

STAKEHOLDER ENGAGEMENT

At ADNOC Distribution, stakeholder engagement sits at the center of our business and sustainability strategies. We are committed to actively engaging with stakeholders to identify and address concerns, adapting our operations to reflect stakeholders' expectations. This approach supports sustained performance and strengthens trust across our ecosystem.

Our Executive Leadership Team maintains regular oversight of stakeholder engagement. The Team meets monthly through the Executive Committee Meetings of the Board of Directors and quarterly through Board Meetings, providing timely discussion of stakeholder matters and management responses.

Guiding principles

Our approach to stakeholder engagement is guided by the following principles:



Transparency

We provide regular, clear and accessible communication to stakeholders.



Inclusivity

ADNOC Distribution engages a diverse range of stakeholders across key touchpoints.



Responsiveness

We implement solutions aligned with stakeholder needs and interests.



OUR KEY STAKEHOLDERS



Employees



Supplier &
Partners



Customers



Local
Communities,
NGOs



Investors &
Shareholders



Government
and Regulatory
Authorities



Stakeholder engagement process



Employees

MODE OF ENGAGEMENT

- ▶ Culture & employee wellbeing initiatives
- ▶ People Connect sessions
- ▶ Employee engagement surveys and an ESG engagement survey
- ▶ Ask HC portal and email communications
- ▶ Training, workshops and leadership touchpoints
- ▶ Physical and virtual town halls and awareness sessions

TOPICS OF INTEREST

- ▶ Targeted engagement and wellbeing initiatives
- ▶ Promoting gender diversity, inclusion and equality
- ▶ Updates on policies, engagement plans, career progression and rewards
- ▶ Action on suggestions submitted via engagement surveys and People Connect sessions

HOW ADNOC DISTRIBUTION ADDS VALUE

- ▶ **Culture & wellbeing governance**
We implemented a comprehensive culture and wellbeing strategy with monthly outcome reviews; ADNOC Distribution also activated divisional "people champions" and engagement committees (Sport, Gender Balance, Youth) to sustain desired behaviors
- ▶ **Employee voice & transparent communication**
We act on feedback from engagement surveys and People Connect sessions, with actions tracked and communicated; ADNOC Distribution maintains regular updates via newsletters, emails, Yammer, town halls and CEO communications
- ▶ **Talent growth & mobility**
We offer career development, digital upskilling and role rotations to broaden capabilities and support internal mobility
- ▶ **Inclusive, high performance culture**
ADNOC Distribution fosters a value-driven, inclusive environment that supports development and strengthens retention
- ▶ **Flexible work & leadership access**
We support flexible remote work to promote work-life balance and enhance leadership visibility through town halls and People Connect sessions improving day-to-day engagement and trust



Customers

MODE OF ENGAGEMENT

- ▶ ESG engagement survey
- ▶ Point of sale touchpoints
- ▶ Social media
- ▶ Corporate website and mobile application
- ▶ Customer call centers
- ▶ Customer satisfaction surveys

TOPICS OF INTEREST

- ▶ Ensuring the health and safety of customers
- ▶ Improving the quality of products and service
- ▶ Enhancing workforce diversity at stations and convenience stores

HOW ADNOC DISTRIBUTION ADDS VALUE

- ▶ **Safety & quality**
ADNOC Distribution maintains strong health, safety and quality management systems in order to deliver consistent, high-quality products and services
- ▶ **Access & convenience**
We expanded and operate a broader network of stations, EV charging, convenience stores and care facilities to improve accessibility and service consistency
- ▶ **Personalized experience**
ADNOC Distribution uses AI and customer insights to tailor preferences and address identified needs
- ▶ **Service excellence through people**
We elevate day-to-day interactions via workforce talent initiatives and professional development
- ▶ **Continuous improvement**
ADNOC Distribution sustains system enhancements that help the Company better meet customer expectations



Investors & shareholders

MODE OF ENGAGEMENT

- ▶ ESG engagement survey
- ▶ General Assembly meetings
- ▶ Investor roadshows
- ▶ Physical and virtual meetings
- ▶ Investor feedback surveys
- ▶ Participation in equity conferences
- ▶ Annual report; quarterly earnings materials
- ▶ ARIF: ADNOC Distribution AI chatbot

TOPICS OF INTEREST

- ▶ Visibility on the Company's growth plans and dividend sustainability
- ▶ Focus on extracting value from Company's assets in UAE, including non-fuel business potential
- ▶ International expansion growth and
- ▶ Efficient capital allocation
- ▶ EV strategy and economics

HOW ADNOC DISTRIBUTION ADDS VALUE

- ▶ **Transparent, frequent disclosure**
We communicated the five-year growth strategy at Investor Day (2024) which was reinforced during the Investor Majlis in 2025, provide annual guidance and KPI outlook and issue regular progress updates through results materials, roadshows and investor meetings
- ▶ **Disciplined capital deployment**
ADNOC Distribution applied efficient capital allocation, including value-accretive M&A, with clear reporting on actions and outcomes
- ▶ **Energy transformation delivery**
We launched a sustainability roadmap to decarbonize operations and invested in EV charging solutions to meet the current needs of EV customers nationwide
- ▶ **Shareholder returns framework**
ADNOC Distribution proposed to extend the dividend policy until 2030 to enhance visibility on shareholder returns and will implement a quarterly dividend framework effective from 2026
- ▶ **Performance tracking**
We report progress against annual and mid-term guidance and strategic initiatives, including energy transformation and adoption of low-carbon products and have reported sustained earnings growth



Suppliers & partners

MODE OF ENGAGEMENT

- ▶ ESG engagement survey
- ▶ Bids and tenders
- ▶ Supplier portals
- ▶ Post-award communications
- ▶ Periodical engagement meetings

TOPICS OF INTEREST

- ▶ Ensuring availability and supplies of products in ADNOC Distribution's portfolio
- ▶ Enhancement in the tendering process
- ▶ Timely response to supplier queries
- ▶ Communication on new procedures related to supplier performance evaluation and In-Country Value
- ▶ Regularly meeting with suppliers to discuss SAP ARIBA system issues, Suppliers' Profile updates at ADNOC, Suppliers' Performance, ICV Improvement
- ▶ Plan and Certification

HOW ADNOC DISTRIBUTION ADDS VALUE

- ▶ **Efficient Processes**
We continually assess and improve supply chain and inventory management and ADNOC Distribution enhances tendering through regular SAP module updates
- ▶ **Transparency**
Centralized announcements and clear tender procedures in SAP give suppliers consistent, accessible information
- ▶ **Timely Communication**
We follow updated internal guidelines to respond within approved timelines and provide on-time replies via meetings and email
- ▶ **Collaborative Engagement**
ADNOC Distribution hosts regular meetings with suppliers to address performance, system issues and in-country value initiatives
- ▶ **Process Discipline**
Standardized timelines and channels improve responsiveness and clarity for suppliers across the procurement cycle



Government & regulatory authorities

MODE OF ENGAGEMENT

- ▶ Annual and quarterly reports
- ▶ Public reporting
- ▶ Virtual and face-to-face meetings

TOPICS OF INTEREST

- ▶ Contribution of the organization to building and supporting the local economy, increase in customer convenience, employment opportunities, environment and community development
- ▶ Commitment to strengthening the regulatory framework governing the sector and supporting national policies

HOW ADNOC DISTRIBUTION ADDS VALUE

- ▶ **National infrastructure & access**
We expanded the network of stations, fast and super-fast EV charging infrastructure and renovated convenience stores strengthening national infrastructure, creating jobs and improving access to fueling and convenience services
- ▶ **Low-carbon solutions & product efficiency**
ADNOC Distribution provided and developed low-carbon and green offerings, including CNG, EV charging, hybrid/green lubricants and premium fuels such as Octane-98 that support engine efficiency
- ▶ **Digital convenience**
We invested in customer-centric digital solutions contactless payments, digital/online ordering and self-service checkouts to streamline the customer experience
- ▶ **Regulatory compliance & governance**
ADNOC Distribution has processes in place to support compliance with applicable regulations and supports a strong industry governance framework



Local communities, NGOs

MODE OF ENGAGEMENT

- ▶ ESG engagement survey
- ▶ Employee volunteering
- ▶ Community program sponsorships
- ▶ CSR events

TOPICS OF INTEREST

- ▶ Initiatives that support, build and create an overall impact on local employment and social development, health and safety of people and environment

HOW ADNOC DISTRIBUTION ADDS VALUE

- ▶ **Local economic impact**
Achieved 68% in-country value (ICV) across overall contracts supporting local suppliers, jobs and national economic development
- ▶ **Community & health**
We supported communities through CSR, Ramadan community iftars and charitable contributions that strengthen social cohesion
- ▶ **Environmental stewardship**
ADNOC Distribution engaged customers in environmental protection by launching reverse vending machines at stations and adding an "Adopt a Mangrove" and "Adopt an Ghaf tree" option in the app
- ▶ **Social development**
We invest in local employment and health-focused initiatives that uplift communities and enhance quality of life

