

# STRENGTHENING COMMUNITIES

(Social and Relationship Capital)

Access to reliable and affordable energy remains fundamental to the well-being of communities and the growth of economies. ADNOC Distribution is committed to supporting this need by fostering strong relationships with stakeholders and contributing to socioeconomic development in the regions where we operate.

Our relationships with our stakeholders remain at the core of our operations and our approach prioritizes creating long-term value through responsible business practices and community engagement. Beyond our operations and value chain, we maintain active partnerships that enhance local content and support community initiatives, reinforcing socioeconomic stability.

## Mapping our innovation with UNSDGs



## Relevant Material Topics

Local Community	Supplier Sustainability Assessment	Socio-economic Impact
-----------------	------------------------------------	-----------------------



  
**AED 8.6 million**  
 Total CSR expenditure

  
**97%**  
 Customer satisfaction score

# Our Approach

**Driven by strong values, we nurture trust-based relationships with customers, suppliers, employees, communities, and regulators. We engage consistently to meet evolving expectations, emphasizing transparency, ethics, and community involvement. Through responsible sourcing and impactful development, we strengthen our reputation as a reliable industry leader. We believe robust social and relationship capital benefits stakeholders and drive our growth and relevance.**

ADNOC Distribution's commitment to community engagement and development is reflected in the diverse programs it supports and leads. In 2025, total community investment expenditure was AED 8.6 million, directed to initiatives that promote local community, safety, community development, environmental stewardship, and social well-being, foster positive outcomes across the UAE

We are committed to regularly engaging with local communities to prioritize community engagement initiatives and formally consult on sustainable solutions that enhance quality of life. Community responsibility is guided by the value "We are Responsible" and embedded within the Code of Conduct.

Our CSR strategy is grounded in collaboration and respect that operates through a CSR charter and supporting operational policies that align activities with stakeholder and community expectations. Local community engagement and development, including CSR, is a standing agenda item of the Sustainability Committee chaired by our CEO and board level ESG-subcommittee.

We keep channels open for effective communication and engagement and provide communities with access to a 24-hour communication channel to raise and address complaints and grievances.



"By listening to our customers, we continue to evolve our offering and deliver more to the communities we serve. Our commitment to innovation, quality, and elevated customer experiences is reflected in how we are reimagining roadside retail and creating true destinations of choice. This evolution represents a renewed promise to create welcoming, customer-centric spaces that strengthen connection, trust, and long-term loyalty."

**Jacqueline Elboghdadi**  
Chief Marketing Officer



# Community Engagement

ADNOC Distribution supported local communities through initiatives in social welfare, safety, environmental engagement, and employee volunteering over the last year.

During Ramadan, employees distributed Iftar Boxes prepared by Emirati women (87 volunteers; 174 hours) and supported low-income families by supplying LPG cylinders to women-led small businesses (49 volunteers; 122.5 hours). We also participated in the UN Global Road Safety Cycling initiative in May (50 volunteers; 200 hours).

The Company expanded its environmental and biodiversity commitments through 'Adopt a Ghaf', enabling customers to donate ADNOC Rewards points toward tree adoption; 4,512 donors participated. Through this initiative, employees and customers joined efforts to support national afforestation goals, with 20 volunteers adding 80 hours toward environmental activities. ADNOC Distribution also expanded digital charitable giving via the ADNOC Rewards application, introducing donation features with the Authority of Social Contribution – Ma'an and the General Authority of Islamic Affairs and Endowments (Awqaf). Customers were able to contribute loyalty points to certified causes, including zakat and community support programs, improving donation accessibility across the UAE.

## Socio-economic impacts

ADNOC Distribution contributed to the UAE's economic growth through initiatives that strengthened local capabilities and stakeholder relationships. The Company advanced national workforce development by recruiting experienced UAE national professionals and expanding youth pathways through graduate programs and internships. Succession planning supported the progression of local talent into leadership roles, reinforcing organizational resilience.

Regular engagement with customers and local communities informed the prioritization of stakeholder needs and service improvements. Activities were aligned with established sustainability frameworks, including the UN Sustainable Development Goals, and with national economic priorities.

ADNOC Distribution has publicly disclosed a Net Zero by 2045 ambition; in 2025, related governance and enabling programs were maintained to support responsible operations and sustained value creation.



**87**  
volunteer  
employees

distributed Iftar boxes  
prepared by  
**Emirati women**

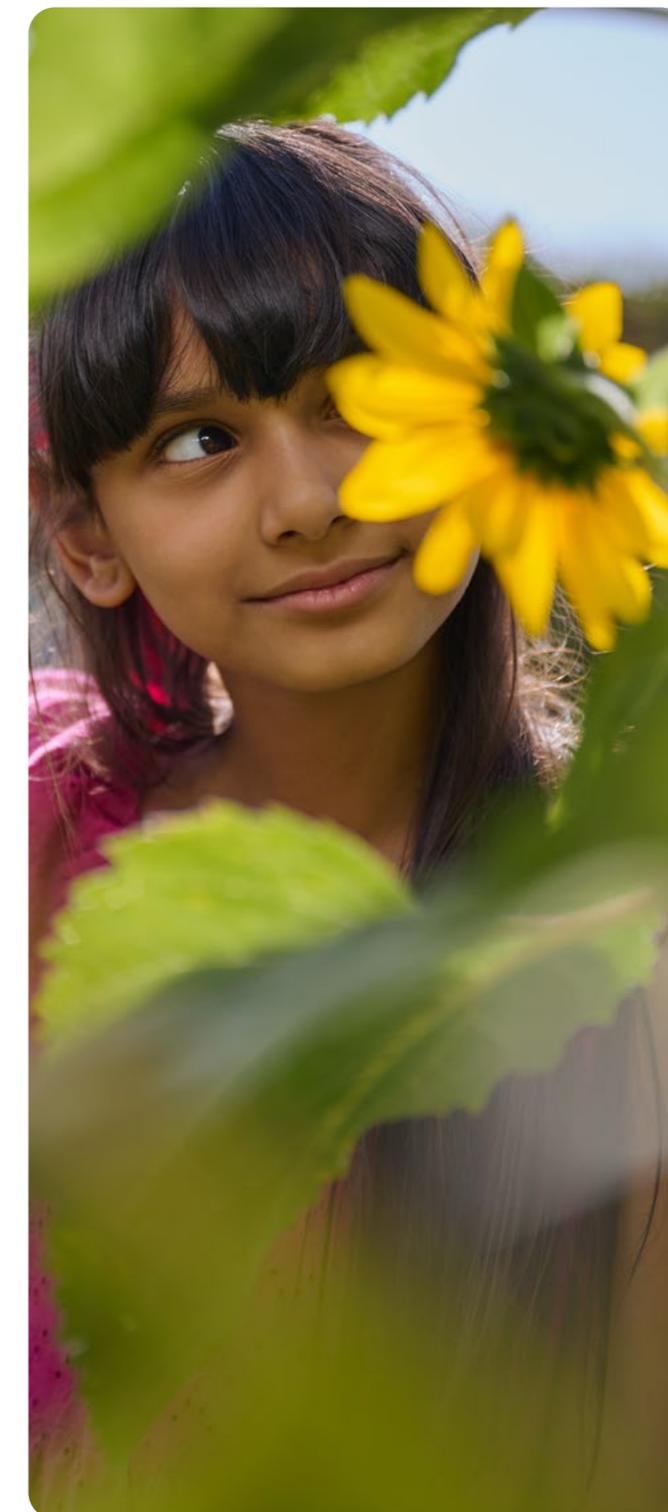


**4,512**  
customers  
donated

ADNOC Rewards  
points toward  
**'Adopt a Ghaf'**

## Key Metrics

	Unit	2025
Percentage of employees hired from local communities	%	87
Approximate percentage of local procurement spend	%	68
Average wages compared to national or industry standards	Company Ratio	UAE National Compa Ratio 129% (Above Industry Median) Expat Compa Ratio 134% (Above Industry Median)
Number of people trained through capacity-building programs	#	269 (by leadership program)
Percentage of increase in skills or certifications among local communities	%	45



# Our CSR Initiatives

Our Corporate Social Responsibility (CSR) efforts are a core component of how we do business, rooted in the belief that creating value goes hand in hand with uplifting communities and protecting the environment.

We strive to ensure our operations contribute positively to society by supporting initiatives in health, education, livelihood, infrastructure, and ecological sustainability.

## Ramadan Iftar boxes - Kasr Al-Siyam

### Overview

Kasr Al-Siyam is a Ramadan community initiative aimed at supporting individuals who break their fast while on the move during Maghrib prayer time. Throughout the Holy Month, ADNOC Distribution employees distributed Iftar boxes by ADNOC Distribution stations (over 83 stations) across the UAE, including at streets and traffic signals near high-need locations, so that fasting individuals could break their fast on time, safely, and with dignity, without distraction or delay.

### Target

Support communities and working laborers fasting during peak Maghrib hours and enable timely, dignified Iftar while mobilizing employee volunteers to actively contribute to community wellbeing during Ramadan.

### Impact

A total of 87 volunteers participated in the initiative, contributing 174 volunteering hours. 300,000 Iftar boxes were distributed by ADNOC Distribution through over 83 ADNOC Distribution stations across the UAE.

## Ramadan LPG donations

### Overview

During Ramadan, ADNOC Distribution provided LPG to Emirati women and local families to enable daily meal preparation for workers and vulnerable individuals. The initiative provided a continued LPG supply throughout the holy month, supporting community led kitchens to prepare and serve meals consistently.

### Target

Enable continuous and sustainable meal preparation during Ramadan by supporting Emirati families and local women led kitchens with LPG so they can cook for people in need.

### Impact

LPG donations enabled the preparation of 700,000 Iftar meals throughout the month of Ramadan, delivered through the efforts of 69 Emirati women, classified as external volunteers. In addition, 49 ADNOC Distribution employee volunteers contributed a total of 123 volunteering hours to support coordination and distribution activities.



AED  
**8.6 million**  
Total spent  
on community  
engagement  
and development  
including CSR



## Adopt a Ghaf

### Overview

A national environmental initiative enabling customers to donate ADNOC Rewards points to adopt Ghaf trees. Donations were completed, and tree planting began at designated sites with activities continuing thereafter.

### Target

Increase environmental awareness and contribute to national afforestation targets through customer engagement and volunteer participation.

### Impact

The initiative successfully engaged 6,246 ADNOC Rewards members, utilizing a total of 110 million reward points, resulting in the adoption of 1,838 Ghaf trees with 20 volunteers participating in planting activities.

## Ramadan driver safety

### Overview

During Ramadan, ADNOC Distribution delivered targeted digital content to promote safe driving behaviors. Messaging focused on fasting related fatigue, speed management, and safe driving during peak Iftar hours, while highlighting community initiatives undertaken throughout the month.

### Target

Raise awareness of Ramadan-specific road safety risks and encourage responsible driving among motorists during fasting and Iftar times.

### Impact

Enhanced public awareness of Ramadan-specific road safety risks through targeted digital content, supporting safer roads and reinforcing ADNOC Distribution's commitment to community wellbeing. In collaboration with Abu Dhabi Police, the campaign was delivered through 4 unique video contents published across Instagram, Facebook, X, and LinkedIn, achieving a total of 7.2 million video views, 5,814 social media engagements (including 424 reshares), and 96% positive sentiment, with 134 community interactions, demonstrating strong reach and public engagement with Ramadan-specific road safety messaging.

## Back to school & driving safety campaign

### Overview

A safety focused CSR activation delivered in partnership with UAE police forces to raise awareness of school zone driving behavior and child safety. Public engagement took place at ADNOC service stations and community touchpoints across multiple Emirates. The campaign was implemented in collaboration with Sharjah International American Schools and E7 Group, delivering on-ground and school-based awareness activities.

### Target

Promote safer roads during the back-to-school period and encourage responsible driving around schools, while engaging motorists and families through station-based activations.

### Impact

60 volunteers contributed 240 hours across different Emirates, reaching approximately 10,000 students through awareness sessions and activations across participating schools.

## Supporting UAEN youth entrepreneurs

### Overview

In partnership with the Federal Youth Authority, ADNOC Distribution provided free retail and activation spaces at selected ADNOC Distribution service stations for Emirati youth-owned businesses. These spaces enabled young entrepreneurs to showcase, promote, and sell their products directly to customers without any rental space costs. By offering high-visibility locations within our service stations, the initiative helped reduce entry barriers for youth businesses, supported local entrepreneurship, and encouraged economic participation within the community.

### Target

Support Emirati youth businesses by providing free commercial spaces at ADNOC Distribution service stations, enabling growth, visibility, and market access.

### Impact

Empowered Emirati youth entrepreneurs by giving them cost-free access to prime retail locations, increased customer exposure, and direct engagement with the public, contributing to local economic development and youth empowerment.

## UN global road safety and cycling activity

### Overview

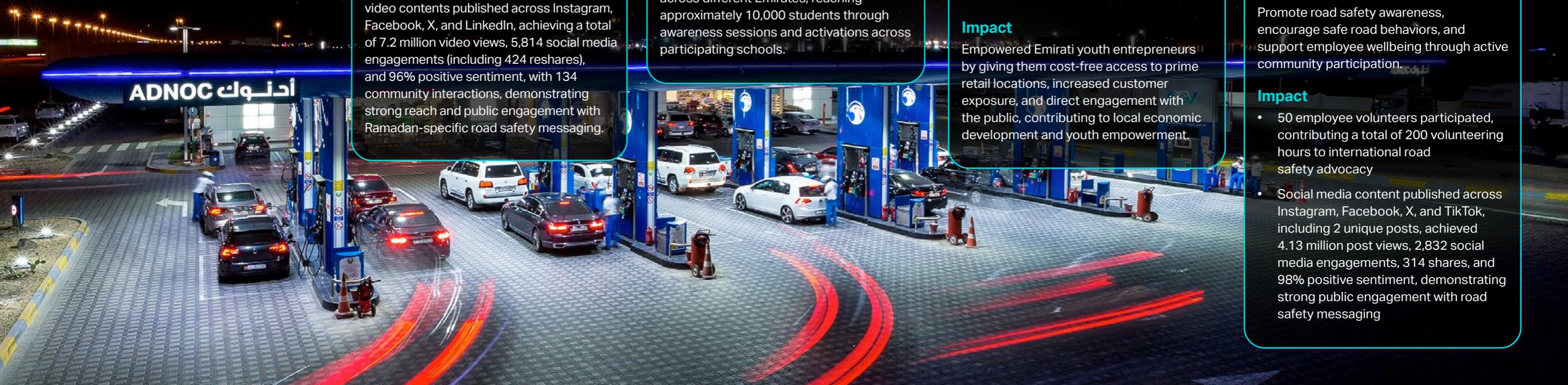
As part of ADNOC Distribution's commitment to road safety, employee wellbeing, and community engagement, the Company participated in the UN Global Road Safety Cycling initiative, recognizing UN Global Road Safety Week by promoting its cycling hubs in line with the global theme of #MakeCyclingSafe. ADNOC Distribution also hosted a cycling event at one of its cycling hubs to promote safe cycling practices within the community, while providing complimentary beverages from ADNOC Oasis to participants. During the initiative, ADNOC Distribution employees actively participated in the cycling activity alongside participants from diverse backgrounds, promoting safe mobility, healthy lifestyles, and responsible road behavior, and reinforcing a culture of safety and collective responsibility.

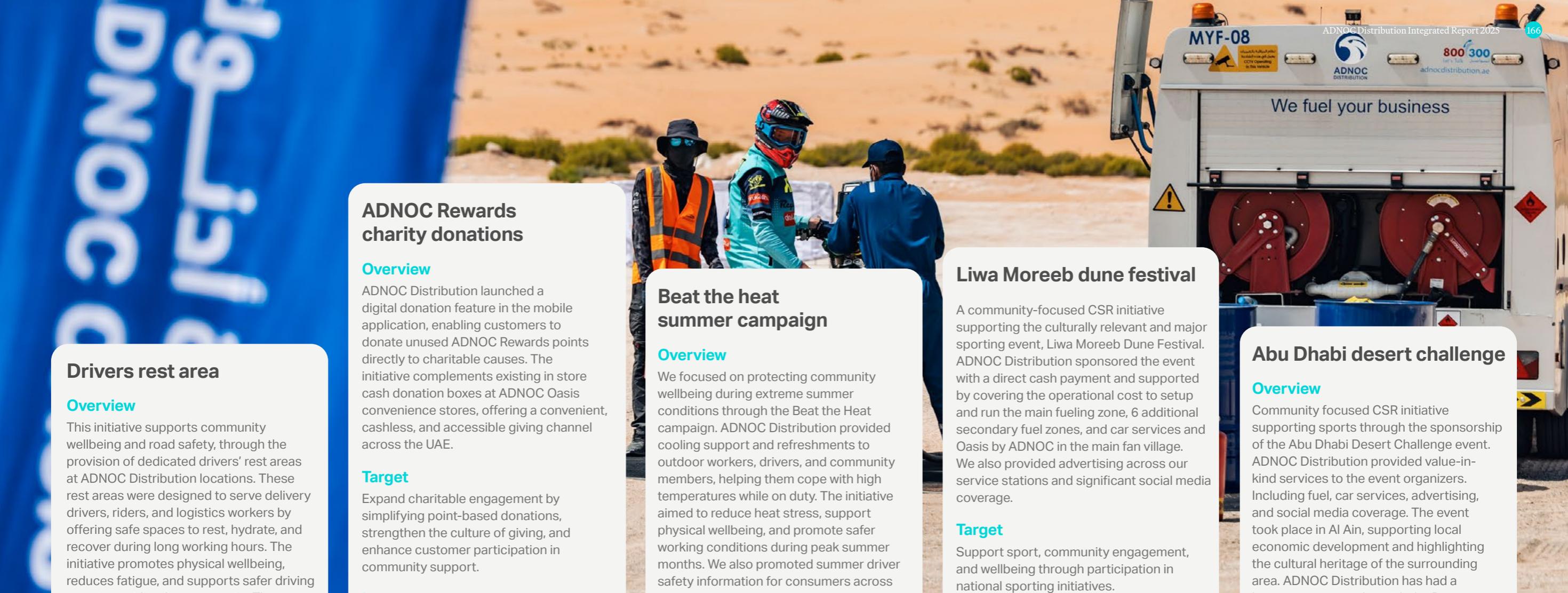
### Target

Promote road safety awareness, encourage safe road behaviors, and support employee wellbeing through active community participation.

### Impact

- 50 employee volunteers participated, contributing a total of 200 volunteering hours to international road safety advocacy
- Social media content published across Instagram, Facebook, X, and TikTok, including 2 unique posts, achieved 4.13 million post views, 2,832 social media engagements, 314 shares, and 98% positive sentiment, demonstrating strong public engagement with road safety messaging





## Drivers rest area

### Overview

This initiative supports community wellbeing and road safety, through the provision of dedicated drivers' rest areas at ADNOC Distribution locations. These rest areas were designed to serve delivery drivers, riders, and logistics workers by offering safe spaces to rest, hydrate, and recover during long working hours. The initiative promotes physical wellbeing, reduces fatigue, and supports safer driving practices within the community. The Company invested AED 25M in 2025 for truck driver rest stops and AED 1.8M in delivery driver rest stops.

### Target

Support community wellbeing and road safety by providing essential rest facilities for drivers.

### Impact

Drivers and delivery riders benefited from improved comfort, rest, and wellbeing, contributing to safer roads and healthier working conditions.

## ADNOC Rewards charity donations

### Overview

ADNOC Distribution launched a digital donation feature in the mobile application, enabling customers to donate unused ADNOC Rewards points directly to charitable causes. The initiative complements existing in-store cash donation boxes at ADNOC Oasis convenience stores, offering a convenient, cashless, and accessible giving channel across the UAE.

### Target

Expand charitable engagement by simplifying point-based donations, strengthen the culture of giving, and enhance customer participation in community support.

### Impact

In 2025, the ADNOC Rewards donation initiative recorded a total of 866.26 million reward points redeemed, with 194,518 customers participating in donations throughout the year. These contributions generated a value of approximately AED 866,000 benefiting key partners including Emirates Red Crescent, Ma'an, the General Authority of Islamic Affairs, Endowments and Zakat, and the Department of Awqaf. Reinforcing ADNOC Distribution's commitment to delivering meaningful social impact through innovation and customer participation.

## Beat the heat summer campaign

### Overview

We focused on protecting community wellbeing during extreme summer conditions through the Beat the Heat campaign. ADNOC Distribution provided cooling support and refreshments to outdoor workers, drivers, and community members, helping them cope with high temperatures while on duty. The initiative aimed to reduce heat stress, support physical wellbeing, and promote safer working conditions during peak summer months. We also promoted summer driver safety information for consumers across our social media accounts.

### Target

Enhance community wellbeing and safety by mitigating the impact of extreme heat on outdoor workers and drivers.

### Impact

Community members and frontline workers benefited from improved comfort, hydration, and heat-relief support during summer operations. 5800 staff were directly engaged during our 8-week roadshow. The safety information videos on social achieve 8 million views.

## Liwa Moreeb dune festival

A community-focused CSR initiative supporting the culturally relevant and major sporting event, Liwa Moreeb Dune Festival. ADNOC Distribution sponsored the event with a direct cash payment and supported by covering the operational cost to setup and run the main fueling zone, 6 additional secondary fuel zones, and car services and Oasis by ADNOC in the main fan village. We also provided advertising across our service stations and significant social media coverage.

### Target

Support sport, community engagement, and wellbeing through participation in national sporting initiatives.

### Impact:

8 fuel trucks at the main fuel hub and MyStation fuel trucks across 6 new locations. Providing capacity to fuel 8K vehicles daily

Further elevating the visitor experience with two ADNOC Oasis Stores and Cafés, E2GO EV charging, and a Fleet Smart Solution hub for (RFID) tag installation and wallet activation.

ADNOC Distribution social media generated 52 million views covering the Liwa festival.

## Abu Dhabi desert challenge

### Overview

Community focused CSR initiative supporting sports through the sponsorship of the Abu Dhabi Desert Challenge event. ADNOC Distribution provided value-in-kind services to the event organizers. Including fuel, car services, advertising, and social media coverage. The event took place in Al Ain, supporting local economic development and highlighting the cultural heritage of the surrounding area. ADNOC Distribution has had a long-term partnership with the Desert Challenge organizers. Enabling the event to continuously grow as an international platform supporting the UAE.

### Target

Support sport, community engagement, and wellbeing through participation in national sporting initiatives.

### Impact

ADNOC Distribution provided over 100K liters of fuel and 16K liters of jet fuel to the event organizers. We also set up a fanzone with fun activities, seating and rest areas.

# Supplier Sustainability and Responsible Procurement

ADNOC Distribution's commitment to sustainability extends into key focus areas of its supply chain. In 2025, the Company conducted comprehensive Supplier Sustainability Assessments, providing it with valuable insights into suppliers' strengths and areas for improvement.

These evaluations foster open discussions with suppliers on enhancing their sustainability performance. By understanding potential supplier risks and reinforcing our supply chain requirements, we ensure the Company's operations remain sustainable. Procurement procedures are implemented as a centralized function that assists our business sectors. This is achieved by purchasing goods and services from suppliers who strictly follow relevant regulations and laws regarding environmental and social management. Through these efforts, ADNOC Distribution continues to uphold our high standards and drive positive change across our supply chain.

## Social assessment of suppliers

ADNOC Distribution implemented a Centralized Registration system to assess our suppliers' compliance with the ADNOC Suppliers Declaration, which encompasses relevant rules and regulations, both within and beyond the UAE. All Suppliers are expected to adhere to anti-corruption laws and improper payment rules, and ensure their employees strictly follow the ADNOC Group Supplier and Partner Code of Ethics.

As part of the Company's agreement execution, our suppliers undergo a biannual Health, Safety, and Environment evaluation. It is mandatory to agree to

ADNOC Distribution's stringent HSE standards during the tendering process. A key focus of these evaluations is the health and wellbeing of the suppliers' staff, reinforcing our commitment to ethical and responsible business practices.

## Environmental assessment of suppliers

In 2025, ADNOC Distribution evaluated its tier one and two suppliers' compliance with environmental, health and safety standards at every stage, from registration, tendering to agreement execution. The Company's thorough process included initial reviews (Gate 1), bid assessments (Gate 2), and performance evaluations alongside Health, Safety, and Environment audits (Gate 3). Our evaluation report highlighted that suppliers were actively addressing sustainability issues. The Company includes compliance requirements with safety in contractual agreements. The Company pre-screens suppliers and contractors for safety performance and risks. Areas for improvement in sustainability performance were identified, with a commitment to enhancing these controls in 2026. This ongoing commitment helps that our suppliers align with our environmental goals and contribute to a sustainable future.



## Responsible procurement and governance

Procurement at ADNOC Distribution is a strategic enabler, underpinning business sectors through disciplined sourcing and supplier management. We partner with suppliers that comply with applicable environmental and social management laws and regulations, with Green ICV screening integrated into supplier assessments to promote sustainable value creation. Suppliers are excluded from the contract if they cannot achieve minimum environmental, social, and governance requirements. Suppliers demonstrating green ICV performance are given of higher ICV scores, which is a criterion for supplier selection. Our procurement activities are governed by robust policies and procedures designed to optimize working capital, enhance value across the supply chain, and drive decisions with commercial considerations. ADNOC Distribution is committed to minimizing supply chain risks while aligning the delivery of goods and services with its business objectives. Integrity is central to how we operate. All suppliers must undergo Integrity Due Diligence (IDD) before entering business dealings, maintaining adherence to the Supplier and Partner Business Code of Ethics. The company also conducted responsible procurement roadshows to strengthen internal stakeholders' understanding of their roles across the procurement chain division. These measures strengthen governance across our supply base and support continual improvement in supplier sustainability performance.

## In-Country Value (ICV) program

The In Country Value (ICV) Program is a procurement-led initiative through which local suppliers complete ICV certification as part of tendering and contract award. The certification verifies alignment with program criteria, including ESG-related requirements, and is designed to maximize value derived from the UAE's oil and gas resources while strengthening local supply chains.

Our procurement procedures support all divisions of the Company, focusing on the timely provision of fit for purpose goods and services and the mitigation of supply chain risks.

Vendors, contractors, and suppliers are required to adhere to the Supplier and Partner Code of Ethics across registration, prequalification, and tendering. Procurement practices align with the ADNOC Group Procurement Policy and Procedures, maintaining integrity in ethics and compliance through mandatory adherence to the Supplier and Partner Business Code of Ethics. All suppliers are expected to undergo Integrity Due Diligence (IDD) prior to entering any business dealings or partnerships with the Company, reinforcing robust governance across the supply base.

# Strengthening Customer Relationships

ADNOC Distribution's customer engagement approach focuses on building lasting relationships and delivering solutions aligned with the evolving needs of retail motorists, fleet and commercial clients, dealer partners, and in store shoppers. We emphasize proactive collaboration and regular interaction at service stations and through digital channels to gain insight into customer requirements and consistently deliver value.

## Quality products and responsive services

We work to enhance the overall customer experience by providing high-quality fuels, lubricants, LPG, and convenience retail services through multiple channels, onsite engagement at service stations, customer care touchpoints, and targeted communications. To gauge satisfaction and identify areas for improvement, we conduct periodic customer surveys covering service quality, product availability, pricing, and after-sales support, with findings shared across operational teams to inform corrective actions and service enhancements.

### Survey Score



## Product safety compliance and operational circularity

Product health and safety compliance remains a core expectation across our fuel and non-fuel offerings. Customer technical and quality teams undertake site visits and product testing where concerns are raised, collecting samples for analysis and sharing insights with operations to drive future improvement. In parallel, we align day-to-day station operations with circular economy principles particularly in material and waste management (e.g., segregation, recycling streams, resource efficiency) to meet customer and regulatory expectations.

Metric	2024	2025
Percentage of significant product and service categories were assessed for improvement of health and safety impacts	100%	100%
Incidents of non-compliance with regulations resulting in a fine or penalty for health and safety impact of products and services in 2025	0	0
Incidents of non-compliance with regulations resulting in a warning for health and safety impact of products and services	0	0
Incidents of non-compliance with voluntary codes for health and safety impact of products and services in 2025	0	0
Product recall incidents reported in ADNOC Distribution stores during the reporting period	0	0

## Grievance redressal and privacy assurance

Customer concerns are handled through a robust grievance mechanism covering fuel retail, LPG, lubricants, and convenience retail. Complaints can be raised via station staff, call centers, and 24-hour digital channels in the ADNOC mobile app, with resolution processes designed to be timely and transparent. We maintain a privacy policy and support controls to safeguard customer data and sustain trust.

## Brand health & digital engagement

ADNOC Distribution tracks customer brand perception through its Brand Health Tracking (BHT) survey, which includes an item assessing whether consumers view ADNOC OASIS as an ecofriendly and sustainable brand. Survey results indicate that ADNOC OASIS ranks higher than competitors on sustainability perception. In 2025, the Company reported total brand awareness rather than NPS. ADNOC OASIS achieved a brand awareness score of 69, compared with a market average of 48.

## Engagement with government, industry associations, and investors

Beyond customers, we maintain structured, two-way engagement with government and regulators to align with national priorities on safety, energy security, and environmental stewardship, supported by transparent compliance and reporting. We collaborate with industry associations to advance best practices in product quality, HSE, and circularity. For investors, we strive to provide timely, decision-making, useful disclosures through integrated reporting, briefings, and roadshows covering strategy, risk, and ESG progress, including our net zero 2045 ambition. Stakeholder feedback informs decisions, strengthens trust, and sustains our license to operate.





# Way Forward

**Guided by our value “We are Responsible”, ADNOC Distribution expects to consolidate and scale the initiatives outlined in this report to deliver measurable outcomes for stakeholders in 2026 and beyond.**

In communities, we will shift from one-off activations to multiyear partnerships that prioritize road safety, environmental stewardship and women led enterprise support, while growing digital charitable giving through ADNOC Rewards and standardizing volunteer program governance to track hours and outcomes transparently.

For customers, we will enhance always on engagement, close the loop service improvements, and data privacy controls. We will continue advancing our net zero by 2045 ambition through governance and enabling programs, set interim milestones, and report progress with validated metrics replacing placeholders with assured data aligned to national priorities and global frameworks.

Through disciplined procurement, strengthened governance, and community centric action, we aim to create sustained social and relationship capital that underpins resilience, trust, and long-term value creation.