

Continuous seawater monitoring stations track environmental conditions across port areas to ensure compliance with environmental standards and protect marine habitats.

Active Marine Clean-Up

The Group regularly undertakes marine debris removal operations to protect wildlife and maintain coastal ecosystem health.

These integrated programmes ensure the Group's growth contributes positively to the region's ecological resilience. In 2025, the Group expanded internationally by partnering with the Barcelona Port Authority in Spain through the Regen Ports initiative, reinforcing its commitment to protecting marine ecosystems in the communities in which it operates.

In Spain, a partnership with the Barcelona Port Authority through the Regen Ports initiative is protecting marine ecosystems.

Climate Risk Insights

The Group conducted a comprehensive climate risk and opportunity assessment across its ports, maritime fleet, logistics assets, and economic cities and free zones. The analysis evaluated both transition risks associated with the shift to a low-carbon economy and physical risks resulting from climate change impacts on infrastructure and operations.

The global transition to a low carbon-impact economy is shaping the Group's strategy.

Scenario analysis was conducted across four climate pathways reflecting different regulatory and warming trajectories.

Deregulation Scenario (>4°C)

Limited climate policy action and continued reliance on fossil fuels, resulting in significant global warming and heightened physical climate risks.

Optimal Decarbonisation Scenario (<2°C)

Rapid and coordinated global climate action aligned with Paris Agreement goals, enabling an early transition to a low-carbon economy.

Current Policies Scenario (2.7°C)

Continuation of existing policies and commitments, leading to moderate warming and gradual transition pressures.

Delayed Transition Scenario (<2°C)

Slower near-term policy action followed by accelerated decarbonisation measures later, creating stronger transition risks in the medium term.

Climate risks for selected locations were assessed across short-term, medium-term, and long-term time horizons, enabling the Group to prioritise near-term operational resilience measures whilst planning long-term infrastructure adaptation. Findings from the 2025 climate risk assessment informed the prioritisation of flood resilience investments at selected UAE ports and sequenced electrification and alternative fuel readiness across our fleets and assets to balance resilience and cost.

Transition Risks and Opportunities

This assessment identified operational and financial impacts arising from policy, market, technology, and reputational changes associated with the transition to a low-carbon economy.

Name of the Risk & Opportunities	Detail of the Risk & Opportunities	Mitigation Strategy
Fleet Decarbonisation	A major opportunity under accelerated transitions, driven by regulation and fuel innovation.	Improving operational efficiency through fleet upgrades, dual-fuel readiness, electrification, and digital optimisation to cut emissions, whilst tracking emerging low-carbon technologies for long-term decarbonisation.
Customer Transition	A material risk for the Ports Cluster due to declining fossil fuel related cargo volumes. Diversification is essential to maintain competitiveness.	Reducing transition risk by diversifying cargo and tenants, adapting infrastructure for alternative fuels and low-emission vessels, and aligning services with low-carbon supply chains, supported by ongoing monitoring and scenario analysis to guide strategy and investments.
Low-carbon Infrastructure	A strategic growth opportunity linked to the expansion of alternative fuels, carbon capture and storage (CCS), electrification, and renewable energy solutions.	Developing low-carbon industrial zones, expanding alternative fuel bunkering, and deploying renewable energy, whilst upgrading grid, charging, and smart port infrastructure to support zero-emission fuels.
Cost Pressures	Expected for high-emitting clusters (Ports, Maritime) where decarbonisation investments may increase operational and capital costs. Strategic sequencing is crucial.	Integrating sustainability-linked investments into core planning, sequencing infrastructure to balance financial and strategic priorities, and using lifecycle cost analysis, whilst leveraging external finance, and aligning investments with evolving customer and regulatory expectations.

Physical Climate Risk (Asset-Level Assessment)

The Group assessed the exposure and vulnerability of key assets and operations to extreme weather events and long-term climate change to evaluate resilience and future operability, undertaking detailed physical climate risk assessments for our terminals in Spain and UAE.

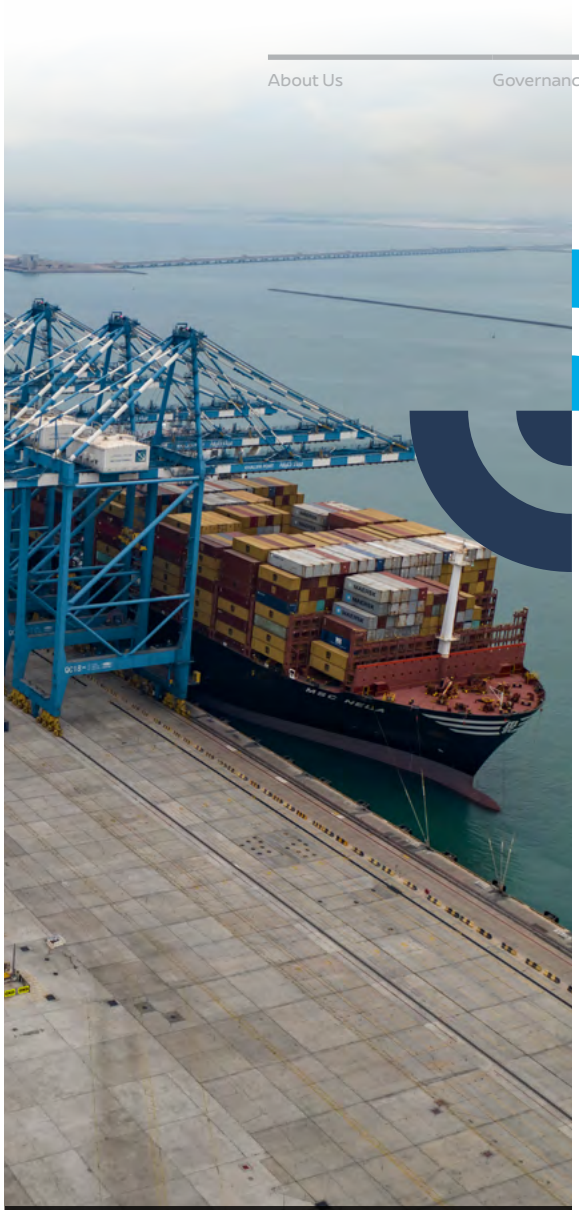
Main European Terminal (Spain)

The Barcelona terminal faces medium residual risk due to exposure to storms (particularly hailstorms), flooding, extreme rainfall, and sea level rise. Adaptation measures are in place, and climate projections indicate continued monitoring is needed.

UAE Ports

These assets are exposed to high heat, water stress, and sea level rise. Post-mitigation assessments show medium residual risk for extreme heat and sea level rise, supported by ongoing adaptation investments and climate-resilient infrastructure planning.

Climate and nature risks are periodically reviewed and updated as part of the Group's sustainability and risk management processes.



An ongoing climate risk assessment informs the Group's capital allocation and infrastructure planning.

Quantification Of Climate-Related Financial Risk

To support strategic planning, the Group is progressively enhancing the quantification of climate-related financial exposure across its asset portfolio. Scenario analysis is used to estimate potential impacts such as.

- Operational disruption risks
- Infrastructure adaptation costs
- Decarbonisation-related capital investments

The insights from the climate risk assessment inform capital allocation and infrastructure planning, including investments in climate-resilient infrastructure, alternative fuel capabilities, renewable energy integration, and low-carbon logistics solutions.

Alignment With 2-Degree ISSB Targets

The Group is aligning its decarbonisation pathway with global climate goals and science-based approaches to support the transition to a low-carbon economy.

Emission-reduction initiatives across port operations, maritime fleets, and logistics infrastructure are designed to contribute to long-term greenhouse gas reduction targets consistent with international climate frameworks.

The Group continues to evaluate the alignment of its emissions-reduction trajectory with science-based methodologies and sectoral decarbonisation pathways.

Climate-Linked Executive Accountability

To strengthen governance and accountability, climate and sustainability performance indicators are increasingly integrated into executive and senior management performance evaluation frameworks. Selected environmental and sustainability metrics are monitored through the Group's ESG governance processes and reviewed periodically by senior leadership. This approach supports stronger accountability for delivering climate resilience and decarbonisation initiatives across the Group.

Continuous Improvement and Future Roadmap

AD Ports Group will continue to strengthen its climate and nature risk management capabilities in line with evolving global frameworks. Future priorities include the following.

- Expanding TNFD-aligned disclosures across international operations
- Enhancing the quantification of climate related financial risks
- Strengthening scenario-based strategic planning
- Enhancing environmental monitoring systems and data capabilities
- Supporting the transition toward low-carbon and nature-positive operations

Biodiversity Conservation

We recognise that our operations are intrinsically linked to the marine environment. Biodiversity is a material topic within our ESG strategy, fundamental to our commitment to sustainable maritime development.

Our approach is guided by the mitigation hierarchy - avoid, minimise, restore, and transform and focuses on understanding and managing our impacts across the value chain.

Whilst the Group's most significant biodiversity interactions relate to marine and coastal ecosystems due to our ownership and operation of vessels, ports, and terminals, responsible land use and biodiversity protection are equally material to the Group's land-based assets, including logistics facilities, economic cities and free zones, warehouses, and staff accommodations, primarily located in the UAE.

AD Ports Group is committed to avoiding deforestation and preventing or minimising adverse biodiversity impacts across its land-based and marine operations and throughout its value chain, reinforcing its dedication to protecting natural ecosystems, preserving biodiversity, and aligning with global sustainability standards.

This commitment addresses potential impacts arising from land-use change, habitat disturbance, and ecosystem degradation associated with the development and operation of logistics facilities, economic free zones, warehouses, and staff accommodation, and is progressively extended to contractors and suppliers through environmental requirements embedded in procurement and project specifications.

Management Of Biodiversity Impacts

Our management of biodiversity impacts is a continuous process of assessment, action, and monitoring, fully integrated into enterprise risk and investment decisions. We apply the mitigation hierarchy across all projects.

Avoidance and Minimisation

The design of Khalifa Port was configured to protect the Ras Ghanada Coral Reef. This included constructing a dedicated environmental breakwater to preserve natural water currents and shield the reef, avoiding direct impacts from port infrastructure.

Restoration and Transformation

We go beyond minimising harm by actively restoring and enhancing marine habitats. Initiatives include the following.

Coral and Marine Monitoring

Since 2008, we have conducted a robust Marine Ecological Monitoring Programme at Khalifa Port. This involves three surveys annually (January, May, September) across 85 geo-referenced stations to assess the health of dense/sparse corals and seagrass. At the Ras Ghanada Coral Reef, we perform in-depth health analyses and undertake coral translocation, when necessary, with multiple successful translocations completed to date.

Biohut Marine Habitat (Khalifa Port)

In partnership with Ecocean and CMA CGM, we installed 48 Biohuts, artificial habitats that recreate natural nursery grounds for juvenile fish and invertebrates. Early monitoring confirmed the project's effectiveness, recording 16 fish species, 12 invertebrate species, and 639 fish observations.

Eco SeaWall Panels (ESWP) (Saadiyat and Al Aliah Ferry Terminals)

In collaboration with Archireef, we retrofitted conventional seawalls with eco-engineered panels to transform coastal infrastructure into thriving habitats. Monitoring between March 2024 and November 2025 showed the panels support up to 4.5 times higher species richness and twice the organism abundance compared to standard flat seawalls, whilst providing cooler, shaded microhabitats.

The biodiversity protection programme at Ras Ghanada Reef continued in 2025.

Monitoring results are reviewed against predefined ecological thresholds, triggering corrective actions, such as adaptive construction methods, enhanced restoration, or operational adjustments where required. Corrective actions are approved by the Corporate ESG Division in coordination with operational clusters and relevant project owners.

Policies To Halt Biodiversity Loss

All marine and land-based projects are subject to the completion of environmental impact assessments and the acquisition of all relevant environmental permits and approvals in line with applicable regulatory requirements.

These assessments inform project design, mitigation measures, and decision-making to prevent, minimise, or manage potential biodiversity impacts prior to development and throughout operations. A core principle of our approach is the integration of ecological engineering solutions into port infrastructure from the design phase.

This is supported by our long-standing Marine Ecological Monitoring Programme, initiated in 2008, which provides the foundation for biodiversity-related policies, targets, and management decisions.

Oversight of biodiversity strategy and performance sits with the Executive Committee and the ESG Committee, with operational accountability assigned to the Corporate ESG Division and the clusters.

Biodiversity risks and opportunities are reviewed annually as part of the Group's ESG governance and investment decision-making processes.

> Scientific partners and independent ecological experts support management through monitoring design, data validation, and interpretation of results.

Identification Of Biodiversity Impacts

Our most significant potential impacts on biodiversity are related to port construction and operations in the marine environment.

For land-based assets, potential biodiversity impacts are primarily associated with land-use change, site development, and habitat disturbance within logistics facilities, economic cities and free zones, and staff accommodation buildings, and are managed in line with the Group's mitigation hierarchy and biodiversity commitments.

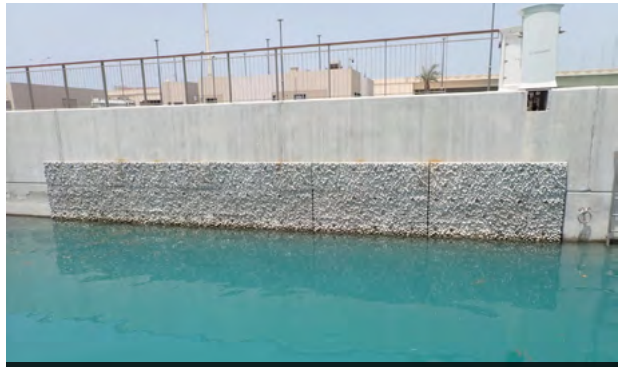
Through our long-term monitoring programme, we focus on key indicator ecosystems, including dense and sparse coral areas and seagrass beds. This allows us to detect any changes in environmental quality or ecological integrity that could signal pressures from our activities, contractor practices, or external.

The Group depends on healthy marine ecosystems for navigational safety, asset resilience, coastal protection, and the long-term operability of ports and marine assets. Degradation of these ecosystems would increase physical risks, maintenance costs, and disruption risks.

Access and Benefit-Sharing

Our restoration and enhancement projects are conducted in partnership with research institutions (like Archireef and Ecocean) and are designed to benefit the wider Abu Dhabi community and its environment.

Corals are vital to marine biodiversity, coastal protection, human livelihoods, and even medical research, making them essential for both ocean and human health, and potential economic drivers. By publishing our findings and demonstrating the success of nature-based solutions, we contribute to the collective knowledge on marine conservation, sharing the benefits of our ecological investments with society.



Eco SeaWall Panels are used to transform coastal infrastructure into thriving habitats.

Direct Drivers Of Biodiversity Loss

Our monitoring programme is designed to assess and manage direct drivers of biodiversity loss. We pay close attention to the following.

Pollution

Our monitoring at Khalifa Port confirmed that pollution from the port was effectively managed, avoiding any negative impact on corals or seagrasses.

Land/Sea use change

We assess impacts from infrastructure development. The construction of the environmental breakwater at Khalifa Port is a prime example of mitigating sea-use change.

Invasive species and diseases

Our health surveys at Ras Ghanada confirm that diseases were not introduced due to our operations, and the incidence of coral diseases remained very low, with no other diseases observed in fish, seagrasses, or turtles.

Climate change

Whilst a global challenge, our nature-based solutions such as Eco SeaWall panels are designed to create cooler microhabitats, improving species' resilience to rising temperatures.

Resource exploitation

Our monitoring tracks the health of fish species, noting that whilst over-fishing remains a challenge outside our direct control, species richness has been maintained within our areas of influence.

Whilst drivers such as pollution and sea-use change fall largely within our operational control, others such as overfishing and climate change are addressed through resilience-building and stakeholder engagement.

Changes Of The State Of Biodiversity

In 2025, the Group expanded its environmental monitoring programme to include Mussafah and Mugharraq ports, strengthening coverage, and enhancing oversight across key operational locations. Across our monitored assets, our objective is to achieve no-net-loss of biodiversity across all monitored locations by 2030, with targeted projects delivering net-positive outcomes where feasible. Our rigorous monitoring provides clear data on the state of biodiversity.

Ecosystem Services

The ecosystems we protect provide vital provisioning and regulating services. By preserving these ecosystem services, the Group reduces long-term climate adaptation costs, supports local fisheries, and contributes to community resilience whilst also mitigating long-term physical climate risks and reducing future infrastructure adaptation and maintenance costs. The Ras Ghanada Coral Reef, for instance, is a valuable natural asset that supports fisheries (provisioning service) and provides coastal protection (regulating service). By conserving this reef, we are safeguarding these services for future generations.

In 2025, environmental monitoring was extended from Khalifa Port to include Mussafah and Mugharraq ports.

Low-Carbon Economy Transition

Energy management is fundamental to AD Ports Group's operational performance, financial resilience, and environmental stewardship.

As a global trade enabler spanning maritime, port, and logistics operations, energy directly influences our cost base, service reliability, and long-term competitiveness. Our approach to energy management is integrated with our broader decarbonisation strategy, ensuring that operational growth and efficiency progress hand in hand.

An Energy Management System for port and logistics identifies ways to cut energy use.

Energy Management

The Group's energy profile reflects the diversity and scale of our activities. Marine fuels propel our fleet across the Maritime & Shipping Cluster, whilst electricity powers port infrastructure, terminal equipment, logistics facilities, and staff accommodations facilities.

Balancing these demands whilst transitioning towards cleaner energy sources is both a strategic priority and complex operational challenge that we address through continuous monitoring, targeted efficiency initiatives, and investment in lower-carbon alternatives.

Energy has been identified as a material topic through our double materiality assessment, reflecting its significance to our business performance and environmental impact. It sits at the heart of our ESG strategy, directly influencing our ability to achieve our net-zero emissions targets. Every efficiency gain, every fuel switch, and every electrification project brings us closer to these commitments.

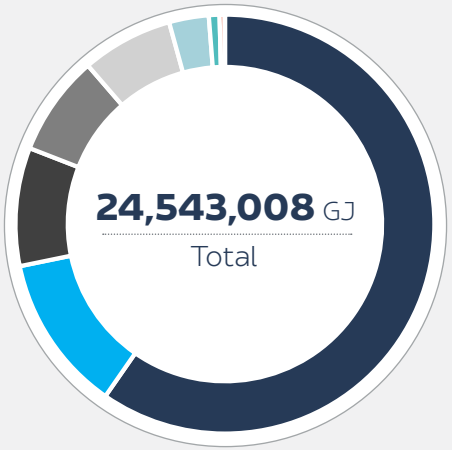
The Group maintains an Energy Management System aligned with ISO 50001 principles across our major port and logistics operations. Regular energy reviews are conducted to identify significant energy users, establish baseline consumption, and prioritise improvement opportunities.

Energy Consumption within the Organisation

Energy management is overseen by cluster operations and environmental focal points in coordination with the Group ESG function. Performance against energy targets and efficiency initiatives is reviewed regularly as part of operational performance reviews and forms an integral component of the Group's climate transition governance framework.

Progress against energy transition targets is periodically reviewed by senior management in the ESG Committee, as part of the Group's climate and operational performance oversight.

Energy efficiency and energy transition investments are prioritised based on lifecycle cost analysis and emissions reduction potential, ensuring alignment between capital allocation decisions and the Group's net zero pathway.



In 2025, AD Ports Group recorded a total energy consumption of 24,543,008 GJ, an increase from 19,877,027 GJ in 2024 due to increased operational activity across ports, logistics operations, and maritime fleet expansion.

14,643,579 Very Low Sulphur Fuel Oil (VLSFO)

2,973,103 Marine Gas Oil (MGO)

2,239,796 Low Sulphur Marine Gas Oil (LSMGO)

1,903,272 Electricity*

1,729,236 Diesel

751,711 High Sulphur Fuel Oil (HSFO)

202,088 Marine Diesel Oil (MDO)

99,311 Petrol

785 Natural Gas

128 LNG

Note: Renewable electricity is included in total electricity consumption.

Energy Mix Insights

Marine fuels account for the majority of the Group's energy consumption. The dominance of marine fuels reflects the energy-intensive nature of shipping and maritime logistics operations within the Group.

Energy Category	Energy Consumption (GJ)	Share of Total
Marine Fuels (VLSFO, LSMGO, MGO, MDO, HSFO)	20,811,189	~85%
Road Fuels (Diesel, Petrol)	1,828,547	~7%
Electricity	1,903,272	~8%

Renewable and Non-Renewable Energy Mix

AD Ports Group continues to integrate renewable electricity into its operations where feasible, supporting its long-term decarbonisation objectives.

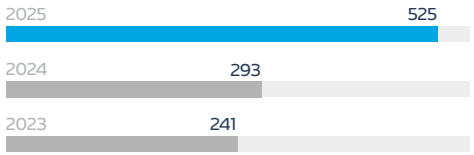
Energy Source	Energy Consumption (GJ)	Comments
Non-renewable energy	24,530,918	Includes all marine fuels, road fuels, natural gas, and grid electricity (which is predominantly sourced from non-renewable generation in the UAE)
Renewable energy	12,090	Comprises on-site solar PV generation
Total energy consumption	**24,543,008**	

Renewable electricity currently represents a small but growing share of the Group's energy mix, reflecting early-stage availability and integration in our core market of cleaner energy sources within operational infrastructure. The Group is also piloting biodiesel use in its truck fleet in Germany and Spain.

Electricity Consumption Trend

Electricity consumption has increased amid operational expansion over the past three years. The electricity consumption increase in 2025 is largely attributable to the acquisition of two new district cooling plants within the EC&FZ Cluster.

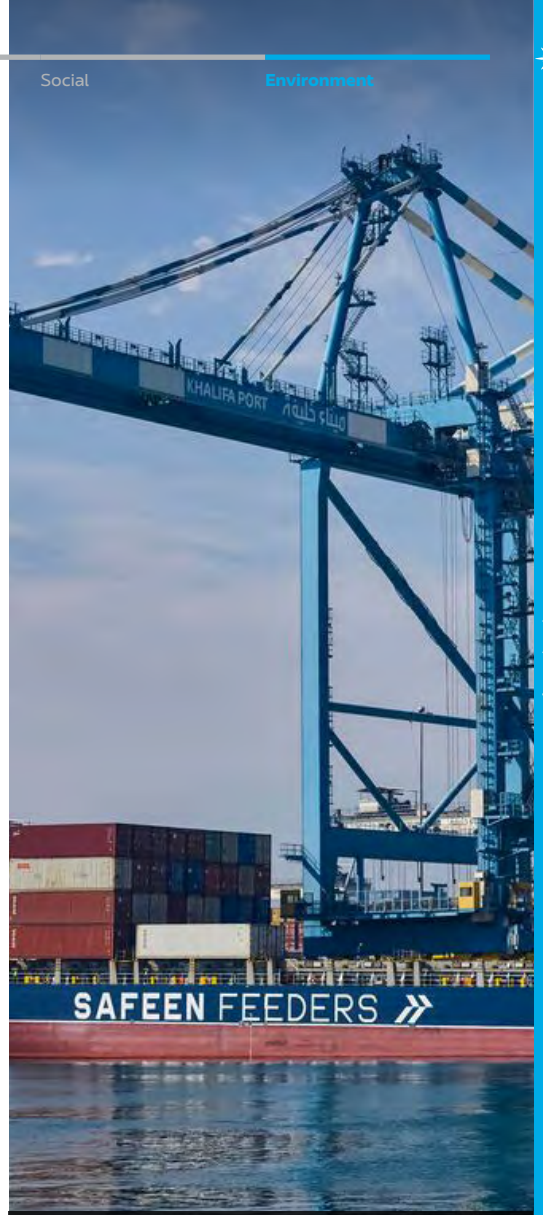
Electricity Consumption (million kWh)



Energy Accounting Methodology

Energy consumption data is compiled from operational records, utility invoices, and fuel consumption logs across AD Ports Group's operating entities.

All energy data is converted into gigajoules (GJ) using standard conversion factors sourced from DEFRA. Electricity consumption reported in kilowatt-hours (kWh) is converted into gigajoules for consolidated reporting.



12,090 GJ of renewable energy was consumed in 2025 from photovoltaic sources.

Energy Consumption Outside The Organisation

Energy consumption outside the organisation relates primarily to leased maritime assets within the Global Feeder Shipping (GFS) container feeder business unit and is reported separately to transparently represent the Group's energy footprint.

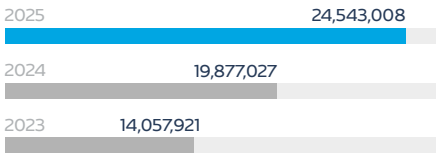
Energy Source	Energy Consumption (GJ)*
Very Low Sulphur Fuel Oil (VLSFO)	526,367
Low Sulphur Marine Gas Oil (LSMGO)	16,409
Total Energy Consumption Outside the Organisation	**542,776**

**Note: Energy consumption outside the organisation is calculated using the same energy accounting methodology as within the organisation.*

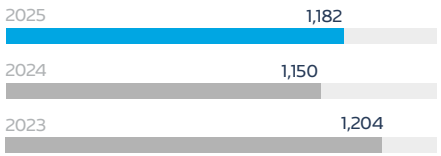
Energy Intensity

AD Ports Group monitors energy intensity to assess energy efficiency relative to economic output.

Total Energy Consumption (GJ)



Energy Intensity (GJ / Revenue AED million)



Intensity Analysis

Energy intensity increased slightly in 2025, reflecting the expansion of maritime and logistics operations, which are inherently energy intensive. In addition to revenue-based intensity, the Group monitors operational intensity metrics such as kWh per asset location and fuel consumption per vessel/truck-day to drive asset-level efficiency improvements.

These operational intensity metrics are applied at asset and fleet level and are used internally to support operational decision-making rather than for Group-level external reporting.

As the Group continues to grow its operational footprint, it remains focused on improving efficiency through operational optimisation, adoption of cleaner fuels, and increased integration of renewable energy where feasible

Energy Targets and Progress

AD Ports Group has established the following energy-related targets aligned with our net zero commitment.

Energy Transition Roadmap

The Group is actively planning the energy mix transition according to a multi pronged strategy. We aim to extensively increase the share of renewable electricity by 2030, whilst phasing out High-Sulphur Fuel Oil from fleet operations.

In parallel, we are piloting alternative fuels, including biofuels and green methanol, in select vessels to assess scalability. To support low emission port operations, we are expanding shore power infrastructure to multiple berths by 2030 and targeting the electrification of cargo-handling equipment within the same timeframe.

Investment In Energy Transition

In 2025, AD Ports Group made significant investments in energy efficiency and low-carbon energy initiatives, representing a modest share of total Group CAPEX and reflecting our commitment to embedding energy efficiency and decarbonisation into capital allocation decisions.

Energy Savings Initiatives

AD Ports Group continues to implement initiatives aimed at improving energy efficiency and reducing energy consumption across its operations. These efforts focus on optimising infrastructure, electrifying operations, improving equipment efficiency, and enhancing the operational performance of maritime assets. In 2025, the Group achieved significant savings through the following.

- Maritime efficiency measures (hull coatings, engine optimisation)
- Reefer plug conversion (132 units from diesel to grid)
- LED lighting upgrades across port facilities
- Equipment electrification (cargo handling equipment, reefer plugs, electric vehicles)
- Shore power infrastructure (cold ironing)
- Renewable energy installations (on-site solar PV)
- LED lighting and smart controls
- Motion sensor installation
- Green buildings (LEED and Estidama)
- Operational optimisation
- Fleet modernisation

As we scale these efforts, we remain focused on decoupling operational growth from emissions and delivering our net zero commitment.

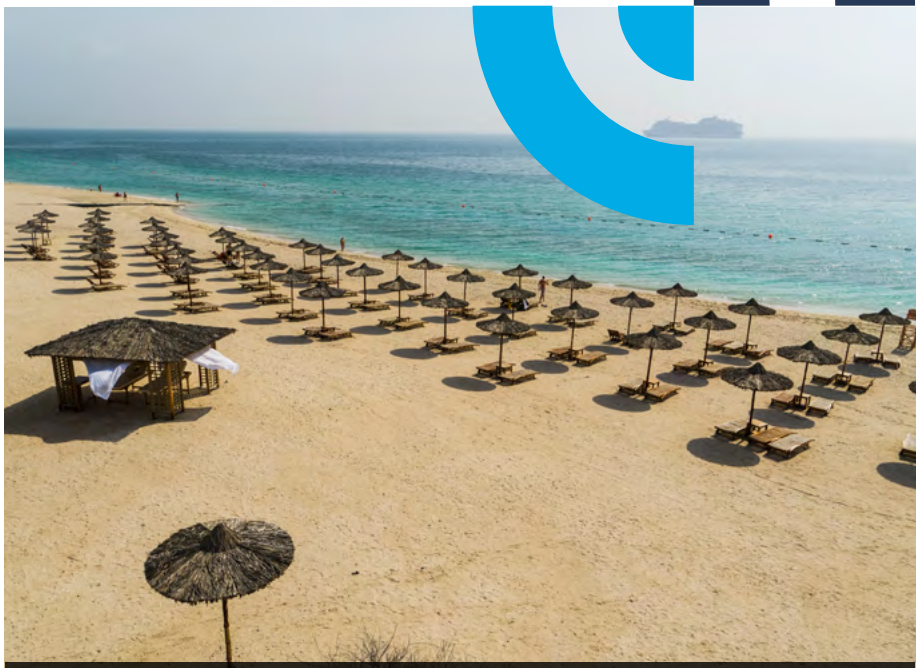
Sustainable Water Management

Effective water management is a priority for the Group and a strategic focus area within its sustainability strategy that is fully integrated in its enterprise risk management matrix.

Water consumption supports operational requirements across the Group, including port and terminal operations, logistics, and maritime activities, district cooling systems, utilities, and associated residential infrastructure within economic zones .

Water resources are managed in accordance with the ISO 14001 framework, identifying all phases of the water cycle within the company, from extraction and use, to treatment and disposal, assessing related risks and opportunities, and implementing operational controls to ensure efficient and responsible consumption.

As part of its environmental objectives, the company has committed to reducing total water consumption intensity by 5% annually, integrating this target into its monitoring systems, performance indicators, and continuous improvement processes. This approach allows the Group to maintain control over operational water demand, identify areas of significant use, and support responsible and efficient water resource management as operations expand.



The Group has committed to reducing total water consumption intensity by 5% annually.

Oversight of water management is part of the Group's environmental strategy.

Approach To Identifying and Managing Water-Related Impacts

Given that a significant proportion of its operations are located in regions of high- to extremely high-water stress, AD Ports Group applies a risk-based approach to water management. Water-related risks, including physical water scarcity, regulatory constraints, and operational continuity risks, are assessed as part of the Group's enterprise risk management and environmental management processes.

Priority actions and efficiency investments are focused on high-consumption and high-stress locations, including district cooling facilities and residential infrastructure within economic zones. Oversight of water management performance and risks is embedded within the Group's environmental governance structure.

Overall accountability for water management rests with the Group's environmental and sustainability functions, with operational responsibility assigned at cluster and asset level, and oversight provided through senior management review processes and environmental management system audits.

The majority of water withdrawn across the Group's operations is sourced from third-party municipal supply networks. Limited volumes of non-potable water are used for district cooling and landscaping where permitted, and opportunities to increase the use of treated wastewater and non-potable alternatives are being assessed.

The Group identifies water-related impacts by monitoring consumption and discharge across its operations. Water use data is collected through internal reporting processes and facility-level monitoring, enabling the Group to track trends, identify areas of significant use or leaks in conveyance and storage water systems, and assess potential operational impacts.

Water-related impacts are addressed through operational controls and environmental management practices aimed at monitoring consumption, managing discharge, and ensuring compliance with applicable regulatory requirements. The Group also engages with relevant stakeholders, including regulatory authorities, service providers, and operational partners, to support the responsible management of water as a shared resource.

Water Consumption

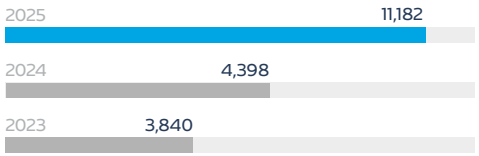
In 2025, total water consumption across the Group reached 11,182 million litres, compared to 4,398 million litres in 2024. The increase was primarily driven by the acquisition of two district cooling plants (DCPs) and the addition of one of the Group's major workers' residential facilities (ICAD 1) within the Economic Cities & Free Zones (EC&FZ) Cluster, which was not included in the 2024 reporting boundary. Reported water consumption data covers the Group's owned and operated assets across all clusters.

In 2025, water consumption intensity was 0.54 million litres per AED million of revenue, reflecting the Group's water use relative to its operational scale.

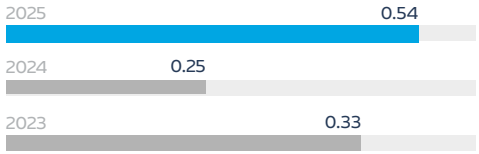
The Group has set a target to achieve a 5% annual reduction in water consumption intensity relative to revenue as part of its efforts to strengthen water management practices, whilst also seeking to reduce absolute water consumption over time, subject to changes in operational scope and asset portfolio.

The Group has integrated this target into its monitoring systems, performance indicators, and continuous improvement processes.

Total water consumption (million litres)



Water intensity (million litres/AED million revenue)



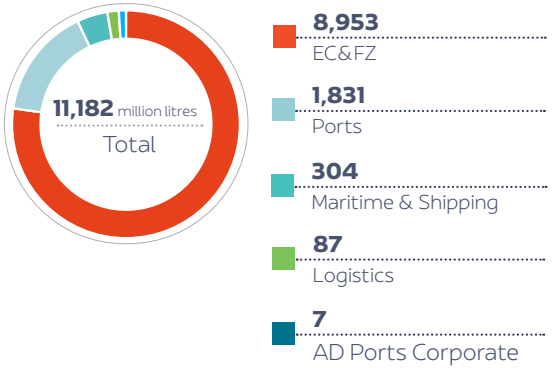
The increase in water intensity in 2025 reflects the inclusion of water-intensive district cooling and residential assets within the reporting boundary.

Breakdown Of Water Consumption By Cluster

The EC&FZ Cluster accounted for the largest share of water consumption at approximately 80%, due to residential facilities and district cooling infrastructure operating within the economic zones. The Ports Cluster accounted for around 16% of total water consumption.

The Maritime & Shipping (3%) and Logistics (1%) Clusters constituted the remaining share, whilst AD Ports Group Corporate accounted for a negligible proportion of total water use.

Total water consumption



The Maritime & Shipping Cluster accounted for 3% of water consumption in 2025.

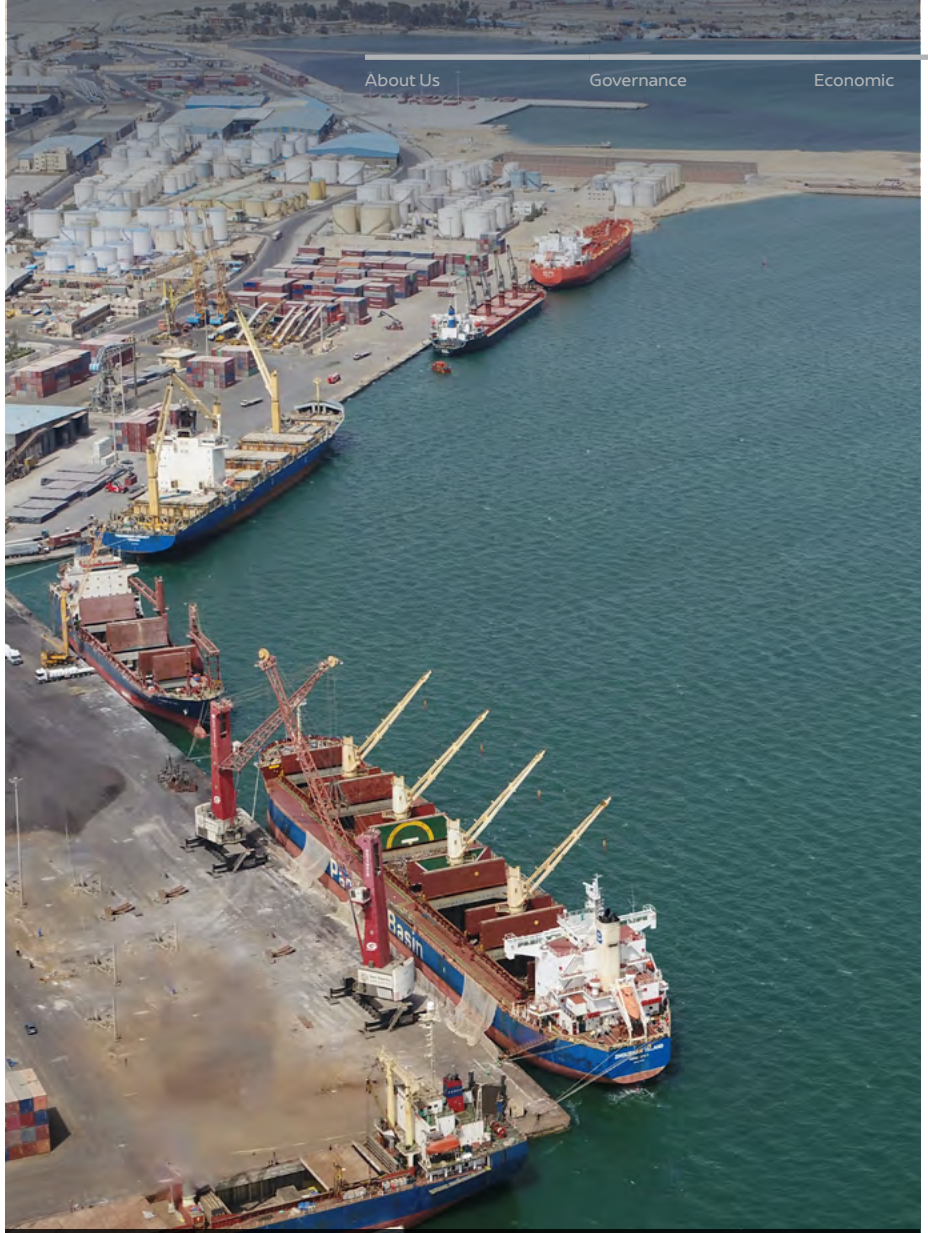
Water Use In Areas Of Water Stress

Water consumption across the Group's operations occurs in regions with varying levels of baseline water stress. In 2025, approximately 99% of the Group's total water was consumed in the UAE, which, due to its arid climate, is classified as an extremely high-water stress region.

The remaining water consumption was distributed across non-water intensive logistics and terminal operations in Europe, Asia, Africa, and the Americas, where water stress levels range from low–medium to high.

Our business continuity plans include emergency and drought response procedures, fully aligned with national security plans.

Note: The stress levels and regions have been referred with the WRI Aqueduct Water Risk Atlas.



Wastewater is either treated on-site or at authorised treatment facilities.

Discharged Water

In 2025, the Group discharged 278 million litres of wastewater*, comprising sewage and trade effluents. Sewage is discharged into municipal sewer networks or transported via tankers to sewage treatment plants.

Trade effluents generated from operational activities are either treated on-site where infrastructure is available or transferred to authorised third-party treatment facilities in accordance with regulatory requirements prior to discharge.

Discharge volumes are monitored across facilities to maintain oversight of operational impacts, with wastewater treated on-site where infrastructure is available or managed through authorised external treatment facilities before discharge. Water discharge quality is monitored and maintained in compliance with applicable regulatory requirements.

**Note: This includes water discharge data from the Group's operations across all four clusters with operational activity.*

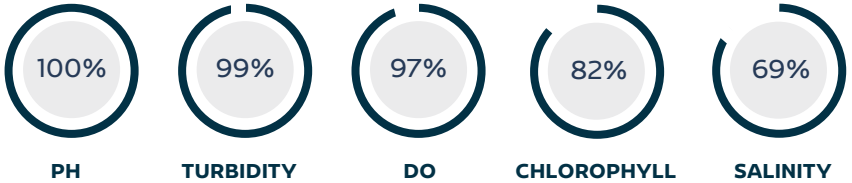
Seawater Discharge Management and Monitoring

AD Ports Group manages seawater intake and outfall discharges within its operational boundaries, supplying seawater to tenants whilst ensuring alignment with applicable environmental regulations and standards.

Since 2015, the Group has implemented a seawater quality monitoring programme to assess and mitigate potential impacts on the marine environment. Monitoring is conducted through a network of Water Quality Monitoring Stations (WQMS) at key port locations, with data captured at frequent intervals and assessed in real time to support timely intervention and regulatory compliance. The monitoring framework covers nine parameters.

- Turbidity
- Dissolved oxygen
- Blue-green algae
- Chlorophyll
- Temperature
- Conductivity
- Salinity
- Total Dissolved Solids (TDS)
- pH

In 2025, the Group maintained high levels of compliance with applicable discharge standards. The percentage compliance with limits recommended by the Environment Agency Abu Dhabi (EAD) are presented below.



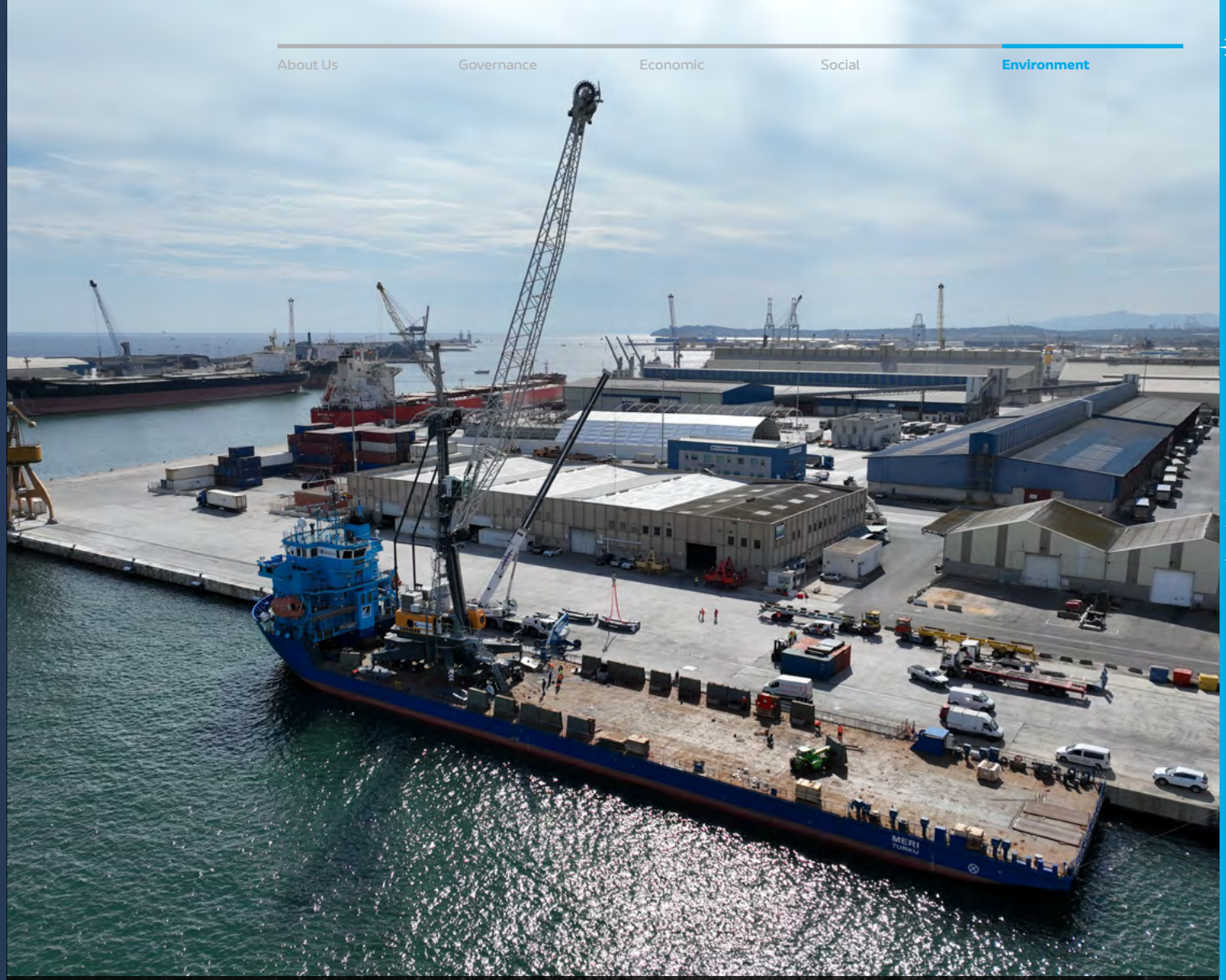
Targeted improvement measures are implemented to address parameters with comparatively lower compliance. The Group continues to enhance its marine environmental management systems through the development of integrated monitoring mechanisms for ship-related discharges, including ballast water management, to prevent the introduction of invasive species and protect marine ecosystems.

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.

- 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

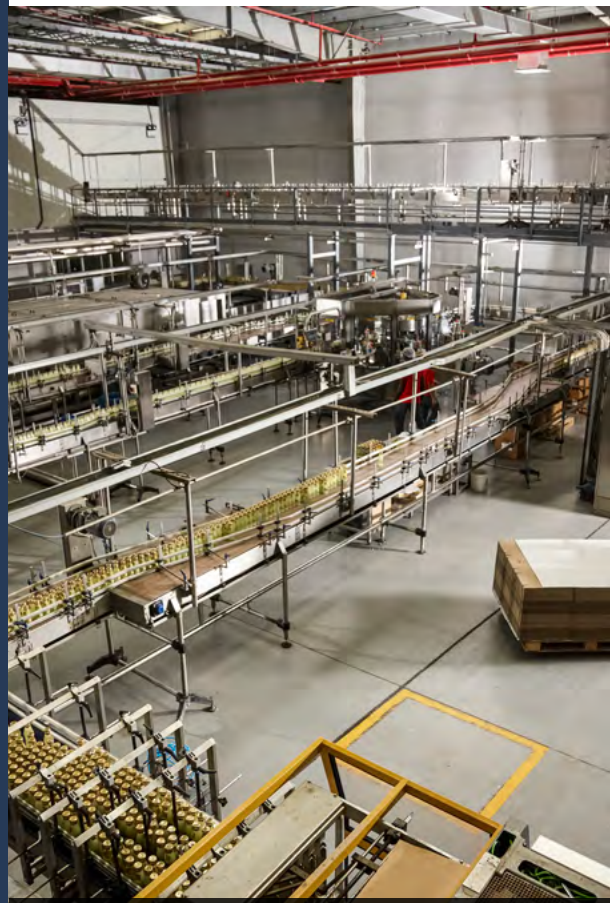


Low-flow fixtures and rainwater sensors, are used to promote water efficiency.

Waste Management

Our diverse portfolio of operations spanning ports, maritime, logistics, economic cities, and free zones generates a broad spectrum of hazardous and non-hazardous waste streams.

As a material topic, understanding how our activities generate waste and the associated environmental impacts is fundamental to our management approach.



Reducing environmental impact is a pillar of the Group's management approach.

Waste Generation By Activity

Port and Terminal Operations

Waste is generated primarily through cargo handling (damaged goods, sweeping and cleaning, packaging waste such as wood, plastic, and cardboard), vessel and port machinery maintenance (used oil, oily rags, scrap metal, and hazardous liquids), and tenant activities.

Maritime Services

Vessel operations generate significant volumes of sewage (black water and grey water), bilge water, used oil, and operational waste from onboard activities.

Economic Cities & Free Zones

Residential and commercial facilities within our economic zones generate municipal-type waste, including food waste, paper, plastics, and sewage, as well as construction and demolition waste from development activities.

Logistics Activities

Warehousing and distribution operations contribute to waste through packaging materials (stretch wrap, pallets, cardboard), damaged inventory, and fleet maintenance waste.

Significant Waste-Related Impacts

If not effectively managed, these waste streams could result in significant environmental impacts across our value chain. Significance is assessed based on potential environmental impact, regulatory risk, likelihood of occurrence, and operational scale.

Soil and Groundwater Contamination

Improper handling or disposal of hazardous liquids, used oil, or untreated sewage could lead to soil and groundwater contamination at our facilities or at downstream disposal sites.

Marine Pollution

Discharge of untreated sewage, bilge water, hydrocarbon leakage, or plastic waste from maritime activities poses a direct risk to marine ecosystems, potentially harming aquatic life and water quality in the Arabian Gulf and other operating regions.

Resource inefficiency

Landfilling of recyclable materials (scrap metal, paper, plastics) represents a loss of valuable resources and embodied energy, contributing to unnecessary primary material extraction upstream.

Upstream impacts

Through our procurement activities, we influence waste generation upstream. The specification of materials with short lifespans, excessive packaging, and hazardous constituents from suppliers contributes to the waste we must manage downstream.

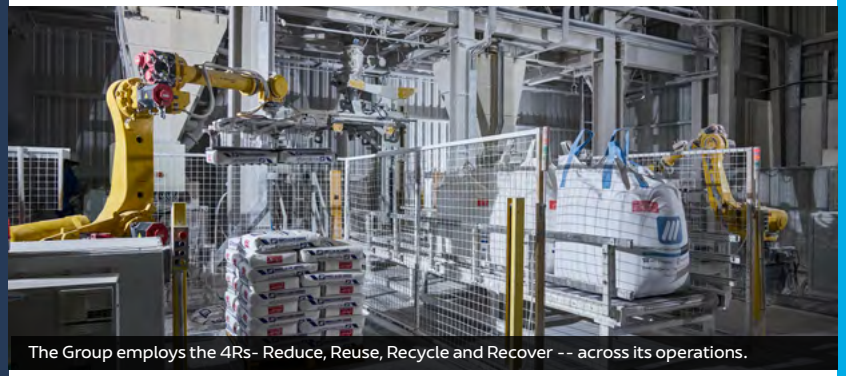
Downstream Impacts

The end-of-life treatment of products handled or sold through our operations, particularly packaging waste transferred to tenants and customers, represents a downstream impact that we seek to influence through engagement and circular design principles.

Management Of Significant Waste-Related Impacts

To mitigate our environmental footprint and address these impacts, we actively embrace circular economy principles grounded in the 4R concept - Reduce, Reuse, Recycle, and Recover across the lifecycle of our operations.

This approach enhances resource efficiency, minimises waste generation at every stage, and maximises opportunities for recycling and material recovery. In line with the requirements of ISO 14001, we have established a comprehensive governance framework to operationalise our commitment to responsible waste management. We have set a clear target to, by 2030, achieve a 75% recycling rate of total solid waste generated, reinforcing our dedication to closing the loop and driving measurable environmental progress.



The Group employs the 4Rs- Reduce, Reuse, Recycle and Recover -- across its operations.

Waste Hierarchy and Decision Criteria

The Group manages waste through a hierarchy that prioritises waste prevention, the 4Rs, and responsible disposal.

Treatment or disposal method selection is based on the following.

- Technical feasibility of recycling or recovery for specific waste streams
- Alignment with the waste hierarchy, prioritising recycling over recovery and recovery over disposal
- Availability of licensed local infrastructure for specialised treatment
- Regulatory requirements applicable in each operating jurisdiction

The Group's waste management hierarchy weighs environmental and operational risk.

Actions To Prevent and Manage Waste

If not effectively managed, these waste streams could result in significant environmental impacts across our value chain. Significance is assessed based on potential environmental impact, regulatory risk, likelihood of occurrence, and operational scale.

Waste Segregation At Source

Waste streams are segregated at source wherever possible into categories including recyclables (paper, plastic, metal, glass), hazardous waste (used oil, oily rags, chemicals), and general waste.

Circular Economy Measures

We implement specific circularity actions across operations, including the reuse of wooden pallets in logistics, returnable packaging schemes with key suppliers, and extending the lifecycle of oils through advanced filtration and purification systems.

Collection Methods

Waste is collected through dedicated on-site infrastructure, including colour-coded bins, hazardous waste storage areas, and segregated skips, with collection frequencies tailored to waste generation rates at each facility.

Contractor Management

We forge collaborations with specialised, licensed waste management companies, leveraging their expertise to handle diverse waste streams effectively. All contractors are subject to rigorous due diligence to ensure compliance with environmental regulations and ethical disposal practices.

Data Monitoring and Performance Tracking

Partnerships with waste contractors enable us to access verified data, which we use to track performance, identify areas for improvement, and drive continuous progress toward our circularity goals.

Waste Streams Managed

Waste streams across our operations include packaging materials (wood, plastic, cardboard), scrap metal, paper, food waste, used oil, hazardous liquids, bilge water, sewage, tyres, and general municipal waste. These are managed through a combination of on-site controls and authorised external facilities.

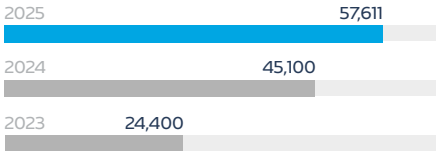
Waste management flows are managed on-site, or at authorized facilities.

Waste Generated

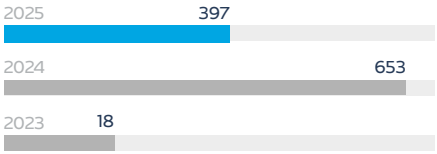
In 2025, AD Ports Group generated 58,008 tonnes of total waste, comprising non-hazardous and hazardous fractions across our operations. In parallel with tracking absolute waste volumes, the Group is progressively developing waste intensity indicators such as waste generated per unit of revenue to measure efficiency improvements relative to operational activity.

Reported waste data covers waste generated from the Group's own and operated assets across ports, maritime, logistics, and economic zone operations, including tenant-related operational waste where managed by the Group.

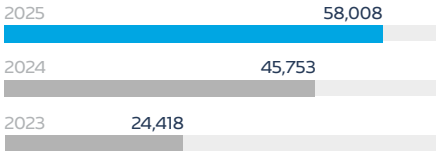
Non-Hazardous Waste Generated (tonnes)



Hazardous Waste Generated (tonnes)



Total Waste Generated (tonnes)



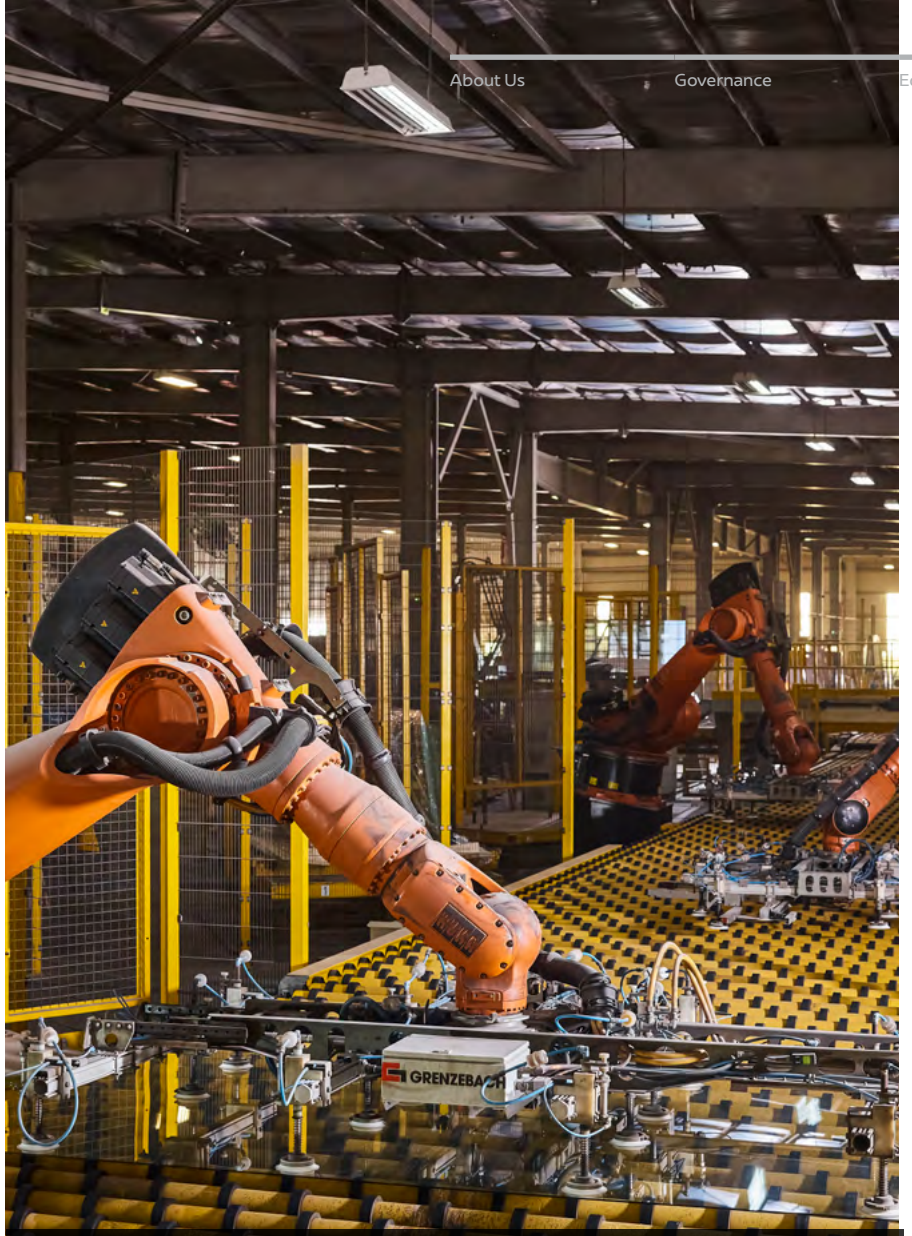
Non-Hazardous Waste

The increase in non-hazardous waste generation to 57.6 thousand tonnes in 2025 (compared with 45.1 thousand tonnes in 2024) was primarily driven by continued operational expansion, higher cargo throughput, and increased tenant and vessel activity across port and logistics operations.

Hazardous Waste

Hazardous waste generation totalled 397 tonnes in 2025, compared with 653 tonnes in 2024.

The reduction reflects improved waste segregation practices, enhanced operational controls, and optimisation of maintenance activities across several operational sites.



The quantity of hazardous waste produced declined 39% YoY in 2025.

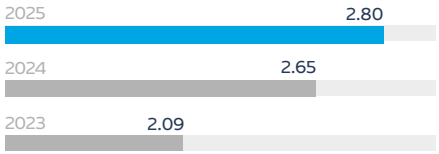
Waste Generation Intensity

Alongside the monitoring of absolute waste volumes, AD Ports Group is progressively advancing the development of waste intensity indicators to better assess operational efficiency.

These metrics enable the Group to track waste generation in relation to business activity, providing a more meaningful measure of performance over time.

By integrating intensity-based indicators into its waste management framework, the Group aims to identify optimisation opportunities, enhance resource efficiency, and support informed decision-making aligned with its broader sustainability objectives.

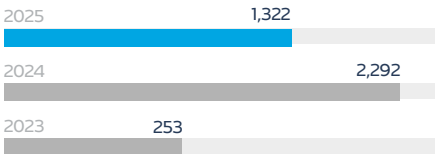
Waste Generation Intensity
(Tonnes/Revenue - AED Million)



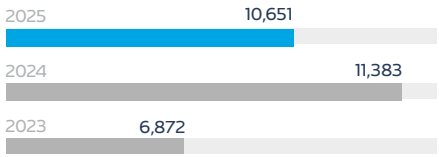
Management Of Operational Liquid Waste Streams

In addition to solid waste streams, AD Ports Group manages several operational liquid waste streams generated from maritime and port activities.

Used Oil (cubic metres)



Hazardous Liquid (cubic metres)



Hazardous liquid waste volumes reached 10,651 cubic metres in 2025, compared with 11,383 cubic metres in 2024, reflecting improved waste handling practices and operational efficiency across maintenance and vessel servicing activities.

Used oil generation amounted to 1,322 cubic metres in 2025, a decrease from 2,292 cubic metres in 2024, primarily due to optimised maintenance scheduling and improved oil management practices across operational assets.

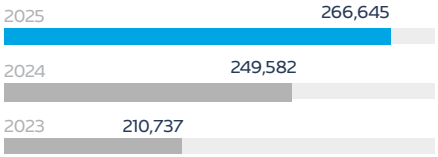
Better waste handling and efficiencies reduced used oil and hazardous liquids in 2025.

Sewage Collection and Management

Sewage collected across UAE operations totalled 266,645 cubic metres in 2025, compared with 249,582 cubic metres in 2024.

This increase reflects higher vessel calls, operational activity, and expanded port services across key maritime facilities.

Sewage Collected (cubic metres)



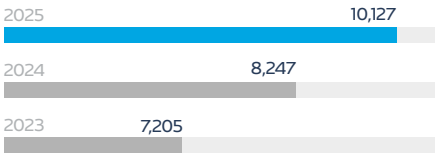
All collected sewage is transported to authorised treatment facilities in accordance with applicable environmental regulations, ensuring that wastewater is treated safely and responsibly.

In line with international environmental management practices, sewage and wastewater generated from maritime operations are handled through regulated waste management systems designed to minimise marine pollution and protect surrounding ecosystems.

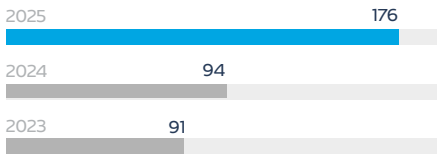
Waste Diverted From Disposal

Waste recycling and resource recovery remain central components of AD Ports Group's circular economy strategy. In 2025, the Group diverted a total of 10,303 tonnes of waste from disposal through recycling and recovery activities.

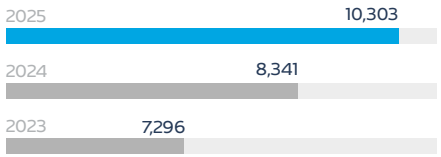
Non-Hazardous Waste Recycled (tonnes)



Hazardous Waste Recycled (tonnes)



Total Waste Diverted from Disposal (tonnes)



The Group has set a medium-term objective to increase waste recycling from disposal by prioritising recycling and recovery pathways. Initial targets include increasing the waste recycling rate across core port and logistics operations and progressively reducing landfill disposal of recyclable materials, supported by enhanced segregation and supplier engagement to achieve 75% recycling rate of total solid waste generated by 2030.

Non-Hazardous Waste Recycling

In 2025, the Group recycled 10,127 tonnes of non-hazardous waste, representing a 23% increase compared with 8,247 tonnes recycled in 2024. This improvement reflects enhanced waste segregation, stronger collaboration with recycling partners, and expanded recycling initiatives across operational clusters.

Hazardous Waste Recycling

Hazardous waste recycling also increased significantly, reaching 176 tonnes in 2025, compared with 94 tonnes in 2024. This improvement demonstrates continued efforts to divert hazardous waste from disposal pathways through specialised treatment and recovery processes.

Hazardous waste recycling by the Group increased 87% in 2025.

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 Abu Dhabi, 100% of used tyres from our Logistics Cluster are recycled and repurposed into high-value products, contributing to environmental sustainability and practical applications.

100% of tyres in the Logistics Cluster were recycled and repurposed in 2025.

> The Group strictly complies with tyre recycling regulations across all countries where we operate

The recycled rubber is transformed into the following.

- Fenders to enhance vessel safety and operational reliability in port operations
- Rubber mats used in community parks, children's play areas, and other public spaces
- Safety flooring, animal comfort mats, shooting tiles, gym flooring, and alternative fuel applications

This initiative ensures that no rubber waste from these operations is sent to landfill, reinforcing our circular economy ambitions whilst reducing environmental impact.

Circularity In Operations 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 by our waste contractors and minimising our environmental footprint.

Plastic Recycling

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

Paper Recycling

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

Used Cooking Oil Recycling

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

Metal Cans and Glass Recycling

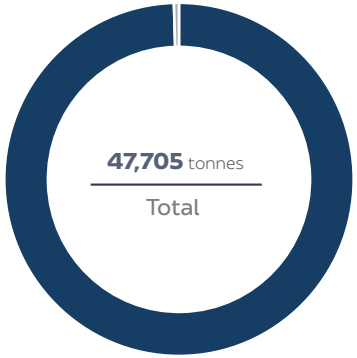
Cans and glass items are melted and remade into new materials, conserving resources and saving energy.

Through these efforts, we are working towards a bold goal, zero landfill waste for recyclable materials where recycling infrastructure is available within specific operational areas. 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.

Waste Directed To Disposal

Following the implementation of segregation, recycling, and recovery processes across our operations, a portion of waste streams is directed to final disposal. In 2025, AD Ports Group directed a total of 47,705 tonnes of waste to disposal.

Waste Directed to Disposal 2025



47,484
Non-Hazardous Waste to Disposal Directed

221
Hazardous Waste to Disposal Directed

The Group audits disposal "Contractors" and verifies disposal documentation.

Disposal Methods

Non-Hazardous Waste

All non-hazardous waste (47,484 tonnes) directed to disposal was managed via landfill facilities operated by authorised waste management providers, in accordance with applicable environmental regulations and waste handling requirements.

Hazardous Waste

Hazardous waste (221 tonnes) directed to disposal was handled through licensed contractors and approved treatment facilities.

All disposal activities are conducted in compliance with local environmental regulations and international best practices to ensure that materials are safely contained and managed to prevent potential environmental contamination.

The Group maintains oversight of disposal contractors through regular audits and verification of disposal documentation.

Governance and Continuous Improvement

To institutionalise our commitment to responsible waste management, we maintain a robust governance framework structured around several key pillars given below.

Stream Identification & Characterisation

We maintain a comprehensive inventory of all waste streams generated across our assets. Each stream is systematically identified and characterised by type, source, and hazard status to ensure appropriate handling protocols are applied.

Circular Economy

Considerations are increasingly embedded upstream through procurement specifications, supplier engagement, and asset design, supporting waste prevention and material efficiency alongside downstream recycling and recovery.

Defined Accountability

Roles and responsibilities for waste management are clearly defined at every level, from facility operators to senior management. This ensures ownership and drives a culture of continuous improvement in waste performance.

Standardised Procedures & Controls

Formalised, auditable procedures govern the segregation, storage, collection, and disposal of all waste materials. These procedures are designed to prevent cross-contamination and ensure compliance with all applicable environmental regulations and permit conditions.

Documentation & Transparency

All waste-related activities, from generation to final disposal or recovery, are rigorously documented. This creates a transparent chain of custody, enabling accurate performance tracking, verification, and reporting against our sustainability targets.

Waste management across AD Ports Group is implemented within the framework of certified environmental management systems. Key operational sites and entities operate under ISO 14001-aligned Environmental Management Systems, which provide a structured approach to identifying waste-related risks, establishing operational controls, monitoring performance, and driving continuous improvement. These systems support consistent implementation of waste segregation, contractor oversight, regulatory compliance, and data integrity across diverse operational contexts.

This structured approach ensures that as we scale our operations, we do so responsibly, embedding circular economy principles and best-practice waste management into our operational DNA.

Waste recycling and resource recovery drive the Group's circular economy approach.

Assurance Statement

ERNST & YOUNG MIDDLE EAST
(ABU DHABI BRANCH)
P.O. Box 136
Nation Towers, Tower 2, Floor 27
Corniche Road West
Emirate of Abu Dhabi
United Arab Emirates

Tel: +971 2 417 4400
+971 2 627 7522
Fax: +971 2 627 3383
abudhabi@ae.ey.com
https://www.ey.com

C.L. No. 1001276

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") 2025 Sustainability Report for the year ended December 31, 2025 (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.

EY
Shape the future with confidence

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, 2025, 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 2025 Sustainability Report and is not intended to be and should not be used by anyone other than those specified parties.

Signature

Abu Dhabi, United Arab Emirates
15 May 2026

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EY
Shape the future with confidence

Appendix A – In-Scope Sustainability Disclosures

Sustainability Disclosures	2025 Values
Total GHG Emissions[1] (Scope 1, 2 & 3) (tCO_2e) – Location Based	3,957,755
Total GHG Emissions (Scope 1, 2 & 3) (tCO_2e) – Market Based	3,942,687
Total Energy Consumption[2] (GJ)	24,543,008
Lost Time Injury Frequency[3] (LTIF) (per million manhours)	0.181
Total waste generated[4] (tonnes)	58,008
Total water consumption (million liters)	11,182.478
Diversity of workforce[5] (%)	24%
Local Procurement[6] (%)	85.77%
Number of CSR Initiatives[7] (#)	55
Preparation of report (claim)	in accordance with GRI

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[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 Includes all marine fuels, road fuels, natural gas, grid electricity, and renewable energy on-site production.
[3] LTIFR calculation of all incidents (including contractors) resulting in lost work time, including fatalities per million manhours.
[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 (FTE headcount) of ADP including Noatum, that are employed as of December 31, 2025
[6] Local procurement is defined as the sum of Purchase Orders (PO) issued to companies with a UAE-based commercial licenses. This reporting excludes the POs raised by ADP-UAE but awarded/contracted by non-UAE ADP entities.
[7] CSR initiatives benefiting the community completed in the year 2025 in line with ADP CSR strategy excluding Noatum initiatives

4

GRI Content Index

GRI CONTENT INDEX ESSENTIALS SERVICE 2026

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with 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 in accordance with the GRI Standards for the period [1st January 2025 - 31st December 2025].
GRI I 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	7,8,9	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	8					
	2-3 Reporting period, frequency and contact point	3					
	2-4 Restatements of information	3					
	2-5 External assurance	143					
	2-6 Activities, value chain and other business relationships	7,8,9					
	2-7 Employees	62,63				3,4,5,6	5,8
	2-8 Workers who are not employees	62				3,4,5,6	5,8
	2-9 Governance structure and composition	22					
	2-10 Nomination and selection of the highest governance body	21					

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	26					
	2-12 Role of the highest governance body in overseeing the management of impacts	26					
	2-13 Delegation of responsibility for managing impacts	26					
	2-14 Role of the highest governance body in sustainability reporting	26					
	2-15 Conflicts of interest	21					
	2-16 Communication of critical concerns	29					
	2-17 Collective knowledge of the highest governance body	22					
	2-18 Evaluation of the performance of the highest governance body	27					
	2-19 Remuneration policies	20,21					
	2-20 Process to determine remuneration	20,21					
	2-21 Annual total compensation ratio	66					
	2-22 Statement on sustainable development strategy	10					
	2-23 Policy commitments	76					
	2-24 Embedding policy commitments	76					
	2-25 Processes to remediate negative impacts	76					
	2-26 Mechanisms for seeking advice and raising concerns	29					
	2-27 Compliance with laws and regulations	29					
	2-28 Membership associations	14					
	2-29 Approach to stakeholder engagement	31,32				1,2,3,4,5,6	
	2-30 Collective bargaining agreements	-		Information unavailable/ incomplete	This is not applicable for the operations in UAE, for other regions this information is currently unavailable.		

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	35,36	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	37					
Procurement practices							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	48					8
Energy							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 302: Energy 2016	302-1 Energy consumption within the Organisation	123				7,8,9	7,8,12,13
	302-2 Energy consumption outside of the Organisation	125				7,8,9	7,8,12,13
	302-3 Energy intensity	125				7,8,9	7,8,12,13
	302-4 Reduction of energy consumption	126				7,8,9	7,8,12,13
	302-5 Reductions in energy requirements of products and services	124				7,8,9	7,8,12,13

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			UNGC Principles	UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Biodiversity							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	118-121				7,8,9	6, 14, 15
	101-2 Management of biodiversity impacts	118-121				7,8,9	6, 14, 15
	101-3 Access and benefit-sharing	118-121				7,8,9	6, 14, 15
	101-4 Identification of biodiversity impacts	118-121				7,8,9	6, 14, 15
	101-5 Locations with biodiversity impacts	118-121				7,8,9	6, 14, 15
	101-6 Direct drivers of biodiversity loss	118-121				7,8,9	6, 14, 15
	101-7 Changes to the state of biodiversity	118-121				7,8,9	6, 14, 15
	101-8 Ecosystem services	118-121				7,8,9	6, 14, 15
Emissions							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	100				7,8,9	3,12,13,14,15
	305-2 Energy indirect (Scope 2) GHG emissions	100				7,8,9	3,12,13,14,15
	305-3 Other indirect (Scope 3) GHG emissions	100				7,8,9	3,12,13,14,15
	305-4 GHG emissions intensity	102				7,8,9	13,14,15
	305-5 Reduction of GHG emissions	105-107				7,8,9	13,14,15
	305-6 Emissions of ozone-depleting substances (ODS)	101				7,8,9	3,12
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	109				7,8,9	3,12,14,15

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	37					
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	133,134				7,8,9	3,6,12,14
	306-2 Management of significant waste-related impacts	134,135				7,8,9	3,6,12
	306-3 Waste generated	136,137				7,8,9	3,6,12,14,15
	306-4 Waste diverted from disposal	139				7,8,9	3,12
	306-5 Waste directed to disposal	141				7,8,9	6,14,15
Employment							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	63,64				6	3,5,8,10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	75					3,5,8
	401-3 Parental leave	74					5,8
Occupational health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	79,80					8
	403-2 Hazard identification, risk assessment, and incident investigation	79,80					8
	403-3 Occupational health services	79,80					8
	403-4 Worker participation, consultation, and communication on occupational health and safety	81					8,16
	403-5 Worker training on occupational health and safety	81					8
	403-6 Promotion of worker health	81					3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	82					8

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	79,80					8
	403-9 Work-related injuries	84,85					3,8
	403-10 Work-related ill health	84,85					3,8
Training and education							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	70,71					
	404-2 Programs for upgrading employee skills and transition assistance programs	69					
	404-3 Percentage of employees receiving regular performance and career development reviews	68					
Diversity and equal opportunity							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	22				6	5,8
	405-2 Ratio of basic salary and remuneration of women to men	66				6	5,8,10

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			UNGC Principles	UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Local communities							
GRI 3: Material Topics 2021	3-3 Management of material topics	37					
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	87					1,2
	413-2 Operations with significant actual and potential negative impacts on local communities	88					1,2
Material Topic without a corresponding GRI disclosure							
Human Rights and Labour Conditions							
GRI 3: Material Topics 2021	3-3 Management of material topics	76				1,2,3,4,5,6	8,15,16
Data Privacy and Cybersecurity							
GRI 3: Material Topics 2021	3-3 Management of material topics	43					16
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GRI 3: Material Topics 2021	3-3 Management of material topics	38					16
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