



GEARED TO SUSTAIN

Sustainability Report

2024



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About this Report

Scope of the Report

Welcome to the 2024 Sustainability Report of ADES Holding (“ADES”, “the Group”). In line with the Group’s commitment to transparency, the report provides detailed information about its sustainability-related efforts, particularly in regard to governance, social responsibility, and environmental care, these being the most important sustainability topics identified for the Group.

It aims to provide ADES’ stakeholders, including employees, suppliers, customers, partners, investors, and regulatory authorities, with an update into the Group’s progress against its sustainability goals and the initiatives the Group has adopted within its operations.

The boundary of this report encompasses the Group’s operations and activities from January 1 to December 31, 2024, across the Kingdom of Saudi Arabia, Qatar, Kuwait, Egypt, Tunisia, Algeria, India, Thailand, and Indonesia. It is important to note that the reporting boundary has been expanded compared to the previous year, with the inclusion of Thailand and Indonesia. As a result, qualitative data for 2024 will reflect this updated boundary, while data for 2023 will remain aligned with last year’s boundary, excluding Thailand and Indonesia. This adjustment ensures a comprehensive and accurate representation of the Group’s sustainability performance across its operational footprint.

The report has been prepared in line with the Global Reporting Initiative (GRI) standards. Additionally, it aligns with the United Nations Sustainable Development Goals (UN SDGs), International Petroleum Industry Environmental Conservation Association (IPIECA), and with the national development policies and visions of the countries in which we operate, including the Saudi Vision 2030 and Saudi Exchange (Tadawul) ESG Disclosure Guidelines.

For feedback and suggestions on our Sustainability Report, please write to us at:

- Email: sustainability@adesgroup.com
- LinkedIn: ADES - Advanced Energy Systems
- Twitter: ADES - Advanced Energy Systems
- Facebook: ADES - Advanced Energy Systems
- Google Plus: adesdrilling
- Youtube: ADES - Advanced Energy Systems

Forward-looking Statements
This report contains statements that may be deemed as “forward-looking statements” that express how ADES intends to conduct its activities. Forward statements could be identified by the use of forward-looking terminology such as “plans”, “aims”, “assumes”, “continues”, “believes”, or any variations of such words that certain actions, events, or results “may”, “could”, “should”, “might”, “will”, or “would” be taken or be achieved.
ADES has made every effort to ensure the report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond ADES’ ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.

2024 Sustainability Highlights



Governance & Business Ethics

SDG Goals:



- ▶ In 2024, ADES engaged with more than 2,000 suppliers, of whom 61% were local.
- ▶ Total spend was SAR 3,953 mn (USD 1,053.5 mn), of which 52% with local suppliers.
- ▶ 43% increase in revenue in 2024 in comparison to 2023, reaching SAR 6,199 mn (USD 1,652 mn).
- ▶ Secure Endpoint Control Enforced application, web, and device restrictions through Kaspersky Security Center.



Climate Change & Energy

SDG Goals:



- ▶ Energy Management Policy launched.
- ▶ A partnership with CAT for recycling and reconditioning used parts was made.
- ▶ GHG emissions intensity—measured per man-hour worked—declined by 16% in 2024 in comparison to 2023.
- ▶ In 2024, ADES began tracking and reporting air emissions monthly across all operational territories.



Environment

SDG Goals:



- ▶ 400 trees planted as part of ADES' Branches of Change initiative.
- ▶ ADES volunteers collected 2 tons of Nile River plastic in 2024 with VeryNile, earning 2 Verra-certified plastic credits.
- ▶ ZERO spills reported throughout 2023 and 2024.
- ▶ Decarbonization Plan 1.0 successfully developed.



Safety, Health & Security

SDG Goals:



- ▶ Total Recordable Incident Rate (TRIR) of 0.06 (0.46 Industry benchmark).
- ▶ Completed 25 years without a lost-time injury in Rig-ADES 155 in Kuwait.
- ▶ In 2024, ADES held a two-day SSHE workshop in Songkhla, Thailand, bringing together over 90 participants to strengthen its safety culture.
- ▶ +26 million man-hours without LTI throughout the year.



Social

SDG Goals:



- ▶ 24% reduction in voluntary attrition in 2024 compared to 2023.
- ▶ Signed a Memorandum of Understanding with the NetZero.
- ▶ SAR +14 Million social investments.
- ▶ 74% Saudization rate in our Saudi operations.

Chairman Message

I am delighted and honored to welcome you to ADES Holding’s 2024 Sustainability Report. Within this report, you will be able to see the actions and initiatives taken by the Group throughout the year as it continued its sustainability journey.



In the world today, the need for sustainability is of ever-increasing importance. This is especially so in the oil and gas sector in which ADES operates, where companies have a duty to minimize their environmental impact and continually innovate in the quest for sustainable energy solutions. In 2024, this imperative was reinforced at ADES by the launch of the Group’s Sustainability Strategy, built upon the five pillars of our Sustainability Framework: Governance and Business Ethics, Climate Change and Energy, Environment, Safety, Health, and Security, and Social.

As a company proudly rooted in Saudi Arabia and expanding globally, ADES is committed to aligning its sustainability efforts with both national and international guidelines, ensuring that our operations contribute to global sustainability goals while supporting local aspirations such as Saudi Vision 2030.

This vision, with its focus on economic diversification, environmental stewardship, and social development, resonates deeply with our mission to integrate sustainability into the core of our business. By embedding sustainable practices across our operations, we not only enhance our resilience and competitiveness but also create long-term value for our shareholders and investors. Since our listing two years ago, we have prioritized transparency and accountability, ensuring that our growth is both sustainable and aligned with the expectations of our stakeholders.

Guided by these priorities, the Group is taking a wide range of actions in pursuit of the highest standards of responsible operations. Our growth as a company also enables ADES to be increasingly impactful in our industry, and our goal is to use this influence to provide sustainability leadership across the sector.

There are, of course, many challenges and obstacles to achieving sustainability and lasting economic success. However, with the talent, dedication and commitment of ADES’ workforce, I know we will continue to meet these challenges and progress our journey.

I would like to extend my gratitude to all our employees for their efforts throughout our journey, and to all our stakeholders for their ongoing support, without which ADES’ success would not be possible.

- ▶ 74% Saudization Rate*
- ▶ 61% IKTV** Rate***
- ▶ +2,400 Jobs Created in KSA, 2023-2024

Ayman Abbas
Chairman, ADES Holding

*As of 31 December 2024.
**In-Kingdom Total Value Add, a program created by Saudi Aramco to baseline, measure and support increased levels of localization in the Kingdom.
***As of 31 December 2024 (Company numbers).



CEO Message

The importance of sustainability in today’s business world has become ever-more apparent, as the impacts of climate change, geopolitical unrest and economic uncertainty challenged businesses and governments around the globe. Against this backdrop, ADES continued to progress its own sustainability journey during the year, a journey that has helped steer the Group into a strong position.



The substantial growth in revenue, net profit and business expansion served as a testament to the Group’s strategic direction. ADES now has operations in twelve countries, with 91 operational rigs. This expansion significantly increases the Group’s influence and impact within the energy industry.

ESG considerations are fundamental to our success and business strategy. In 2024, ADES launched its Sustainability Strategy and a new Energy and Management Policy, setting a target to reduce GHG emissions by 6% by 2030. Initiatives such as advanced fuel systems, battery storage, and LED lighting are already driving progress.

This year, ADES expanded its reporting coverage to include Scope 2 & Scope 3” which was not the case in the past years. However, GHG emissions intensity—measured per man-hour worked—fell by 16% during this period, reflecting improved

operational efficiency, optimized fuel use, and sustainability-focused initiatives. These advancements highlight ADES’ commitment to minimizing emissions growth while expanding its operations and promoting responsible energy management.

Despite our expansion, ADES maintained an unwavering commitment to health and safety. In 2024, our Total Recordable Incident Rate fell to 0.06, well below the industry benchmark of 0.46, and we celebrated 25 years of lost-time-injury-free operations in Rig-ADES 155 in Kuwait, reflecting our dedication to the highest safety standards.

Performance excellence continued to enhance in 2024. Tools such as RIG EYE, our pioneering AI-driven safety tool, and the CAMS have improved efficiency, safety, and transparency. Employee development remained a priority, highlighted by the launch of an internship program that provides young graduates with valuable industry experience, helping us nurture future leaders.

ADES remains committed to being a good corporate citizen. In 2024, we invested SAR 14.6 million (USD 3.90 million) in community initiatives, including our sponsorship of Al Nas Children’s Hospital, and providing internship opportunities as part of Saudi SIP. Our volunteers also

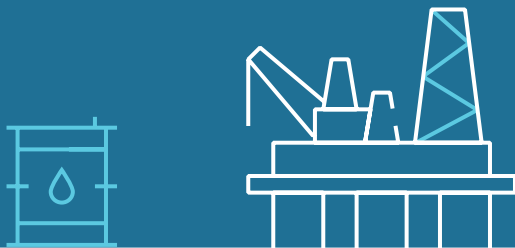
contributed to environmental efforts, such as cleaning the Nile. Over half of our procurement spend supported local suppliers, boosting regional economies. In all these ways and many more, ADES is actively delivering on its sustainability commitments, contributing to the achievement of the Saudi Vision 2030 and the UN Sustainable Development Goals.

- ▶ 0.06 TRIR (a 33% reduction from 2023)
- ▶ 52% spent on local suppliers
- ▶ SAR 14.6 million community investment

By being stronger as a business and creating value for our stakeholders, we enable them and the communities where we operate to prosper. This Sustainability Report highlights the actions we took in 2024, and continue to take, to build that prosperity. I thank you for taking the time to read it, and thank all of the employees at ADES for their hard work and dedication in achieving these successes.

Dr. Mohamed Farouk
Chief Executive Officer, ADES Holding

An Overview of ADES



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ADES at a Glance

ADES Holding Company (“ADES”, “the Company” or “the Group”) is a world-leading provider of oil and gas drilling production services. Based in Saudi Arabia, ADES creates sustainable value by delivering operational excellence and exceptional service.

Founded in 2002, ADES stands today as the number one offshore jack-up driller globally offshore jack-up drilling rig operators. The Group specializes in onshore and offshore contract drilling and workover services, with a core focus on non-harsh environments in high-barrier-to entry markets. Serving major national oil companies including Saudi Aramco, Kuwait Oil Company,

and North Oil Company in Qatar, as well as joint ventures, ADES has a leading position in Saudi Arabia and a strong operational presence in Kuwait, Egypt, Algeria, Tunisia, Qatar, India, Thailand, Indonesia Nigeria and Malaysia.

ADES specializes in providing comprehensive oil and gas drilling

production services, encompassing offshore and onshore solutions, as well as tailored project support, all designed to drive operational efficiency and sustainable growth in the energy sector.

Vision, Mission and Values

Vision:

To be the oil and gas industry’s leading drilling and production partner by serving our clients using underutilized assets. Inspiring our people and rewarding our shareholders.

Mission:

To deliver cost-effective and client-centric services that meet the industry’s best practices in quality health, safety, and environmental impact by leveraging proven oilfield services technologies, experienced professionals, and deal-making agility.

Core Values:

- **Safety:** Personal and operational safety are the Group’s true north and its license to operate. Our commitment to our people is that everyone should get back home safely.
- **Innovation:** Promoting an innovative culture and attitude by applying creative thinking to every segment of the Group’s work.
- **Integrity:** Ensuring that our individual and corporate actions are bound by honesty and ethical conduct.
- **Operational Excellence:** Providing a level of service that exceeds the expectations of the Group’s clients while remaining environmentally and socially conscious.
- **Customer Focus:** All our decisions are taken with the customer in focus. We aim to add value to our customers.
- **Agility:** Being alerted to changes and moving quickly and decisively to meet the challenges that emerge from such changes.

ADES’ key services are:



1. Offshore Drilling, MOPU & Jackup Barge Services

Development, production, and workover phases of oil and gas fields, as well as Mobile Offshore Production Units (MOPU), and a wide range of marine tasks including pipe laying, firefighting, and accommodations.



2. Onshore Drilling & Workover

Onshore drilling and workover jobs comprising the maintenance, repair, and/or any enhancement of a well’s production.



3. Projects & Other Services

Manpower, well platform installation, maintenance and repair services, catering and accommodation services, and equipment rental.

2024 in Numbers



91

Active rigs



6.2 bn

(USD 1.65 bn) Revenue generated in 2024 (+43%) SAR



97.7%

Operational efficiency in 2024



8,000+

Workforce personnel



3 bn

(USD 800 mn) EBITDA: (+53%) SAR



0.06

Total Recordable Incident Rate (against IADC benchmark of 0.46)



12*

Footprint Countries



816.2 mn

(USD 217.52 mn) Net profit in 2024 (+80.5%) SAR

*Brazil and Nigeria are excluded from the 2024 reporting cycle as ADES was awarded drilling contracts in these countries in early 2025.

Where We Operate

As a leading national champion, ADES Holding has strategically expanded its geographical footprint to establish a robust presence across diverse markets. While rooted in Saudi Arabia and Egypt, our operations now extend to countries such as Qatar, Kuwait, Tunisia, Algeria, and India, reflecting our unwavering commitment to delivering exceptional services on a global scale.

In 2024, we reached a significant milestone by successfully entering Thailand and Indonesia, further strengthening our foothold in Asia. Additionally, we signed contracts in Nigeria and Brazil, with operations set to commence in 2025, marking a pivotal step in our global growth strategy and reinforcing our position as an industry leader in emerging markets.



Global Scale Operations with 91 rigs in 12 countries*



*Brazil and Nigeria are excluded from the 2024 reporting cycle as ADES was awarded drilling contracts in these countries in early 2025.

Achievements & Awards

- ▶ ADES 144 — The Only Drilling Contractor in the North Ghawar Gas Drilling Department to Record Zero Injury Incidents in 2024.
- ▶ Longest Running Lost-Time-Injury-Free Record of 24 Years for Rig-ADES 144.
- ▶ Longest Running Lost-Time-Injury-Free Record of 25 Years for Rig-ADES 155.
- ▶ Best Performing Rig of the Year 2023-2024 for Rig- UPDC 808 Under the Deep Work-Over Category.
- ▶ Statistical Safety Performance Award for Best Recordable Incident Rate Offshore Drilling Contractor.
- ▶ Loss-Time Injury Free Since Inception of Operations in November 2023 for Admarine IX, Admarine X and Admarine XI.
- ▶ Award Presented by His Highness Prince Saud Bin Nayef AlSaud for the sponsorship of 50+ students and signed a Memorandum of Understanding with SADA for Nationals Development.
- ▶ ADES achieved ZERO loss of containment into the environment (LOCE) throughout 2023 and 2024.
- ▶ Certificate of Achievement for Continuous HSE Commitment to Groupement SONATRACH-ENI Standards & Guidelines.
- ▶ ADES recognized by the International Association of Drilling Contractors for 25 years of operations in one of ADES rigs in Kuwait without a lost-time injury.
- ▶ Recognition for excellent program Drilling for Non-Drillers, organized by Saudi Arabian Drilling Academy (SADA).
- ▶ Recognized as an Integral Part of the “Branches of Change” in Collaboration with NetZero for a Greener Future.



Sustainability Approach



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Overview

ADES is committed to being a leader in sustainability within the oil and gas sector. It sits at the heart of the Group’s approach to environmental, social and governance (ESG) issues and is incorporated into all our business practices. Demonstrating this commitment enables ADES to build trust with all its stakeholders.

Underpinning and guiding the Group’s actions is a deep commitment to understanding and monitoring our impact. This is achieved through meticulous data gathering and analysis, ensuring that our decisions are informed and meaningful. Over the years, ADES has developed mechanisms across its operations to seamlessly integrate data collection into our processes, enabling us to take effective action. Understanding our environmental footprint in this way enables us to identify actions and initiatives to reduce our emissions, waste and resource consumption. This is enhanced by dedication to optimize the efficiency of our activities and processes in drilling and workover.

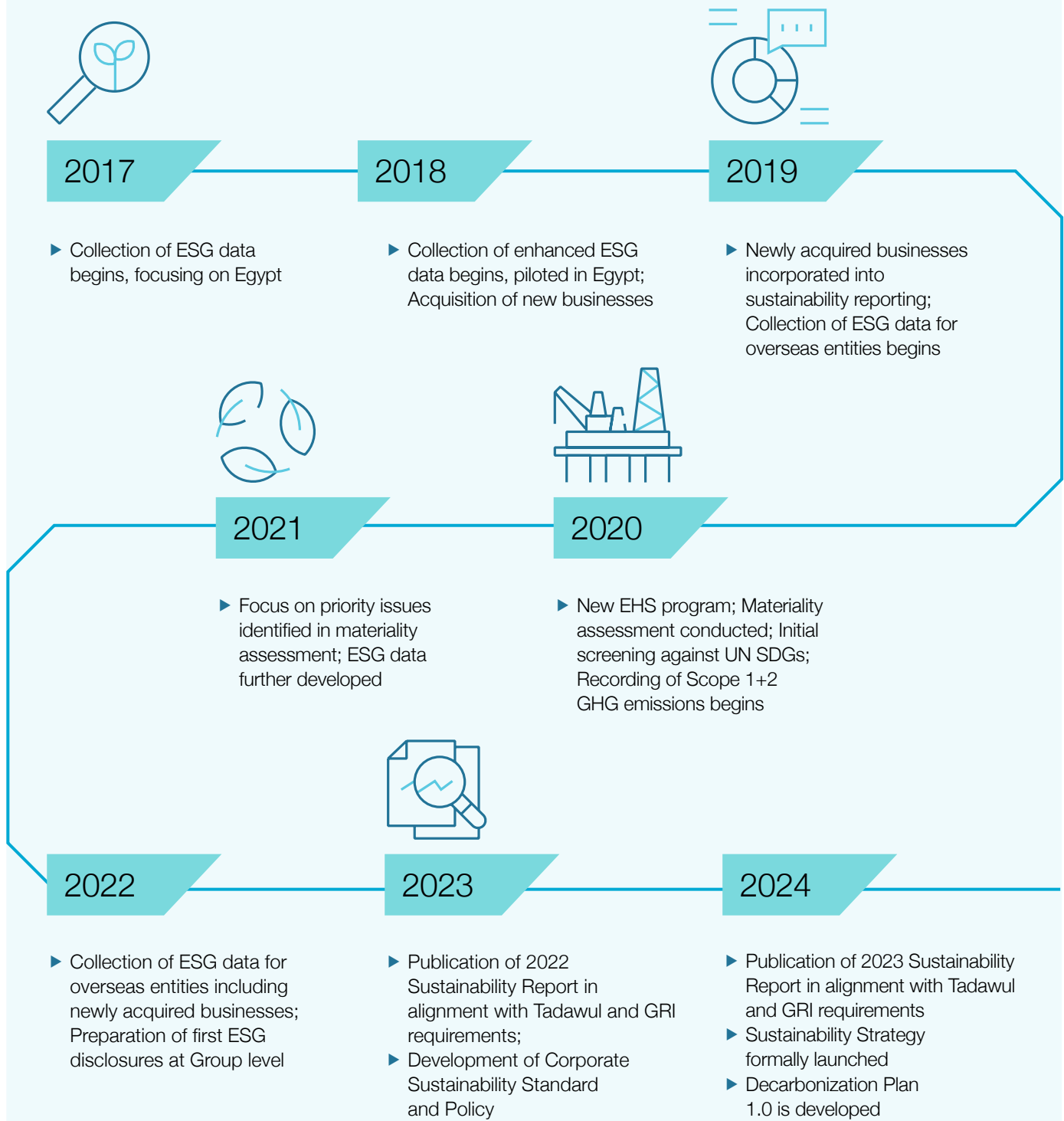
ADES is in compliance with relevant environmental regulations and standards in the territories where we operate, and we continually seek ways to reduce our impact further. By taking these actions, we aim to demonstrate our commitment to environmental stewardship within our sector. We are committed to taking action to support the United Nations Sustainable Development Goals (UN SDGs) and aim to align with the social, economic and environmental aspects the Goals prioritize.

By generating meaningful employment opportunities and driving economic growth, the Group empowers communities to thrive. Through active engagement with local stakeholders,

it identifies key issues and incorporates these insights into strategic decision-making. Notable initiatives such as **Branches of Change**, which supports sustainable forestry practices; **CAT Remote Fleet Vision (RFV)**, aimed at minimizing the environmental footprint of fleet operations; and the **Battery Energy Solutions System**, designed to enhance energy efficiency and resilience, reflect the Group’s commitment to sustainable resource management and improving the well-being of local communities.

All our activities are underpinned by robust governance. We are committed to maintaining the highest standards of decision making, transparency and accountability in line with global best practices. This transparency includes regular reporting on our ESG performance.

Sustainability Journey



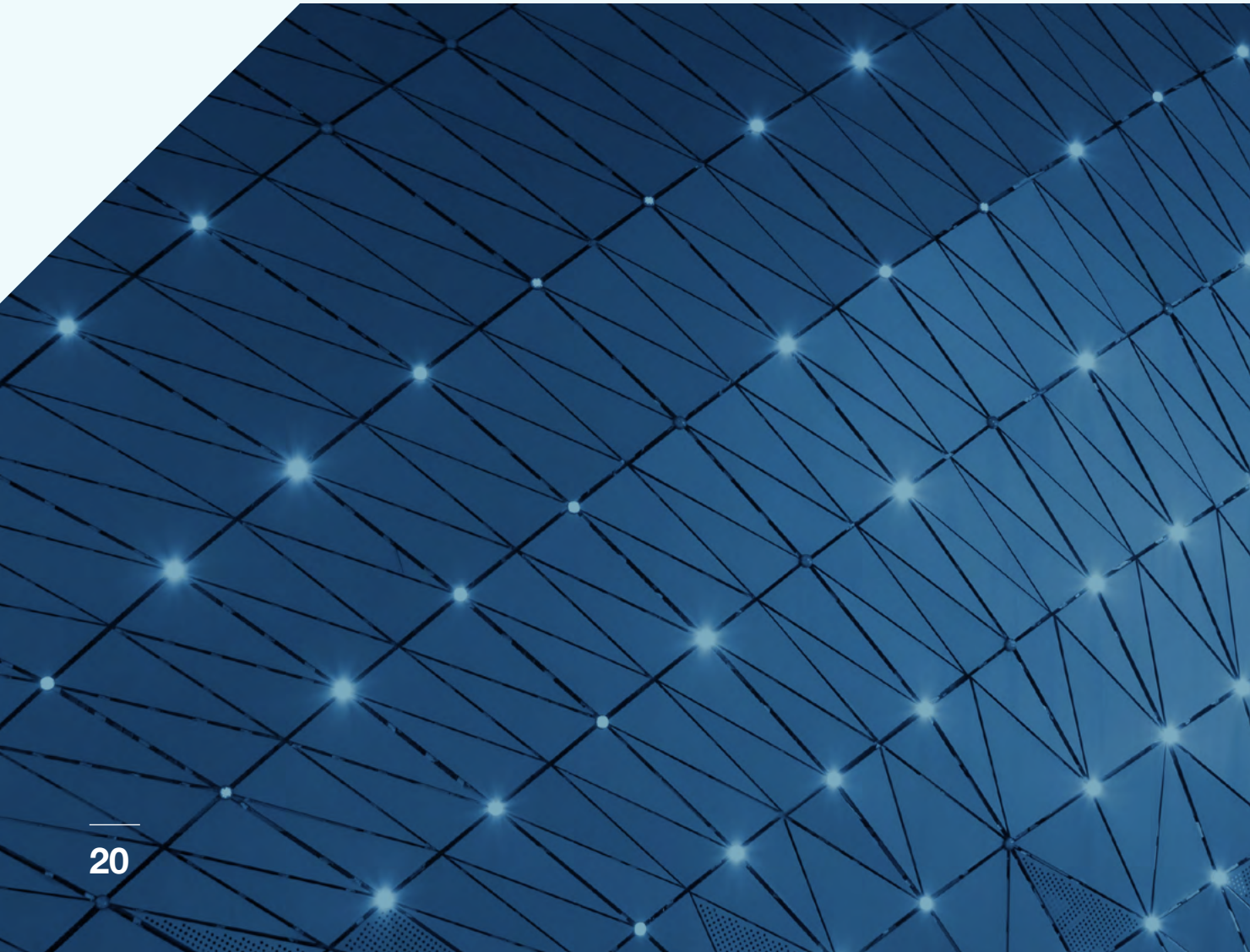
Stakeholder Engagement

Meaningful engagement with stakeholders enables a business to build trust, understanding and meaningful relationships.

The company gains valuable insights into the concerns and expectations of its stakeholders, and the stakeholders are able to better understand how the company operates. This enables openness, leading to better-informed decision making and greater mutual understanding.

At ADES, our key stakeholders include our employees, suppliers and partners, customers, investors, and regulatory authorities.

Sustainability reports form an important part of this dialogue, promoting transparency and inviting feedback and input that make an important contribution to the company's sustainability actions.



Materiality Assessment

As part of our stakeholder engagement, and to better understand the ESG issues of most concern to them, ADES conducted a materiality assessment. This exercise was designed to identify the ESG issues of most relevance and concern to a range of stakeholders, enabling us to prioritize them and develop action plans to address them. For this assessment, our primary engagement was with selected employees and the community groups in which we invest.

The initial research stage of the assessment was carried out using a structured approach:



Questionnaire Development

Through brainstorming sessions, a survey questionnaire was designed. Following GRI standards, the questionnaire emphasized precision and thoroughness. Questions covered economic, environmental, social, and governance aspects, ensuring a comprehensive assessment of the company’s performance and providing stakeholders with a clear understanding of its holistic impact and practices.



Questionnaire Distribution - Online Survey

An online questionnaire was distributed across various channels to collect feedback from stakeholders. This approach facilitated wider accessibility, enabling a diverse range of stakeholders to participate effortlessly and offer valuable insights. This both boosted response rates and enriched the depth of information received.



Prioritizing Sustainability Issues

The survey results were meticulously consolidated in accordance with the priorities highlighted by our stakeholders. Through this process, we aimed to distil the responses into actionable insights that accurately reflected the collective perspectives and priorities of our stakeholders. By aligning our analysis with their identified priorities, we ensured that our subsequent actions and strategies addressed their needs and expectations.



Sustainability Brainstorming Sessions

Regular sessions were convened across different departments and divisions to discuss sustainability priorities. These forums engaged stakeholders from various organizational levels to articulate key concerns and objectives. Through robust dialogue, a framework was developed to guide the development of the ongoing sustainability report. This collaborative approach enhanced transparency and integrated sustainability principles into the organization’s vision and practices.



Alignment With National and International Plans and Commitments

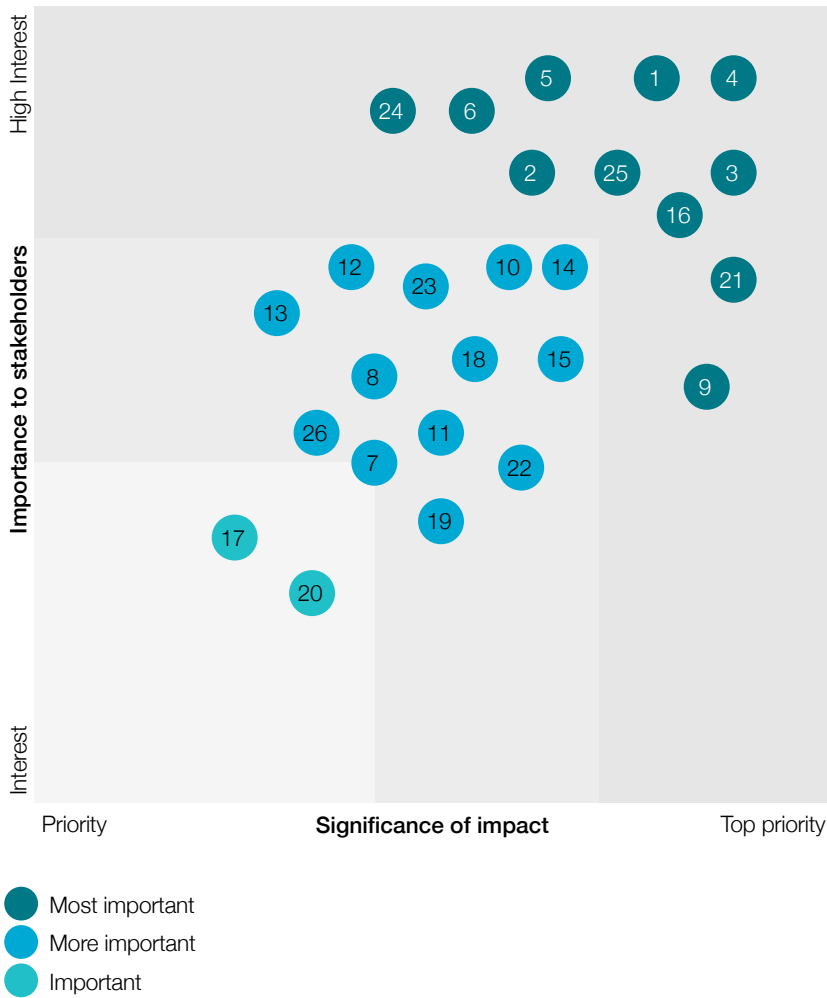
The finalized list of topics underwent a thorough cross-referencing process with a variety of national and international commitments and priorities, including the Paris Climate Agreement and the UN’s Sustainable Development Goals (SDGs). This ensured alignment with broader sustainability frameworks and global objectives. Subsequently, a comprehensive list of approved material topics was compiled for review and approval by ADES’s leaders and executives, ensuring that the organization’s sustainability efforts were firmly anchored in globally recognized standards and commitments.

Following this rigorous process of consultation and analysis, we plotted the identified topics onto a materiality matrix, taking into account the relative importance of the topics to each set of stakeholders. Through this, we have been able to identify the issues with the most significant impact on ADES’ economic, social, and environmental performance, or which influence stakeholders’ perceptions and decisions. This materiality analysis also informs the contents of our annual sustainability report.

Integration with ADES’ Sustainability Pillars

Each material topic identified through the assessment has been aligned with one or more of ADES’s five Sustainability Pillars: Governance & Business Ethics, Climate Change & Energy, Environment, Safety, Health & Security, and Social. This alignment ensures that stakeholder priorities are directly embedded within our sustainability strategy, guiding how we set targets, implement initiatives, and disclose performance. By structuring our material topics around these pillars, ADES reinforces internal ownership, enhances actionability, and maintains transparency in addressing the issues that matter most to our stakeholders.

Matrix

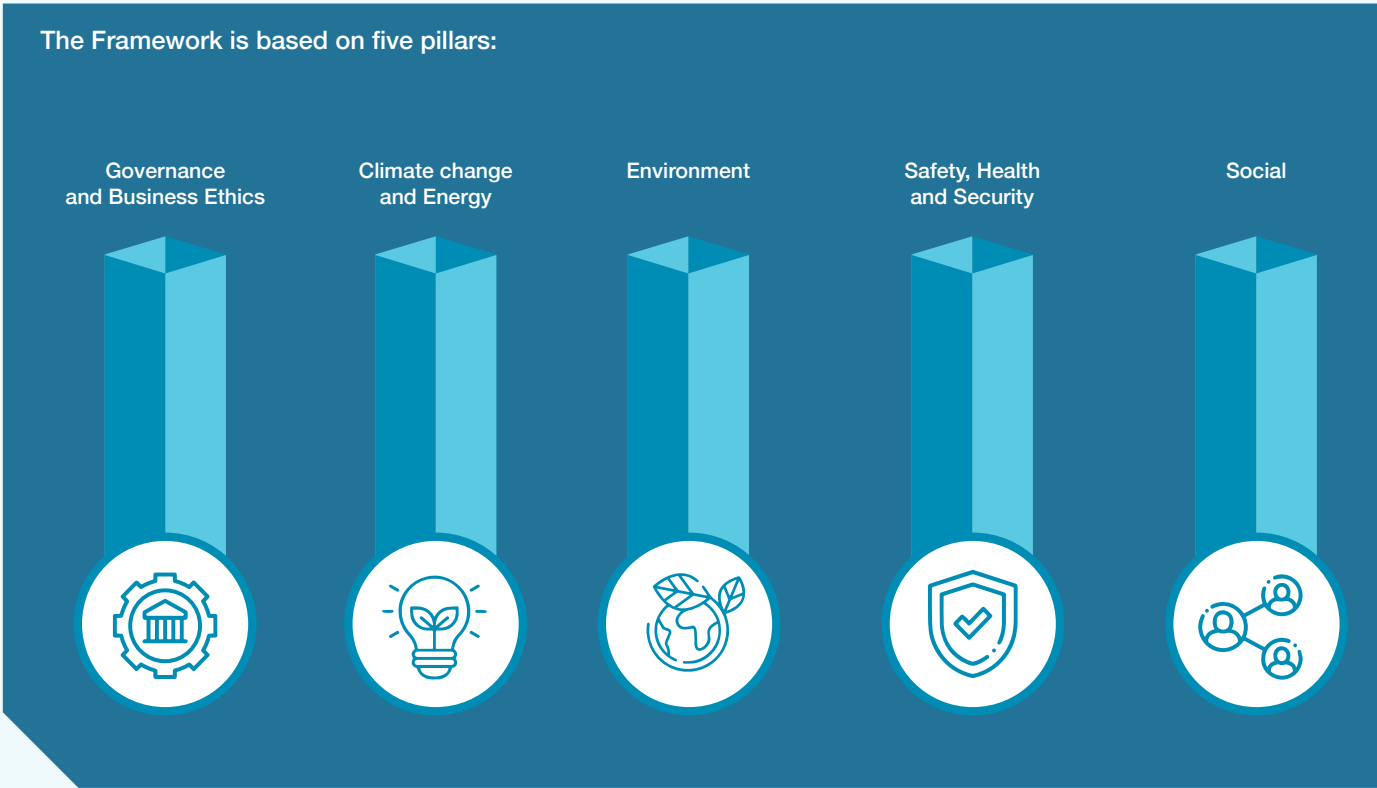


Material topic

- 1 Health & Safety
- 2 Finances
- 3 Employee Turnover Rate
- 4 Emission
- 5 Workforce & Contractor Grievances
- 6 Climate Change Mitigation & Adaptation
- 7 Waste Management
- 8 Security of Infrastructure/Assets
- 9 Safeguarding Health During The Modern Health Crisis
- 10 Cybersecurity & Data Protection
- 11 Business Ethics, Integrity, Transparency & Anti-Corruption
- 12 Infrastructure & Overall Services
- 13 Compliance With International, Sustainability Regulations & Frameworks
- 14 Operational Efficiency
- 15 Emergency Preparedness
- 16 Economic Growth
- 17 Customer Privacy and Safeguarding Customer Information
- 18 Sustainable Procurement
- 19 Compliance With Federal & Local Sustainability Regulations & Frame Works
- 20 Training, Education, And Growth of Employees
- 21 Economic Contribution to Sustainability Matters
- 22 Sustainability (Economic, Environmental, & Social) Assessment Of The Supply Chain
- 23 Local Community
- 24 Equal Opportunity & Diversity
- 25 Corporate Volunteering
- 26 Biodiversity Conservation

Sustainability Framework

ADES’ sustainability efforts are guided by our Sustainability Framework. The Framework acts as a foundation to provide a clear structure for our actions and initiatives, ensuring they are relevant and targeted towards addressing the most important concerns.



These pillars encompass the most material ESG concerns as identified by our materiality assessment and provide the foundation for our strategic approach to sustainability. The Framework adheres to globally recognized standards, such as GRI and IPIECA and is aligned with the UN SDGs and the Saudi Vision 2030.

To oversee the implementation of its Sustainability Framework, ADES has established a Sustainability Management Committee chaired by the

CEO and comprising Module Leaders, a Reporting and Disclosure Leader, and an administrator. The Committee plays a key role in driving ADES’ Sustainability Strategy, overseeing reporting mechanisms, and ensuring effective administration processes. It regularly reviews the Framework to ensure it provides the necessary guidance to the company. Additionally, the Committee is responsible for quarterly reviews of sustainability KPIs, evaluating project proposals and modifications, approving budgets for

sustainability projects, and endorsing continuous improvement plans. It also approves the annual sustainability report, reviews outcomes of third-party audits, and identifies forward-looking material issues and indicators. This structured governance supports ADES’ commitment to effective sustainability management and progress.

Sustainability Strategy

ADES’ Sustainability Strategy integrates environmental stewardship, social responsibility, and robust governance, ensuring long-term value creation for all the Group’s stakeholders.

The Strategy sets out ways in which the Group will put the five pillars of the Sustainability Framework into practice, providing a roadmap for compliance as well as a commitment to excellence and leadership. This includes utmost adherence to laws and regulations, minimizing the environmental negative impacts, reducing the carbon footprint, and advancing health and safety measures in the workplace.

Strategic roadmap

- Short-term (1-2 years)** Establish governance frameworks, initiate GHG emissions reduction projects, and enhance community engagement programs
- Mid-term (2-4 years)** Achieve measurable reductions in carbon emissions, expand energy efficiency initiatives, develop sustainable supply chain, and strengthen diversity and inclusion practices.
- Long-term (4-6 years)** Fully integrate ESG principles into our operations, achieve recognized sustainability certifications, and lead the industry in sustainable practices and transparency.

“Our Sustainability Strategy isn’t just about setting direction-it’s about ensuring measurable action and accountability at every level of ADES. We are embedding ESG in the DNA of how we grow.”

Dr. Mohamed Farouk
Chief Executive Officer



Governance & Business Ethics

Robust corporate governance practices are a critical element in building a company's reputation and trust among its stakeholders. ADES is committed to the highest levels of ethical corporate governance and ensuring best practices are followed throughout the company's operations.

Central to this is the Board of Directors, who are responsible for ensuring the company conducts its business responsibly, acting with transparency and accountability. Board members have a diverse range of backgrounds, and the majority are either non-executive or independent, ensuring a high level of objectivity and external perspective in decision making and strategic planning.



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- Materials Topics
- ▶ Finance
 - ▶ Economic Growth
 - ▶ Economic Contribution to Sustainability Matters
 - ▶ Business Ethics, Integrity, Transparency & Anti-Corruption
 - ▶ Cybersecurity and Data Protection
 - ▶ Compliance with International Sustainability Regulations & Frameworks
 - ▶ Compliance with Federal and Local Sustainability Regulations & Frame Works
 - ▶ Sustainable Procurement
 - ▶ Sustainability (Economic, Environmental, and Social) Assessment of the Supply Chain

Governance Structure & Framework

ADES’ corporate governance framework, overseen by the Board, encompasses every aspect of the company’s leadership structures, policies, procedures and practices, and acts as a holistic guide for all the company’s activities.

The framework contains controls to monitor critical risk indicators, alongside policies and procedures to mitigate potential adverse impacts on the environment and society. Compliance and environmental risk assessments are conducted regularly to ensure the effectiveness of these measures and their continued alignment with our objectives. The framework itself is reviewed periodically and updated in line with changing regulatory requirements and the company’s business landscape. This further ensures that ADES’ governance practices and policies remain relevant and in line with best practice.

Supporting the framework is a Corporate Governance Manual, which contains the rules and procedures to be followed to ensure alignment with the Capital Markets Authority’s Corporate Governance Regulations, along with a set of policies that include, but are not limited to, Corporate Culture and Business Ethics Policy (the ‘Code of Conduct’) that comprises a whistle blowing policy, Anti-bribery

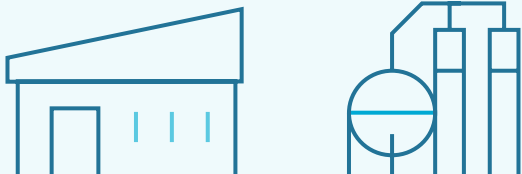
and Anti-corruption Policy, Anti-money Laundering Policy and Sanctions Policy, Related Party Transactions and Conflict of Interest Policy and Disclosure and Transparency Policy.

The Board of Directors is responsible for establishing the company’s overall objectives and also helps shape the governance framework, ensuring strict adherence to local and international rules and regulations. In doing so, the Board aims to uphold the highest standards of conduct and responsible management, prioritizing sustainability, effective risk management, and enhancing shareholder value.

To enhance the effective functioning of the company and meet regulatory requirements, the Board has established two committees, being the Nomination and Remuneration and Audit Committees.

The Nomination and Remuneration Committee is responsible for, amongst other things, establishing policies on remuneration arrangements and membership criteria for Board members, while the Audit Committee plays a crucial role in

monitoring the company’s financial reporting, and compliance assurance, ensuring the integrity and soundness of reports, financial statements, and internal control systems. Each committee meets regularly, ranging from quarterly to bi-annually. This systematic approach ensures that the committee remains focused on its goals and objectives.



Board Structure and its Committee

Board of Directors	
9 Directors appointed	
Responsibilities	Frequency
Strategic oversight and direction.	Minimum 4 times a year (Quarterly)
Nomination & Remuneration Committee	
3 members (including an independent chairman)	
Responsibilities	Frequency
Assessment of Board composition and performance, as well as the executive management.	At least once every 6 months
Establishment and oversight of remuneration framework.	
Oversee succession planning for board and senior executive roles.	
Board evaluation.	
Audit Committee	
3 members (including an independent chairman)	
Responsibilities	Frequency
Responsible for overseeing the group’s corporate governance, risk management, compliance.	Minimum 4 times a year (Quarterly)
Financial and non-financial reporting, internal control, internal and Statutory audits.	
Overseeing financial reporting and external/internal auditors	



Board of Directors

ADES’ current Board comprises nine members highly qualified, bringing together a wealth of expertise from both regional and international backgrounds, selected and elected in accordance with the rules set out in the governance framework. The nomination and election process follows various criteria, with a focus on competence, leadership capabilities, and relevant experience. Consequently, each Board member brings a wealth of relevant experience, knowledge and skills. This ensures maintaining the appropriate balance of skills and experience essential for the Directors to effectively contribute to the Group’s leadership by assisting with the implementation of its strategy and the realization of its vision. The Board meets regularly, with a minimum of four sessions each year and further meetings as required.

Board of Directors	Units	2022	2023	2024
Total number of board members	Number	9 Seats 6 Appointed 3 Vacant	9 Seats 6 Appointed 3 Vacant	9
Total number of independent members	Number	0	0	3
Total number of non-independent members	Number	6	6	6
Total number of executive members	Number	1	1	1
Total number of non-executive members	Number	5	5	8
Total board seats occupied by women	Number	0	0	0
Total board seats occupied by men	Number	6	6	9
Total number of board members under 30 years of age	Number	0	0	0
Total number of board members between 30-50 years of age	Number	4	4	5
Total number of board members over 50 years of age	Number	2	2	4

Business Ethics and Data Security

Ethics and integrity are fundamental principles at ADES, underpinning all of the Group’s activities as well as its expectations for the behavior of every employee. Our ethical governance approach includes stringent regulatory oversight, risk analysis, and regular monitoring of performance metrics, reflecting an unwavering commitment to responsible and sustainable business practices in line with the highest international standards.

Regular risk assessments enable ADES to identify and mitigate potential threats to the business and uphold the Group's integrity. We strictly adhere to all applicable laws and regulations and our set of adopted policies that lays out our requirements for maintaining transparency in how business is conducted.

Compliance with the Group's policies and its Corporate Culture and Business Ethics Policy is mandatory for all employees as well as our suppliers and business partners. A due diligence process ensures partners and suppliers align with the Group's ethical standards including a thorough investigation of any instances of non-compliance. This ensures consistent adherence to ethical conduct throughout our value chain and reinforces the Group's commitment to the highest standards.

Code of Conduct

This commitment to the highest ethical standards is enshrined in the ADES’ Code of Conduct. This comprehensive document sets out the principles for workplace conduct and behavior that we require all our employees to adhere to. This commitment extends to our business partners and suppliers, who are mandated to follow it. The Code of Conduct sets out the Group’s expectations across a range

of areas including conflict of interest, safeguarding company assets and confidential information/data, adherence to laws, policies and regulations, and the responsible use of the Group's resources. It also unequivocally prohibits discriminatory, offensive or harassing behavior, or threats of violence towards employees or third parties.

Regular training is provided to employees to ensure their awareness of the Code of Conduct and their obligations to maintain it. Employees are encouraged to report any concerns about potential breaches of the Code of Conduct or violations of the applicable Capital Market Law and can do so without fear of reprisal. A whistleblowing policy within the Code provides confidential mechanisms through which issues and concerns can be raised confidentially.

ADES Speak Up

ADES has a whistleblowing mechanism in place that enables all employees to confidentially and anonymously report concerns related to legal compliance, ethics, or safety. Reports can be submitted via a dedicated email or a 24/7 interactive voice response (IVR)-enabled hotline, available in both English and Arabic, which routes concerns to the appropriate

authority for impartial investigation. The mechanism is reinforced by the Corporate Culture and Business Ethics Policy, regular employee training, and robust protections against retaliation. In 2024, approximately 30 cases were reported –primarily involving unfair treatment and policy violations– all of which were thoroughly investigated and resolved. Satisfaction with the process is gauged through employees’ continued use of the mechanism, absence of retaliation, and lack of complaints about the procedure, indicating that it is viewed as both reliable and responsive.

To Speak Up:

1. Document the Facts If possible.
2. Indicate if it's a safety or a legal issue.
3. Make the call or send the e-mail.
4. Decide if you want to remain anonymous.

Use any of the below reporting lines to channel your reporting:
Our internal VOIP number **100410** or, dial **0020223660160** using external Land/Mobile lines or, Send an email to compliance@adesgroup.com



Data Security

At ADES, data security is a strategic imperative embedded within our operational and governance framework. Safeguarding personal data and confidential information is fundamental to maintaining the trust of our stakeholders, including clients, investors, employees, and regulators.

To ensure information integrity, ADES has established a comprehensive data protection framework that combines policy, process, and advanced technology. Access to sensitive data is strictly enforced on a need-to-know basis, supported by multi-layered authentication protocols, encryption, standards, and physical access controls. Security infrastructure includes biometric access systems, surveillance networks, and secure data centers to mitigate unauthorized access risks.

As part of our cybersecurity enhancement strategy, ADES has implemented sandboxing technology to proactively detect and neutralize threats. We apply stringent information security requirements across our supply chain, mandating that third-party partners comply with ADES' cybersecurity policies through structured due diligence data protection agreements and periodic audits.

Data Protection Impact Assessments (DPIAs) are routinely conducted to evaluate potential privacy risks and enforce mitigation plans. External specialists are engaged to perform regular vulnerability assessments ensuring our infrastructure remains resilient against evolving cyber threats. In the rare event of a security breach, ADES executes predefined incident

response protocols, including immediate containment measures and regulatory notifications as required by law.

Moreover, ADES is committed to upholding data subject rights in line with global privacy standards. Our practices include transparent data collection processes, explicit consent mechanisms, and full enablement of individual rights to access, rectify, restrict, transfer, or erase their personal data.

This disciplined approach reflects ADES' ongoing commitment to digital trust, operational resilience, and responsible data stewardship.

“At ADES, safeguarding data isn’t just a compliance requirement-it’s a fundamental trust we uphold with our employees, partners, and clients. Our layered approach to cybersecurity ensures resilience in every operation.”

Wissam Al Adany
Chief Information Officer,
ADES Holding

Risk Management
& Compliance

Business Risk Management (BRM) is a key priority for ADES to protect the integrity of the company business. Strategic Planning of the Group’s operations at all levels enables risks to be identified, evaluated, treated, monitored, reported and mitigated in line with Continuous systematic monitoring ensuring capturing new business challenges.

Oversight of business risk sits with the Board, which defines the Group’s risk appetite and tolerance levels and ensures that the risk management policies are aligned with best practice and standards, such as ISO 31000. Policies and procedures are regularly reviewed and updated to ensure they remain relevant for our needs and risk assessments are conducted regularly.

Underneath the Board, risk is managed by an Enterprise Risk Management Team, comprising departmental heads from an array of functions including Finance, Operations, Legal, and HSE, as well as the Group’s Risk Officer. Specific tasks and responsibilities are assigned to stakeholders and other committees to ensure comprehensive monitoring and mitigation of risks throughout the organization.

ADES has effective auditing processes with varied auditing scopes, to ensure compliance with all relevant statutory & regulatory requirements.

Process Optimization

The Core ADES Management System (CAMS) is a global management system that enhances efficiency and transparency by redesigning and rebuilding process mapping. In doing so, it provides clear visibility of both vertical and horizontal work processes, defining responsibilities and required standards. This enables unnecessary tasks or those that do not add value to be identified and removed, thereby reducing time and costs. Specific deliverables include:

- identifying opportunities and risks
- increased employee engagement and awareness
- thorough process analysis and optimization
- improved customer satisfaction
- setting defined performance indicators for processes
- preparing processes for digitalization.
- documentation of work processes, functions, and tasks

CAMS is periodically reviewed and updated through regular management reviews and system monitoring tools and techniques.

Sustainable Supply Chain

Sustainability at ADES extends throughout its supply chain. ADES has developed a sustainable procurement procedure that recognizes the importance of environmental stewardship, social responsibility and economic impacts in procurement practices. These include:

The initial research stage of the assessment was carried out using a structured approach:



Environmental considerations

ADES prioritizes suppliers who can demonstrate environmentally friendly practices, such as implementing energy-efficient technologies and seeking to reduce their carbon footprint associated with the production and transportation of goods.



Social responsibility

ADES aims to work with suppliers that uphold fair labor practices, such as ensuring safe working conditions and ethical treatment for all workers. The Group also prioritizes suppliers that encourage social development and well-being with the communities in which they operate.



Ethical and transparent sourcing

ADES encourages suppliers to demonstrate transparent practices by providing evidence of the origins and production processes of goods or services. Suppliers are also required to comply with anti-bribery and corruption laws.



Local content and community engagement

ADES aims to source from local suppliers wherever possible and supports initiatives that enhance local content in the supply chain, thereby contributing to the economic growth of the locations where we operate. Suppliers are also encouraged to take part in initiatives that benefit local communities.



Long-term partnerships

ADES aims to build long-term relationships with suppliers. This requires them to share our commitment to sustainability and collaborate with the Group on continual improvement and cost-effectiveness.

“Sustainable procurement at ADES is not a checkbox — it’s a strategic advantage that strengthens local economies while driving environmental accountability.”

Ammar Abbas
VP of Supply Chain

ADES Sustainable Procurement Roadmap

A detailed roadmap has been established for sustainable procurement. In 2025, this will see all suppliers being assessed on their sustainability practices. Training will be provided to introduce suppliers to lifecycle thinking assessments, which evaluate the environmental impact of products and services from raw material extraction through to disposal or recycling. In the second stage of the roadmap’s implementation, ADES will begin the process of integrating sustainability standards into procurement considerations such as contracts and tenders, energy use, emissions and labor standards, with regular audits to track performance and identify challenges. A pilot program will be initiated, with suppliers using energy-efficient equipment and low-emission transportation. This will be extended further in stage 3 of the strategy. This roadmap will both heighten awareness of sustainability throughout the Group’s supply chain and pave the way for tangible improvements in suppliers’ sustainability performance.



In 2024, ADES engaged with 2,243 suppliers, of whom 1,361 (60.68%) were local, making ADES a significant contributor to local economic development in the regions where we operate. Total spend was SAR 3,953 mn (USD 1,053.5 mn), of which

52% was spent with local suppliers, an increase from 36% in 2023. This highlights ADES prioritization of local suppliers brings benefits to regional economies and enhances supply chain resilience.

52%
Local spend in 2024 compared to 36% in 2023.

Local Spend Pct	2022	2023	2024
ALG	80.90%	64.39%	79.42%
EGY	73.95%	34.28%	53.54%
IND	2.02%	49.94%	62.06%
INDO	New Market	New Market	69.91%
KSA	24.51%	30.75%*	51.29%
KWT	49.15%	60.41%	40.87%
QAT	64.20%	56.23%	57.94%
TAH	New Market	New Market	57.70%
TUN	78.23%	86.52%	48.36%
Corp*	34.72%	35.95%	52.05%

*Group level percentages

Sustainable Economic Growth

ADES aims to achieve resilient economic growth. It does so through an operating framework based on investment in employee development, the efficient use of environmental resources, engagement in community initiatives, and sourcing from local suppliers whenever possible.

These factors provide the Group with competitive advantages that help it to withstand the economic headwinds caused by geopolitical instability, increased security risks and cyberthreats, macro-economic factors and rising insurance premiums. Against this backdrop, ADES' growth testifies to the Group's underlying resilience.

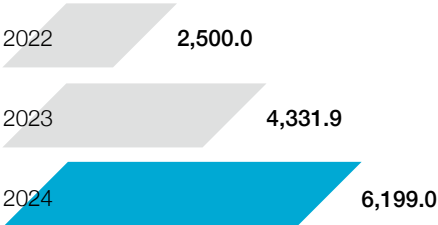
The Group's business model to achieve sustainable operations involves offering clients highly competitive day rates for its services, designed to be sustained during periods of downturn. High rig utilization rates, consistent cashflows and a long-term backlog also contribute significantly to the Group's growth.

In 2024, ADES achieved revenue of SAR 6.2 bn (USD 1,652 mn), an increase of 43% on 2023, producing a net profit of SAR 816.2 mn (USD 217.52 mn), a rise of 80.5% y-o-y. This performance endorses the Group's business strategy, underlining its financial robustness and demonstrating its significant contribution to regional and national economies. Continued investment in infrastructure and operations creates further growth and income opportunities, as well as providing jobs and contributing to regional economic growth. In 2024, the Group successfully amended its existing syndicated facility, thereby securing an additional SAR 11.3 bn (USD 3 bn). This will primarily act as a standby facility for the Group's

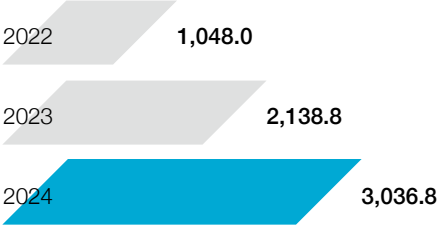
ambitious expansion plans. This includes the acquisition in 2024 of two premium jackup rigs in Southeast Asia, solidifying ADES' presence in that region, which is poised for strong production growth.

By pursuing sustainable growth and responsible business practices, ADES has established a platform for building lasting economic growth and success. Supported by investment in staff development, digital and smart technologies, and minimizing its environmental impacts, the Group is building a sustainable, future-proof business that will continue to play a key role in the development of local and national economies.

Revenue Generated (Million SAR)



EBITDA (Million SAR)





43%

increase in revenues
in comparison to 2023

Climate Change & Energy



ADES is committed to playing its part in tackling climate change by improving the way it manages energy across its operations. As a leading global drilling contractor, the Group recognises that optimising energy use not only enhances operational efficiency but also supports global efforts to reduce carbon emissions. Guided by its Energy Management Policy, ADES is investing in cleaner, more efficient technologies and is preparing to introduce an ISO 50001-aligned energy management system by 2025, reinforcing its ambition to significantly cut emissions by 2030.

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- Materials Topics
- ▶ Infrastructure and Overall Services
 - ▶ Operational Efficiency
 - ▶ Emissions
 - ▶ Climate Change Mitigation & Adaptation



Energy Management

As a responsible global drilling contractor, ADES plays a key role in protecting the environment through efficient management of energy. By optimizing energy usage across its operations, the Group aims to contribute to global climate change action. This includes investing in cleaner, more efficient energy technologies that will enable ADES to reduce carbon emissions by 2030.

To help achieve this, in 2024 the Group implemented an Energy Management Policy, a goal of which is to introduce an energy management system in accordance with ISO 50001 Energy Management Systems Requirements standards that is potentially planned for 2025.

Energy transition

ADES recognizes the need to transition from traditional fossil fuels to cleaner forms of energy and is committed to playing its part in achieving this shift. Identifying and implementing more efficient technologies and solutions will assist the Group to reduce its carbon footprint and meet its reduction target.

As part of this goal, the Group is integrating energy-efficient practices such as replacing traditional lighting with LED bulbs and installing motion-sensor lighting, as well as integrating battery storage technologies. In addition, solar-powered lighting has been installed in specific areas, such as yards and security gates on land rigs. This has measurably reduced fuel consumption in these rigs.

One of the key steps in this process is capturing accurate data on energy consumption that enables opportunities for reductions and savings to be identified. ADES has invested in systems including monthly

Energy Initiatives



Engines live monitoring system, developed in collaboration with Caterpillar, optimizes fuel efficiency by comparing actual and theoretical consumption to reduce fuel usage.



A pilot initiative involving lithium-ion-based battery storage with power management implemented on select fleet engines.



Continuous monitoring of engine performance across rigs to prevent deviations from desired standards.



Smart fueling solution aiming to provide accurate and reliable fuel consumption data from land fleet vehicles.



A partnership with CAT focused on recycling and reconditioning used parts. We are committed as part of the CAT REMUN program to have partial engine components manufactured from recyclable materials.

tracking reports that enable this data to be collated and analyzed, providing insights that will help further improvements to be identified. In 2025, ADES is looking into utilizing advanced data analytics to optimize load profiles and reduce inefficient power usage.

Motion Sensor-Controlled Lighting

One of the ways in which ADES is reducing energy consumption is through the installation of motion sensor-controlled lighting systems. These use infrared rays to detect human motion and on lighting; when motion ceases to

be detected, the lights are automatically switched off, ensuring they use energy only when needed. As well as reducing energy and fuel consumption, this also extends the life of bulbs, further reducing costs and waste. The system also means less unnecessary heat is generated, again reducing waste and cutting emissions.

It is important to note that the rise in energy consumption over the past three years is primarily attributed to the expansion of our operations and the increase in the number of rigs.

Energy Consumption	Unit	2022	2023	2024
Diesel consumption from operations	Liters	133,353,000	168,874,000	190,741,021

Electricity Consumption	Unit	2024
Egypt	kWh	321,662.00
India	kWh	24,359.00
Indonesia	kWh	6,533.90
Saudi Arabia	kWh	2,882,383.95
Algeria	kWh	992,467.63
Qatar	kWh	2,468.80
Thailand	kWh	1,372.77



Sustainability in Action

ADES’ Game-Changing Approach with Caterpillar Remanufactured Parts for Sustainability and Efficiency

A compelling discussion with Mohamed Saad, Vice President of Asset Management at ADES, highlighted the pivotal role of remanufactured parts in driving both sustainability and performance. This forward-thinking strategy is reshaping the industry’s approach to cost management and environmental responsibility.



Mohamed Saad
Vice President of Asset Management,
ADES Holding

Interviewer: Mohamed, to start, could you provide an overview of how ADES has incorporated remanufactured parts into your operations and the role your partnership with Caterpillar has played in this process?

Mohamed Saad: Our partnership with Caterpillar began in 2021 when we decided to incorporate their remanufactured components into our operations. This initiative has proven to be a crucial step in achieving our sustainability goals while maintaining high operational standards. The remanufactured parts allow us to reduce both the environmental impact of our operations and our dependence on raw materials, creating a more efficient and responsible solution for ADES.

Interviewer: How does this initiative align with ADES’ broader strategy in terms of cost savings and sustainability?

Mohamed Saad: At ADES, we have two key priorities: reducing maintenance costs and minimizing our environmental impact. The use of remanufactured parts supports both. They help us cut down on the costs of spare parts and reduce the need for new raw materials, which in turn lowers emissions from production. This approach plays a central role in our

sustainability journey while driving cost efficiencies throughout our operations.

Interviewer: It sounds like remanufactured parts have had a significant impact. How have they influenced your day-to-day operations?

Mohamed Saad: The impact has been noticeable. Caterpillar remanufactured parts offer substantial cost savings – 40-80% cheaper than new parts– while providing the same level of reliability and warranty. This has allowed us to reduce maintenance expenses and avoid costly downtime, keeping our operations running smoothly and more cost-effectively. The availability of these parts has been instrumental in ensuring our equipment operates at peak performance.

Interviewer: How do remanufactured parts contribute to ADES’ sustainability goals?

Mohamed Saad: Using remanufactured parts directly supports our sustainability objectives. By keeping valuable materials in circulation, we reduce the need for new raw materials, helping conserve resources and reduce energy consumption. Additionally, these parts contribute to lowering greenhouse gas emissions associated with manufacturing new components. This not only aligns with our environmental goals but also reinforces our commitment to sustainable practices.

Interviewer: Turning to technology, how have tools like telematics enhanced your operations when combined with remanufactured parts?

Mohamed Saad: Telematics technologies, particularly systems like Remote Fleet Vision, have

been a game-changer for us. They give us real-time insights into the condition of our equipment, allowing for more proactive maintenance. By combining these technologies with remanufactured parts, we’ve been able to optimize asset utilization and enhance overall operational efficiency. This integration has set a new benchmark for sustainability and performance in our industry. The quick availability of these parts also helps us avoid downtime and ensures our operations run smoothly.

Interviewer: What measurable results have you seen from using remanufactured parts in your operations?

Mohamed Saad: The results have been outstanding. We’ve achieved a 86.5% utilization rate of Caterpillar remanufactured parts, resulting in a 65-87% reduction in energy use and greenhouse gas emissions. This initiative has also led to 66,220 lbs of adjusted landfill savings. These results are a testament to how sustainability and operational efficiency can go

hand in hand, while also delivering significant cost benefits.

Interviewer: Finally, what advice would you give to other companies considering the use of remanufactured parts?

Mohamed Saad: I would encourage them to see remanufactured parts as a strategic investment. Not only do they help reduce operational costs, but they also contribute to a more sustainable future. The benefits are clear: lower costs, reduced environmental impact, and improved operational efficiency. It’s a smart, sustainable choice that pays off in the long run.



Climate Change
& Energy

Climate Change

The impacts of climate change are increasingly being seen around the globe. ADES is committed to playing its part in combating climate change and reducing the Group’s carbon footprint.

GHG Emissions

ADES’ Energy Management Policy underscores the company’s commitment to reducing carbon emissions across Scope 1, 2, and across its value chain, in areas that have a significant impact. In 2024, ADES started reviewing its GHG baseline and developing a comprehensive emissions inventory. As part of its ongoing efforts, the company plans to enhance its GHG accounting framework by incorporating Scope 3 emissions into its calculations in the coming year. The company is currently focused on establishing clear decarbonization targets and a trajectory, along with a comprehensive roadmap to achieve these goals. This effort aligns with its Energy Management Policy and underscores its commitment to sustainable operations.

ADES has implemented a range of measures to achieve this. These include:

- ▶ installing metal detectors and filtration systems on main engines to eliminate debris in engine oil.
- ▶ an online engine performance and parameter monitoring system across ADES’ worldwide fleet, which records real-time engine parameters and issues warning alarms via text messages or emails.
- ▶ Assigning an engine subject-matter experts to provide technical support and intervention.

In 2024, ADES expanded its GHG emissions reporting boundaries to enhance transparency and completeness.

Case Study:

Branches of Change

In 2023, ADES launched Branches of Change, an initiative to offset emissions by planting 12,500 trees by 2030. Since trees absorb carbon, planting trees helps to reduce carbon emissions from the atmosphere. The project, run in partnership with NetZero, will also contribute to Saudi Arabia’s Green Initiative and help to enhance natural ecosystems. In 2024, 400 trees were planted and the program is set to accelerate in 2025.

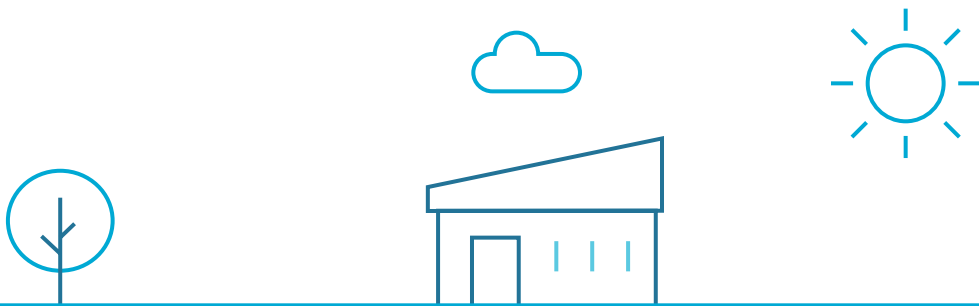
Previously, emissions calculations for 2022 and 2023 were limited to stationary combustion under Scope 1. The latest reporting now includes includes mobile combustion, and refrigerants and fire suppression under Scope 1, along with electricity consumption under Scope 2. This enhancement reflects ADES’ commitment to improving emissions accuracy and aligning with the best reporting practices. Moving forward, the company will continue strengthening its methodologies by enhancing data quality of existing emission types and expanding its Scope 3 inventory, reinforcing its commitment to sustainability and responsible resource management. The overall increase in GHG emissions

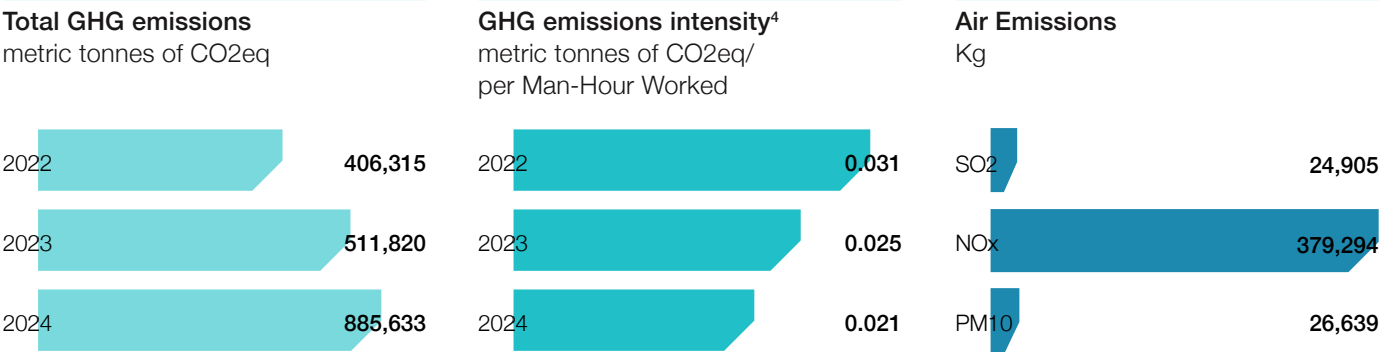
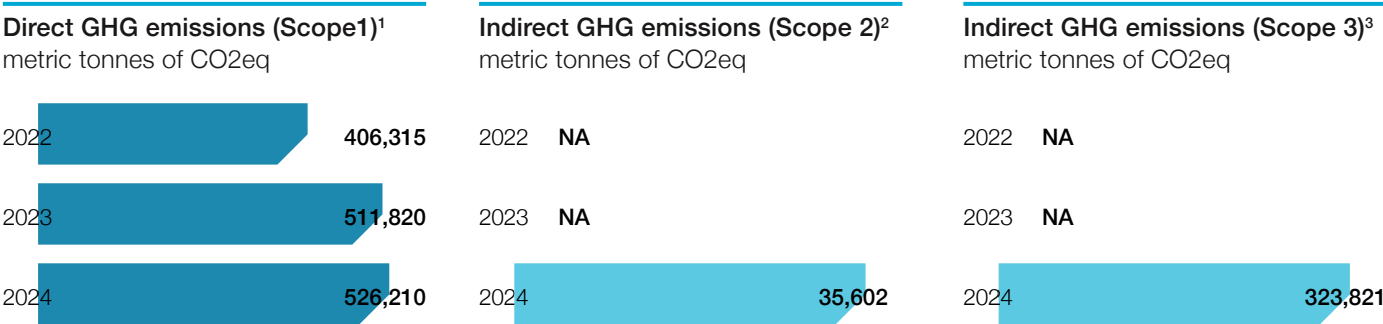
between 2023 and 2024 is primarily linked to expanded reporting coverage and operational growth, including increased asset activity, higher man-hours, and entry into new markets. Despite this, GHG emissions intensity—measured per man-hour worked—declined by 16% over the same period, demonstrating enhanced operational efficiencies, optimized fuel consumption, and sustainability-driven initiatives. These improvements emphasize ADES’ ongoing efforts to decouple emissions growth from business expansion and drive responsible energy management.

Air Emissions

ADES continually enhances its air quality monitoring practices to align with its commitment to environmental stewardship. In 2024, the company began tracking and reporting air emissions monthly across all operational territories, enabling the identification of emission hotspots and targeted reduction strategies. Additionally, an annual Air Quality Program measures emissions and assesses ambient air quality for key pollutants, including carbon monoxide (CO), sulfur oxides (SOx), nitrogen oxides (NOx), particulate matter (PM2.5 and PM10), and total suspended particulates. This program provides critical insights into GHG emissions from exhaust stacks, particularly those from ADES-owned generators. These efforts ensure compliance with regulatory requirements and support ADES’ broader goals of sustainable and responsible operations.

Scope	Definition	Scope & Boundary	Activity data	Emission factor
Scope 1	Emissions from operations that are owned or controlled by the reporting company.	Such as emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.; emissions from production in owned or controlled process equipment	Such as emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.; emissions from production in owned or controlled process equipment Stationary combustion,	BEIS, Conversion factors 2024
Scope 2	Emissions from the generation of purchased or acquired electricity, steam, heating, or cooling consumed by the reporting company. Such as use of purchased electricity, steam, heating, or cooling	Electricity, District cooling	Electricity consumption and district cooling meter reading data from head offices and rig operations	International energy agency (IEA)
Scope 3 (Cat. 1)	Extraction, production, and transportation of goods and services purchased or acquired by the reporting company in the reporting year, not otherwise included in Categories 2 - 8	Procurement data of all activities	Spend based data from head offices and rig operations	US EPA’s Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6.
Scope 3 (Cat. 2)	Extraction, production, and transportation of capital goods purchased or acquired by the reporting company in the reporting year	Purchased goods for Real Estate related operations	Spend based data from head offices and rig operations	US EPA’s Supply Chain Greenhouse Gas Emission Factors v1.3 by NAICS-6.
Scope 3 (Cat. 3)	Extraction, production, and transportation of fuels and energy purchased or acquired by the reporting company in the reporting year, not already accounted for in scope 1 or scope 2	Scope 1 & 2 activity data	Upstream fuel and energy related data not captured under scope 1 and 2	BEIS, Conversion factors 2024





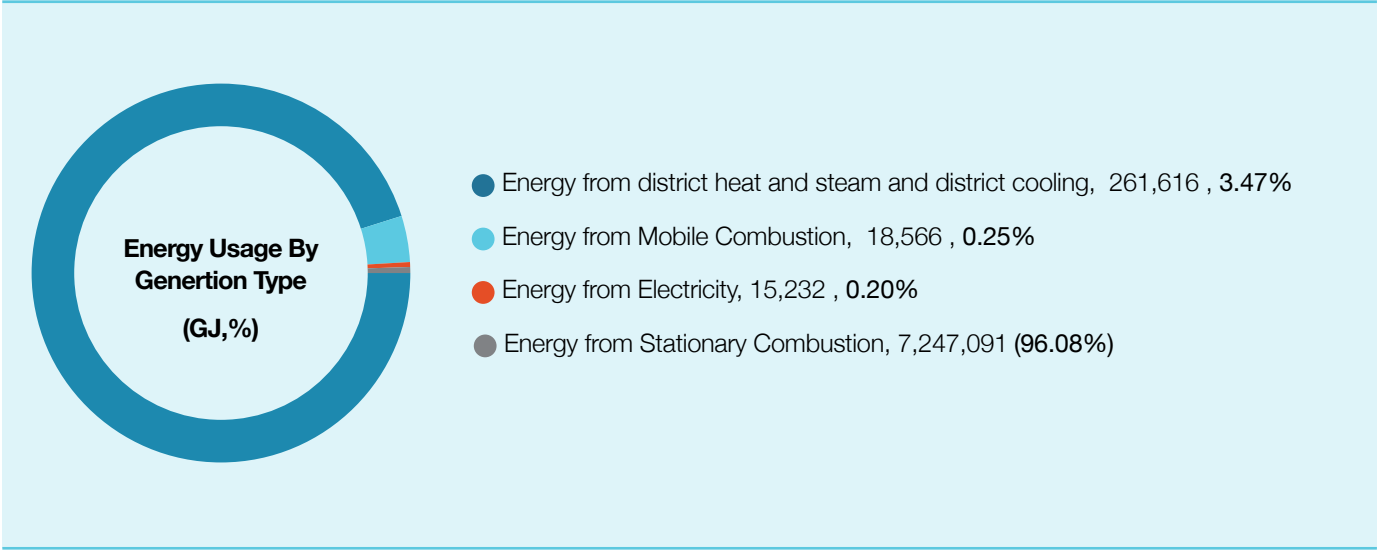
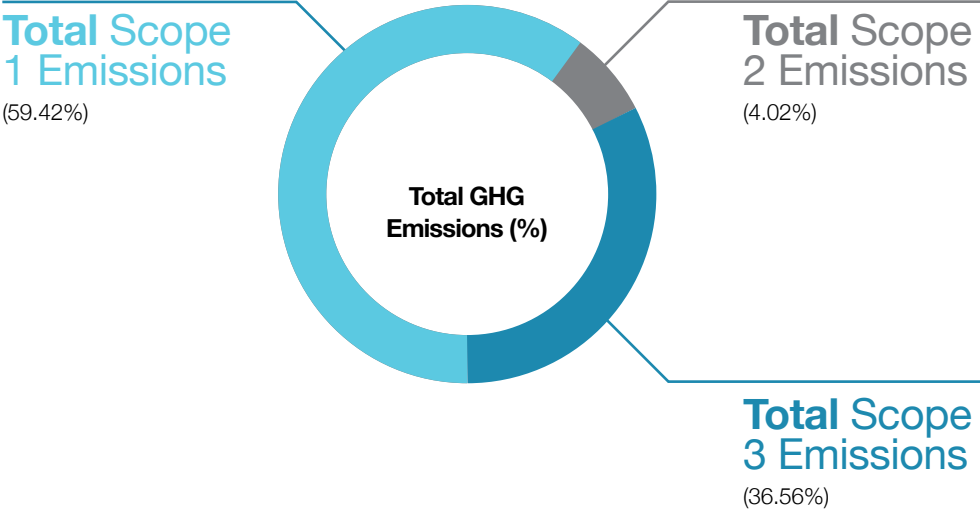
Electricity Consumption	Unit	2024
Scope 1		
Stationary Combustion	tCO2eq	507,666.8
Mobile Combustion	tCO2eq	1,251.2
Refrigerant Gases & Others	tCO2eq	17,292.1
Scope 2		
Purchased and Consumed Electricity	tCO2eq	2,710.5
Purchased District Cooling	tCO2eq	32,891.6
Scope 3		
Purchased Goods and Services (Category 1)	tCO2eq	86,597.5
Capital Goods (Category 2)	tCO2eq	115,546.5
Fuel & Energy Related Activities (Category 3)	tCO2eq	120,091.4

[1] Scope 1 GHG calculations were limited to stationary combustion within the countries of operation in 2022 and 2023. In 2024, the boundary was expanded to include both mobile combustion and refrigerants across all areas of operation.

[2] Scope 2 GHG calculations were introduced in 2024 and applied to all areas of operation. In the reporting period, scope 2 emissions cover electricity consumption and district cooling.

[3] Scope 3 GHG calculations were introduced in 2024 and applied to all areas of operations. In the reporting period, scope 3 emissions cover categories 1, 2, and 3.

[4] GHG emissions intensity for 2024 includes Scope 1 and Scope 2 emissions, whereas for 2022 and 2023, it covers Scope 1 emissions only.



Environment



ADES is committed to minimizing its environmental impact in the areas where it operates. By reducing waste, preserving water, enhancing water quality, and boosting biodiversity, the Group can make a positive contribution to protecting the natural environment for future generations.

In this section:
Environmental Stewardship 48

SDG Goals:

6 CLEAN WATER AND SANITATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

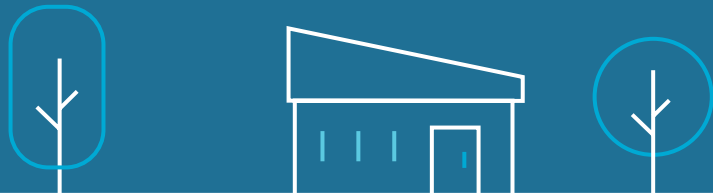
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

14 LIFE BELOW WATER

15 LIFE ON LAND

Materials Topics

- ▶ Waste Management
- ▶ Biodiversity Conservation



Environmental Stewardship

ADES is deeply committed to its role as an environmental steward, prioritizing the protection of the ecosystems in which it operates and striving to minimize its environmental footprint.

As an ISO 14001-certified organization, the Group upholds the highest standards of environmental management, ensuring sustainability is embedded across all aspects of its operations, from resource management to emission reductions.

The Group consistently innovates to reduce waste, conserve resources, and lower emissions, with a strong focus on integrating energy-efficient technologies and processes. In addition to its carbon reduction efforts, ADES implements comprehensive measures to manage waste and water usage, ensuring responsible consumption and minimizing environmental impact. Recent initiatives include the implementation of battery-

energy storage solutions, advanced engine load management, and waste diversion practices that have contributed to a significant reduction in the Group's carbon emissions intensity. Furthermore, the company has optimized water use and adopted water-saving technologies to safeguard this vital resource.

Through these efforts and ongoing investments, ADES reaffirms its dedication to minimizing its environmental impact, preserving natural resources, and contributing to the protection of the planet.

As well as recycling and reconditioning used parts, ADES is committed as part of the CAT REMUN program to have partial engine components manufactured from recyclable materials.



Waste Management

ADES has stringent procedures in place to ensure effective and responsible waste management across all its operations, including rigs and other onshore facilities. All waste generated on site is properly identified and stored until it can be collected, transferred and managed in an environmentally responsible way – either re-used, recycled, treated or properly disposed of.

A rigorous waste segregation process is operated at all times to ensure waste is properly identified, documented and separated by type, such as paper, plastic, solid, medical and food waste. Materials such as paper, glass, tin and scrap metal are sent for recycling. All hazardous waste is segregated and subject to proper disposal to minimize and mitigate any potential risks.

A number of initiatives have been implemented to address and reduce plastic waste. Cotton laundry bags have been introduced as an eco-friendly alternative to plastic bags, reusable stainless-steel utensils have replaced plastic versions, and water dispensers have eliminated the need for single-use water bottles.

To improve waste management, we have implemented programs to reduce the amount of waste generated and encourage reuse and recycling. Where waste is generated, it is monitored and sent for proper disposal. A fuel consumption monitoring system helps optimize fuel use and avoid waste, thereby reducing associated emissions and minimizing the environmental footprint of operations. Additionally, an oil condition monitoring system detects and alerts ADES to impurities and ferrous or non-ferrous debris in oil, enabling timely maintenance and preventing potential equipment failures. This not only extends the lifespan of machinery but also reduces the risk of oil leaks or spills, mitigating potential contamination of soil and water resources. Together, these systems contribute to operational efficiency while supporting ADES' commitment to environmental protection and resource conservation.

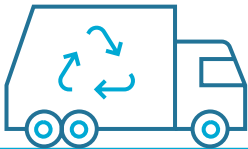
In 2024, ADES volunteers collected two metric tons of plastic waste from the Nile River in collaboration with VeryNile, under the Verra Plastic Reduction Standard. This initiative resulted in the issuance of two certified plastic credits, contributing to measurable environmental restoration and circular economy goals.

Waste Management	Unit	2024
Non-hazardous Waste Generated ¹	kg	1,640,768.60
Non-hazardous Waste Recycled	kg	984,900.00
Hazardous Waste Generated ²	kg	1,175,333.75
Hazardous Waste Recycled	kg	80,774.20

[1] Non-hazardous waste: Waste that is not regulated as Hazardous but requires special handling and may not be discarded with the general trash.
[2] Hazardous waste: Waste harmful to public health and the environment due to factors such as toxicity, persistence, bioaccumulation, and potential to cause acute or chronic health effects and environmental damage. Or any waste classified as hazardous under the IMO IMDG Code.

Zero

recorded significant spills over the past 3 years.



Water & Wastewater

In the oil and gas industry in which ADES operates, water and wastewater and their disposal require meticulous management to minimize impacts on ecosystems and employee health. Water must be managed responsibly and treated before it can be released into the environment.

Many of the territories where ADES operates are water stressed, and water conservation is a key focus for our environmental efforts. A water conservation program uses efficient technologies to minimize use by using initiatives which lead to further reductions in water consumption.

In 2024, ADES fully implemented enhanced environmental data tracking, ensuring more accurate reporting of potable water consumption, which was not comprehensively standardized in previous years. This, along with expanded operations, increased rig mobilizations, a larger workforce, and the extended presence of third-party personnel, contributed to the significant rise in water consumption. The improved monitoring aligns with ADES’ commitment to sustainability, operational excellence, and regulatory compliance.

Case Study:

Transforming water quality

A new initiative launched by ADES in 2024 will see employees on ADES rigs benefit from safer drinking water. Water Bottled Supplied Ice Makers will ensure that employees consume ice made from sealed drinking water bottles from an approved Aramco supplier.

Currently, ice makers at rigs are supplied from potable water tanks, but as these are filled with chlorinated raw water, monthly water analysis is required to mitigate potential risks. By having ice makers supplied by sealed drinking water bottles, the analysis will no longer be needed. This will both reduce costs and improve health and safety for employees.

Potable water consumption	Unit	2022	2023
	m3	303,457	429,334

Wastewater Generation on Rigs
m3



Biodiversity

Aligned with the Group’s Sustainability Strategy, ADES recognizes the potential environmental impact of drilling operations and is committed to biodiversity protection. As a drilling contractor, ADES operates on sites managed by client companies, which are responsible for obtaining environmental permits and conducting Environmental Impact Assessments (EIAs) before operations commence.

To support further mitigate biodiversity risks, ADES conducts pre-drilling environmental site assessments to identify potential ecological sensitivities and implement necessary protective measures. Additionally, post well-completion environmental assessments are carried out to ensure that drilling sites are left in an environmentally sound condition, minimizing habitat disruption and ensuring site restoration where applicable.

To preserve and strengthen biodiversity, ADES’ tree-planting program aims to see 12,500 trees planted by 2030, bringing the additional benefit of removing carbon emissions from the atmosphere.

Restoring Ecosystems Through “Branches of Change”

In 2024 and as part of our commitment to biodiversity conservation efforts, ADES launched a tree-planting program in Saudi Arabia in 2023the strategic “Branches of Change” initiative, aiming to plant 12,500 trees in Saudi Arabia by 2030. This initiative enhances program supports the restoration of natural ecosystems, enhances local biodiversity, and promote habitats for native species, aligning with Saudi Vision 2030 and the Saudi Green Initiative.

To maximize environmental impact, ADES employs innovative technology to accurately track, monitor, and calculate carbon sequestration for each tree planted, ensuring data-driven sustainability outcomes.

Oil Spill Prevention and Response

As part of ADES’ commitment to environmental stewardship, the company has implemented a comprehensive Oil Spill Procedure across its operational sites to protect and minimize the environmental impacts of its activities. This procedure outlines detailed processes for spill prevention, response preparedness, and mitigation, in compliance with international, national, and client regulations. It applies to all onshore and offshore locations managed by ADES, ensuring systematic spill classification, reporting protocols, and regular personnel training to effectively prevent, address, and manage oil spill incidents.

12.5k

Branches of Change aims to see 12,500 trees planted by 2030

“Branches of Change initiative reflects our belief that climate action must start at home. By aligning with the Saudi Green Initiative and Vision 2030, we’re turning local impact into national contribution.”

Abdulhakem Alhajji
Corporate Sustainability Manager”,
ADES Holding



Safety, Health & Security



The health and safety of our workforce is our top priority. The Group upholds an unwavering commitment to the health, safety and well-being of all our employees, contractors and others who work with us. This principle is firmly rooted in the culture, policies and priorities of our business.

In this section:

Health and Safety	54
Emergency Preparedness	56

SDG Goals:



Materials Topics

- ▶ Health and Safety
- ▶ Safeguarding Health During the Modern Health Crisis
- ▶ Emergency Preparedness
- ▶ Security of Infrastructure/Assets



Health and Safety

The Group operates a Health, Safety, and Environment Management System (HSEMS), ensuring that all health and safety issues are managed effectively and in strict adherence to all relevant local and international laws, regulations, and other requirements. This spans all ADES' operations, helping to safeguard our workforce and minimize environmental impacts where we work.

Protecting health and safety is an ongoing challenge, and ADES is committed to continual improvement. Safety is our true north and the most important aspect of our operations. We consistently strive to find better and safer ways of working while fostering a strong safety culture across all operational sites.. This is guided by our Quality, Health, Safety, Security and Environmental (QHSSE) Policy, which pledges to maintain safe and efficient operations while safeguarding the health, safety and security of all individuals, the environment, and clients' assets.

As part of its commitment to a safe workplace, ADES organized a two-day SSHE workshop in Songkhla, Thailand in 2024. More than 90 delegates, including ADES management and team members, attended the event, engaging in discussions on all aspects of ADES' safety culture.

In 2024, the Rig-ADES 155 in Kuwait achieved 25 years of lost-time-injury-free operations, an outstanding testament to our team's 24/7 commitment and dedication to safety.



Quality, Health, Safety, Security and Environmental (QHSSE) Policy, commitments to:

- ▶ Strive for an accident-free workplace.
- ▶ Uphold the Stop Work Authority to curtail unsafe acts.
- ▶ Ensure workforce engagement through consultation and worker participation.
- ▶ Enhance competencies via training, coaching, and evaluations.
- ▶ Work to minimize our environmental footprint.
- ▶ Allocate required resources to deliver superior QHSSE results
- ▶ Meet and exceed the expectations of all our stakeholders
- ▶ Continuously identify and cater to customer needs
- ▶ Set, convey, and constantly revisit the core ADES Management System
- ▶ Adhere to all applicable local and global standards and obligations, reflecting our core principles.



Hands-Free Tools Program

One of the commonest causes of Lost-Time Incidents is hand and finger injuries, particularly for those carrying out manual tasks as part of maintenance activities, lifting, equipment handling, and load maneuvering.

ADES' Hands-Free Tools training highlights the importance of adopting hands-free tools to eliminate pinch points and crush points that can cause such injuries. Additionally, standardizing the hands-free tools used ensures that employees select the appropriate tools for each tasks, ensuring familiarity with the tools and promoting safer, more efficient practices.

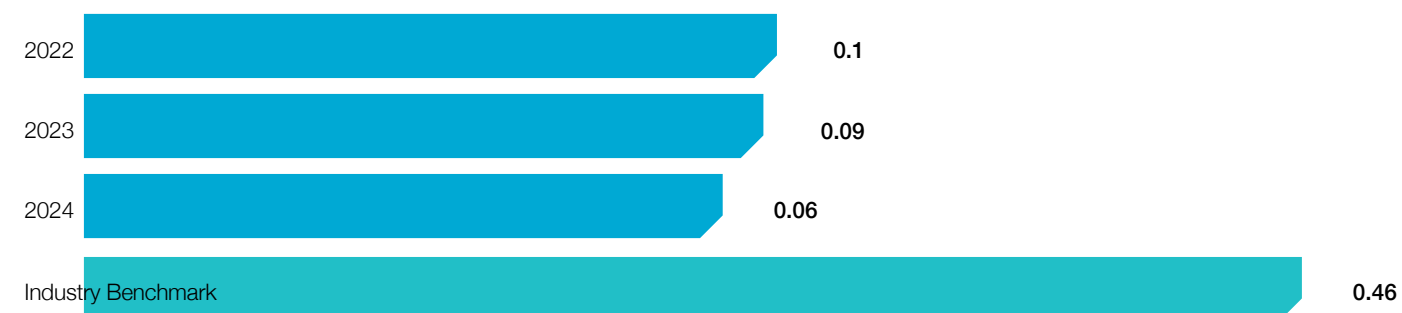
Slips, Trips & Falls Program

Slips, trips, and falls are another common hazard that can lead to workplace injuries. ADES' Preventing Slips, Trips, and Falls campaign is a comprehensive program aimed at improving on-rig safety. Posters are placed in strategic locations and identified hazards incorporated into Job Hazard Analyses and Risk Assessment & Prevention Plans. In addition, work controls are regularly reviewed, and 'hazard hunts' conducted with findings documented and uploaded to the Group's reporting platform. This comprehensive approach proactively addresses potential hazards and helps continually improve preventative measures to ensure a safe workplace.

Journey Management Program

ADES' Journey Management Program helps to ensure work-related road trips are conducted safely and efficiently. The system provides approved routes, and schedules journeys to avoid night driving wherever possible. It also mandates the taking of food, water and emergency equipment. Continuous safety monitoring is conducted through the Journey Control Centre, with safety protocols triggered if a vehicle deviates from the scheduled journey time. A monthly Journey Auditing program further enhances safety and adherence to driving protocols.

Total Recordable Incident Rate (TRIR) in comparison with industry benchmark



Health & Safety Data	Unit	2022	2023	2024
Total employee manhours	Number	13,262,142	20,126,104	26,805,654
Employee recordable work-related injury (excluding fatality and high consequence work)	Number	7	9	8
Employee recordable work-related injury frequency (excluding fatality and high consequence work)	%	0.53	0.44	0.29
Number of Medical Treatment Case (MTC)	Number	4	2	3
Road traffic Accident Rate	Rate	0.3	0.23	0.285
Total Recordable Incident Rate (TRIR)	Rate	0.1	0.09	0.06
Total Recordable Frequency Rate (RIFR)	Rate	0.53	0.44	0.298
Lost Time Injury Rate (LTIR)	Rate	0.00	0.019	0.015
Lost Time Injury Frequency Rate (LTIFR)	Rate	0	0.095	0.075

Emergency Preparedness

Given the nature of our business, emergencies can arise. When they do, ADES has robust systems and training procedures in place to ensure that our employees are fully prepared and equipped to manage the incident.

RIGEYE: Safety Through the Lens of AI

RIGEYE, a trademark of ADES Group, is a bespoke smart AI-powered tool to elevate HSE standards and operational effectiveness across the Group's workplaces. The system uses hands-free, wearable helmet cameras worn by Safety Officers, supervisors and junior crew members on rigs that enable them to identify safety risks and intervene to prevent incidents.

RIGEYE uses two main data sources: CCTV cameras and helmet cameras worn by the users. The system uses recorded videos and images that can be captured and analyzed using advanced AI equipped with to detect potential safety issues in real-time and notify the head of departments as well as the shore-based managers to implement the necessary corrective actions before incident may happen.

RIGEYE can also track personnel movement to ensure people do not enter each rig's red zone accidentally and ensure safe position of employees away from Line of Fire (LOF). Moreover, RIGEYE can detect incompliance with the usage of Hands-Free Tools (HFT) when it is necessary to use during an activity.

The recorded videos and detected violations are synchronized to a central dashboard for reporting and tracking purposes and for deeper analysis of HSE trends and patterns, so further actions can be implemented to prevent recurrence and to promote the safety culture among the fleet. Recordings are also transmitted to ADES' Operations Command Center (OCC) for analysis, follow-up and immediate intervention when necessary.


The recorded videos and detected unsafe acts/conditions are used as useful learning material for sharing with the fleet to enhance employees' awareness, promote safety culture and prevent incidents.

Used by all rig teams, RIGEYE has been seamlessly integrated into ADES' daily operations. By operating as a preventative, educational, and supportive tool, anticipating incidents, detecting safety behaviors and hazards, and promoting compliance with "No Blame" Culture, it effectively acts as an additional, experienced team member. Such has been its impact that we are now looking to

broaden the scope of AI applications to cover other safety aspects in the future. The system is complemented by an Operations Command Center (OCC) which is described in the case study below.

RIGEYE as a highly competitive advantage, has become an essential part of the remote troubleshooting and virtual technical support, virtual rig visits and hazard hunt. Also, RIGEYE allows accessibility to a wide library of procedures, manuals and Standard Operating Procedures (SOPs).

ADES' RIGEYE
system is using advanced
AI technology to set new
benchmarks for real-time
safety, operational and
technical support and
enhancement on the fleet.



Case Study: ADES' Operations Command Center

ADES' Operations Command Center (OCC) operates 24/7, leveraging integrated technologies such as AI-powered surveillance and automated alerts to enhance safety and operational efficiency. Managed by a team of highly experienced, multidisciplinary experts with real-time access to all rigs, the OCC plays a vital role in loss prevention, safety assurance, and continuous operational and technical improvement. It does so by acting as the focal point for monitoring units using the RIGEYE camera-based safety system. The OCC team searches through the camera feeds provided by RIGEYE to look for both anomalies and exemplary practices or conditions. When detected, these are compiled and distributed as Lessons Learned Reports to rig employees as part of their ongoing safety training and reinforcement.

When hazards or potential risks are detected by OCC team, they are reported to the relevant person(s), such as the Rig (Person-in-Charge (PIC), Rig Safety Officer (RSO) or the Rig Manager/HSE Supervisor, etc., depending on the level of risk.

With real-time intervention and support, the OCC team is enhancing safety and operational efficiency across ADES' operations. Already operating at all the Group's Saudi fleet of rigs, the system is being rolled out across all ADES' operating business units globally.



Social



ADES aims to provide a workplace in which everyone can thrive and grow in a safe, supportive environment, enabling them to enjoy fulfilling and meaningful careers. As a good corporate citizen, ADES also aims to make a positive and lasting impact on wider society. The Group places a strong focus on community development, building partnerships with schools, colleges, NGOs and others, as well as sourcing from local suppliers. Through a range of initiatives, we promote community engagement and empowerment, especially through activities such as education and sport.

In this section:	
Our Workforce	60
Social Initiatives	67

SDG Goals:

 3 GOOD HEALTH AND WELL-BEING	 5 GENDER EQUALITY	 6 CLEAN WATER AND SANITATION
 8 DECENT WORK AND ECONOMIC GROWTH	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 10 REDUCED INEQUALITIES

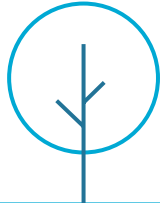
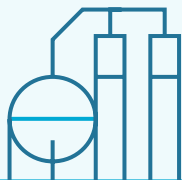
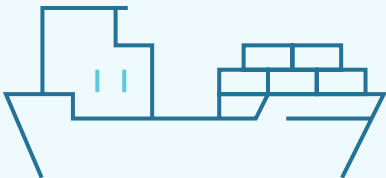
- Materials Topics
- ▶ Employee Turnover Rate
 - ▶ Workforce and Contractor Grievances
 - ▶ Training, Education, and Growth of Employees
 - ▶ Equal Opportunity and Diversity
 - ▶ Customer Privacy and Safeguarding Customer Information
 - ▶ Local Community
 - ▶ Corporate Volunteering



Our Workforce

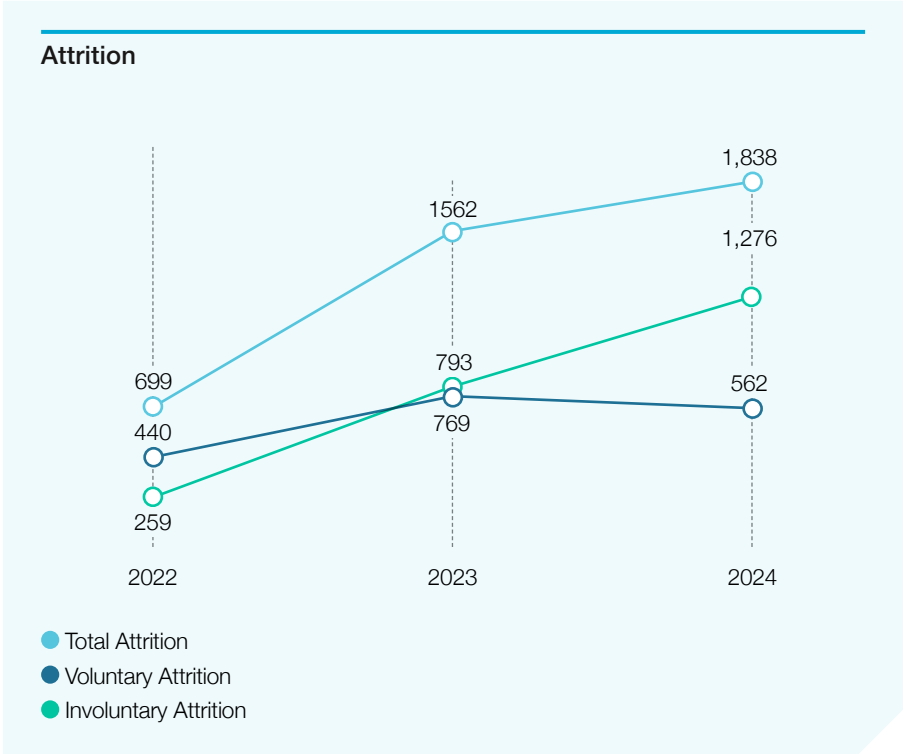
ADES’ employees are the Group’s most valuable asset. The Group aims to foster a welcoming and supportive environment that prioritizes the health, safety and well-being of all its workforce, as well as providing opportunities for everyone to grow and enjoy successful and fulfilling careers.

Workforce	2022	2023	2024
Total headcount	5,918	8,129	7,861
Rig headcount	5,104	7,148	6,874
Support headcount	814	981	987
Female employees	89	103	100
Saudi	3,697	4,742	4,037
Egypt	1,157	1,164	1,221
Kuwait	706	1,067	1,066
Algeria	171	345	503
Qatar	101	377	386
India	26	281	316
Thailand	New Market	New Market	126
Indonesia	New Market	New Market	119
Tunisia	60	75	65



The high attrition rate at ADES was primarily driven by operational disruptions stemming from client delays in KSA, which led to the suspension of several rigs. As each rig typically employs around 100 personnel, this resulted in a substantial impact on the workforce. ADES made efforts to retain employees for at least two months during the downtime; however, the extended nature of the delays rendered continued retention unsustainable. This challenge was not unique to ADES but reflected a broader trend across the region, affecting several companies and recognized as a common industry issue. Notably, voluntary attrition at ADES decreased by 24% in 2024 compared to 2023, indicating signs of stabilization.

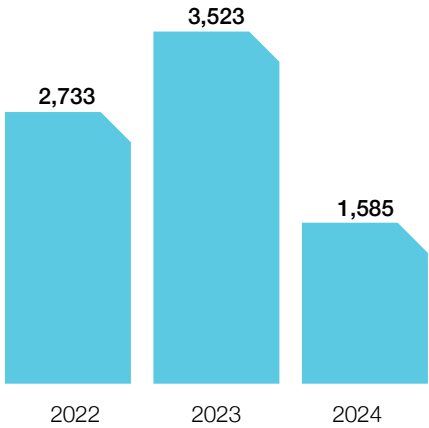
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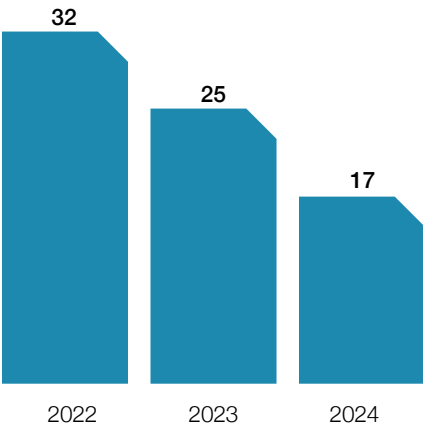
The decline in female hires in 2024 reflects a broader adjustment in recruitment driven by market dynamics, as total new employment decreased from 3,523 in 2023 to 1,585 in 2024. With fewer available positions, the impact on female recruitment was a natural outcome.

Nevertheless, ADES remains committed to fostering gender diversity and is actively expanding opportunities for women, particularly in leadership and technical roles, ensuring that diversity remains a strategic priority as business conditions evolve.

Total number of employees who joined ADES in 2024



Total number of female employees who joined ADES in 2024



Employee Satisfaction

ADES recognizes that employee satisfaction is a key component in creating a sustainable business in which employees are motivated and aligned with business objectives for continual improvement. The Group uses regular surveys to gauge employees’ thoughts and feelings and to identify areas for improvement. Surveys are anonymous to ensure respondents can feel confident in providing honest feedback. If satisfaction levels fall below 80%, this triggers immediate action to discuss and develop improvement plans with the relevant departmental, function or country heads.

Multiple surveys are conducted each year, and every quarter a survey trends report is communicated,

demonstrating developments in each department.

A recent employee engagement survey was conducted among all office employees across all countries, along with selected senior rig positions, focusing on six key areas. The overall Engagement Index came in at 83%, reflecting a strong sense of involvement and commitment among employees. Company Confidence scored the highest at 90%, indicating a high level of trust in the organization’s direction and future.

Alignment followed at 85%, suggesting that employees feel well-connected to the company’s goals. Development and Leadership received scores of 81% and 80% respectively,

highlighting solid perceptions of growth opportunities and guidance. Enablement, at 73%, was the lowest-rated pillar, pointing to a need for improved access to tools, resources, or support to help employees perform effectively.

Training & Development

An array of initiatives testifies to ADES’ firm commitment to the development and growth of all our employees. Programs are carefully designed to provide the skills and knowledge people need to perform to their highest abilities and to achieve the professional growth that enables them to fulfil their potential.

Training starts with a three-month program for new employees, ensuring a smooth assimilation into the company. Learning and development opportunities are ongoing throughout an employee’s career, with multiple channels enabling employees to pursue qualifications from internal courses to academic degrees in line with the Group’s needs. Employees are encouraged to gain professional qualifications and ADES offer financial assistance for higher education courses relevant to employees’ roles.

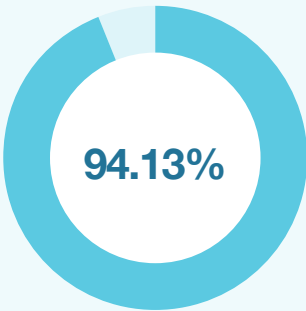
A performance management system monitors the success and effectiveness of all training and education programs, aligning individual development plans with the objectives of the business. This nurtures employees’ commitment to their development and company support for their endeavors.

Training & Competency

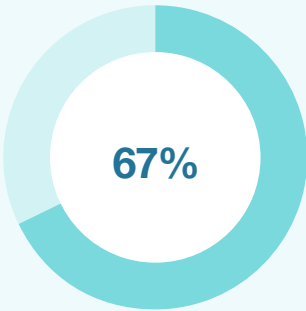
At ADES, competency development is viewed as an evolving journey rather than a final destination. Our overall compliance rate reflects the ongoing progression of employees through their individual development plans.

This approach enables us to continuously build capabilities across the workforce. The global benchmark for overall competency progression stands at 65%, which serves as our guiding threshold for measuring advancement and identifying areas for further growth.

Training Compliance



Overall Competency Rate



Avarage Training Hours	2022	2023	2024
Average hours of training for per male employee	43.5	92.16	28.49
Average hours of training for per female employee	2.89	4.2	29.57
Average hours of training for Top Management	1	1.5	15.22
Average hours of training for Middle Management	3	10.6	22.14
Average hours of training for Workforce	44	106	23.50 ³

[3] During 2023, ADES carried out multiple rig activation projects across several countries, which resulted in higher training hours compared to 2024.

New training partnership

Training Partnerships with SADA

In 2024, ADES signed a Memorandum of Understanding with the Saudi Arabian Drilling Academy (SADA), reflecting the Group’s commitment to the professional development if its employees. Through the agreement, ADES’ employees will be able to benefit from the Academy’s specialized training programs – such as Drilling for Non-Drillers, which covers key rig components, emergency response systems and protocols, and drilling control systems, assisting employees to broaden their knowledge of the Group’s activities. The MoU also includes technical hands-on programs such as Man-Rider, Rescue at Height, and Well Control Certification Training.

Another MoU was signed to create a sponsorships and programs targeting Saudi youth in the drilling industry.



Special Training Programs: Empowering Your Teams For Success

Memorandum of Understanding Signing Ceremony

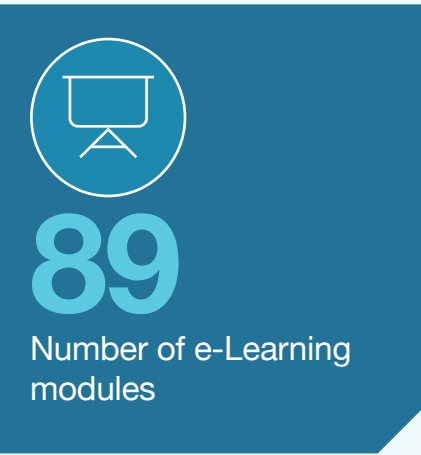
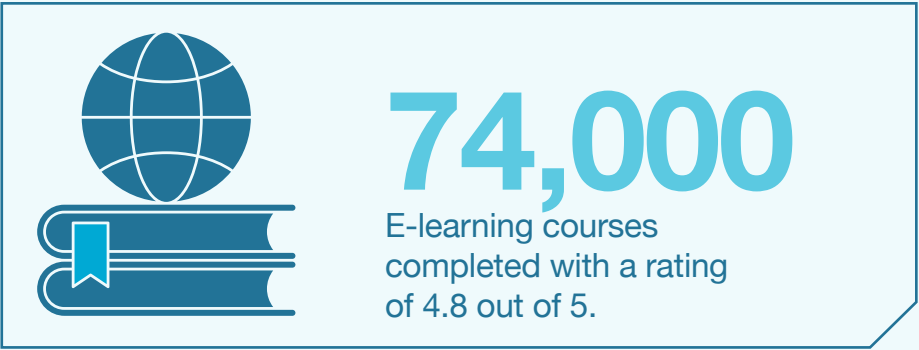
Between
Saudi Arabian Drilling Academy (SADA)
And
ADES Saudi Lim



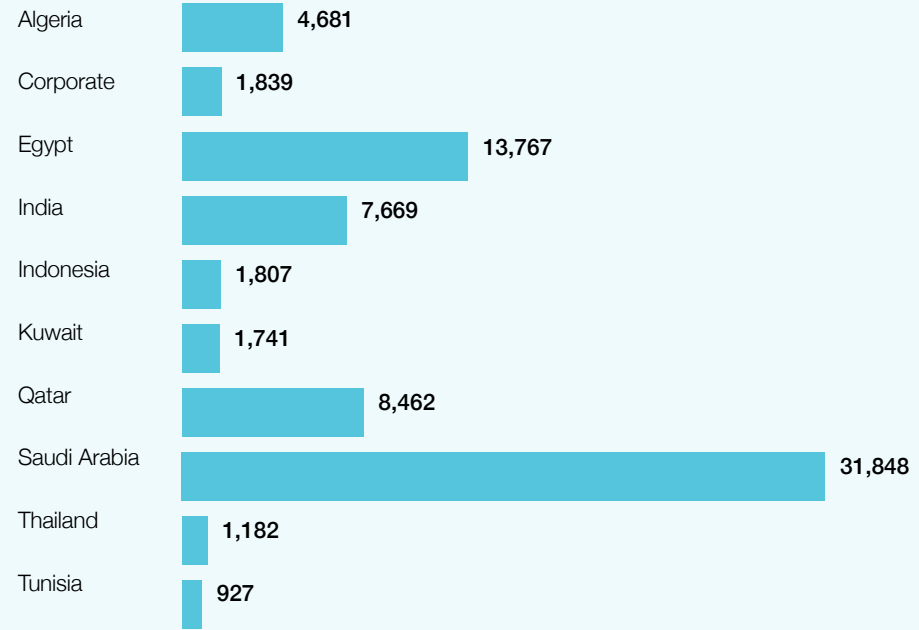
E-Learning

ADES’ e-learning modules enable employees to access a wide array of training programs at their own convenience and pace. To date, ADES’ 89 current e-learning modules have been completed around 74,000 times, confirming their effectiveness in reaching workers across all the territories where the Group operates. The High ratings received from employees also confirms the value of the programs. ADES continuously strives to expand its training modules to ensure staff remain well-versed in corporate compliance measures, equipped with essential skills, and proficient in the latest workplace technologies.

Number of overall e-Learnings



Number of e-Learnings completed by country



Diversity & Inclusion

Central to ADES’ corporate culture is a working environment that reflects the varying societies in which it operates, enabling us to better understand our customers and external stakeholders. Diversity and inclusion are central to this goal, as we believe a diverse workplace empowers people to be themselves, encouraging fresh ideas, creativity and innovation.

This approach begins at recruitment, and the Group aims to attract applicants from a diverse range of ages, backgrounds, cultures and experiences, while ensuring equal opportunities for every candidate. This helps to foster greater understanding and awareness of others’ ideas and perspectives, encouraging new and innovative thinking and solutions.

This culture is supported by diversity and inclusion policies, and a benefits and compensation package, that ensure fair and equal treatment for all employees. This includes policies to ensure a safe workplace for all, free from any form of harassment, discrimination, or bullying.

Should any incidents of these issues arise, ADES has robust procedures in place to ensure they are dealt with swiftly and in confidence. All employees receive ongoing training and awareness raising around these policies and procedures, helping to build a culture of respect and professionalism.

In particular, ADES recognizes the male-dominated nature of its industry.

To address this, the Group has implemented policies, such as flexible working, to combat gender inequality and attract more female applicants.

In addition to formal compliance measures such as policies, ADES supports initiatives such as employee-led affinity groups that further celebrate diversity and promote understanding and tolerance. The Group also embraces the cultures of the communities in which it operates, enriching the vibrancy and diversity of the workplace.

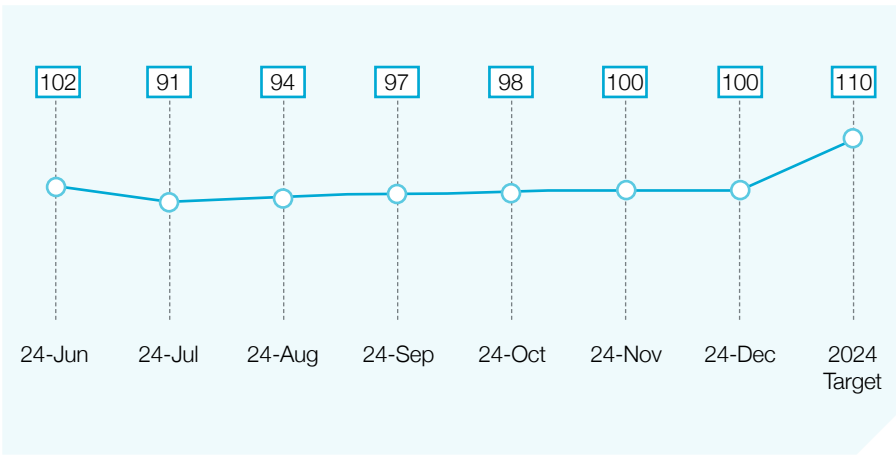
National Diversity



“Diversity isn’t about ticking boxes—it’s about unlocking ideas and innovation by empowering every voice across our 65 nationalities.”

Manoj Parmesh
Chief People Officer,
ADES Holding

Female Headcount



Workforce Diversity & Inclusion



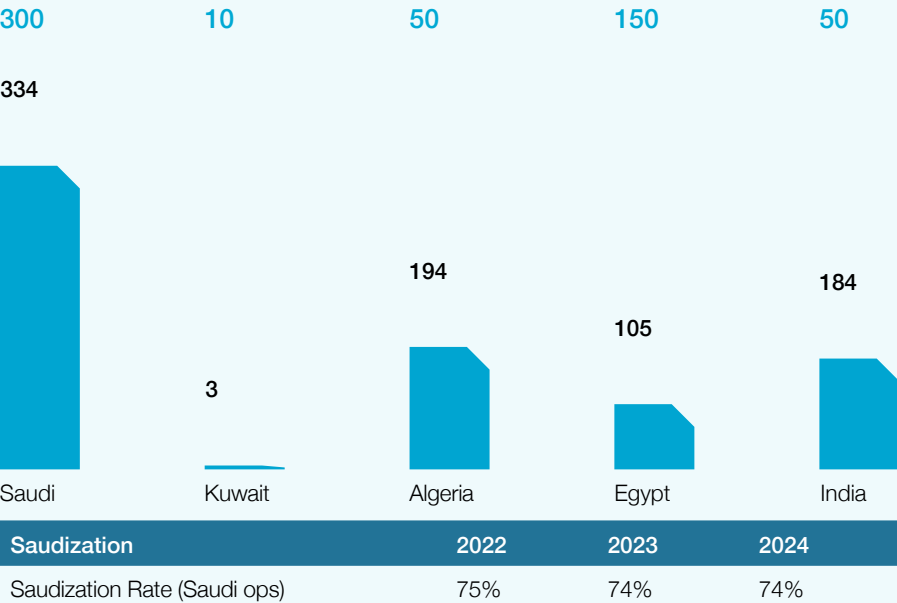
Nationalization

In alignment with local regulations and development goals, ADES actively works to increase the participation of national talent across its operations, recognising that a diverse and locally integrated workforce is key to long-term sustainability. In 2024, nationalization data was reported for five key countries—Saudi Arabia, Egypt, India, Algeria, and Kuwait—where formal localization frameworks and reliable data capture mechanisms are in place. The Group is proud to have a workforce representing 65 nationalities and remains committed to hiring local talent wherever possible. Notably, Saudi Arabia achieved a Saudization rate of 74%, and local

hiring targets were met or exceeded in Saudi Arabia, Algeria, and India. However, challenges persist in certain markets like Kuwait, where localization outcomes have not yet met internal targets due to limited availability of specific technical expertise. In response, ADES is exploring new partnerships and training pathways to strengthen local workforce integration while maintaining operational excellence and safety. The Group also remains committed to broadening its nationalization reporting scope and enhancing localization performance to support inclusive economic growth.

Local hires by country during 2024 (# of hires)

ADES’ 2024 Targets



Our Community

In 2024, ADES continued to drive positive impact in its operating communities, directing SAR 14.6 million (USD 3.9 million) toward community development initiatives. These efforts reflect the Group’s broader commitment to inclusive growth and fostering resilience in the areas where it operates.

Community Investment

Community Investment (SAR million)



Our Customers

ADES is committed to providing customer satisfaction at all times. A focus on customer service excellence is the driving force behind all our decisions as we aim to add value for customers.

At ADES, we position ourselves not only as a drilling services provider, but as a long-term partner committed to creating sustainable value for our clients. Our approach is rooted in safety, reliability, and responsiveness — all underpinned by our deep understanding of regional operating conditions and evolving industry expectations.

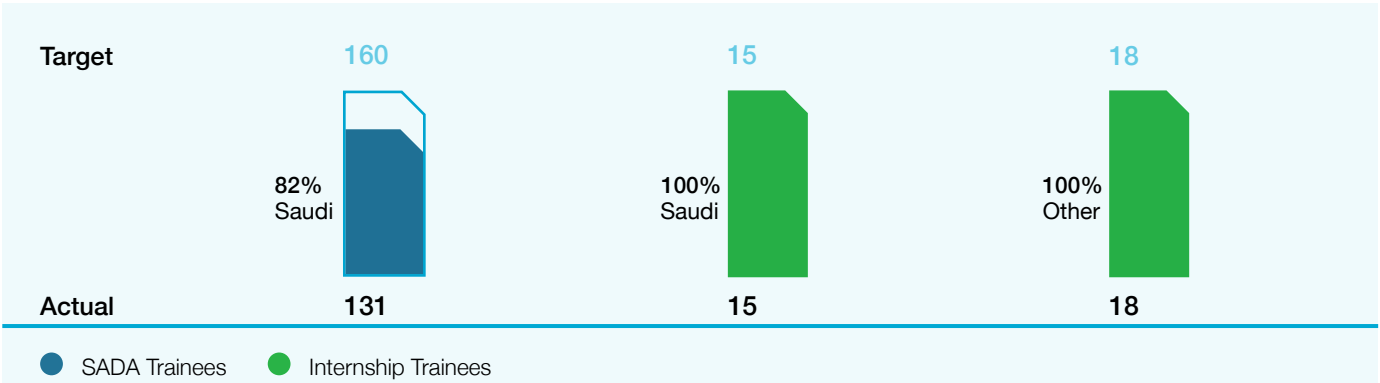
Through our fit-for-purpose fleet, lean operations, and customer-centric service model, we deliver high-quality performance that meets the diverse needs of national and international oil companies. Whether it’s through tailored contract delivery, operational flexibility, or localization support, our ability to adapt and respond quickly to client priorities reinforces our role as the partner of choice across multiple markets.

By investing in in-country value initiatives and state-of-the-art training programs, ADES ensures minimized downtime, optimized asset performance, and competitive cost efficiency. Our strong safety culture, enabled through initiatives like the OCC and RIGEYE, further strengthens client confidence and contributes to long-term, stable relationships built on trust, consistency, and performance excellence. Ultimately, our value to clients goes beyond operational delivery — it’s embedded in our commitment to partnership, innovation, and long-term success.

Social Initiatives

Key Highlights in Community Engagement and Sponsorships

Investing in Future Generation (Actual number of trainees vs. Target number of trainees)



Sponsorships and Partnerships
(Social and Governance Aspects)

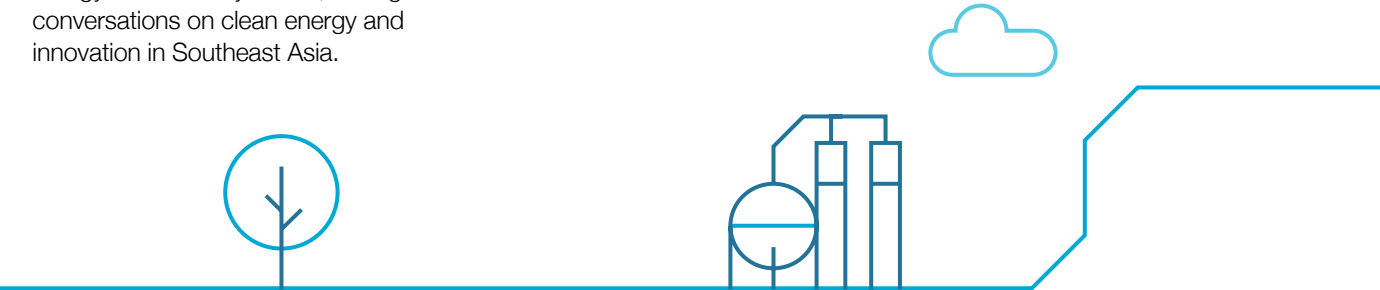
- ▶ Gold Sponsor at India Energy Week: Demonstrates commitment to the energy transition in India, engaging in the global energy conversation on sustainable energy solutions.
- ▶ Diamond Sponsor at IPTC, KSA: Promotes collaboration on sustainable energy solutions and the development of energy policies in the Middle East.
- ▶ Mega Sponsor at Saudi Capital Markets Forum: Supports the development of financial markets and sustainability within the region, fostering long-term economic growth.
- ▶ Gold Sponsor at IPA Convex, Indonesia: Aligns with regional energy sustainability efforts, driving conversations on clean energy and innovation in Southeast Asia.

Strategic Focus Areas (Governance and Environmental Aspects)

Platinum Sponsor at Asia Pacific Drilling Technology Conference and Exhibition, Thailand: Highlights the company’s investment in advancing technology and innovation for sustainable energy exploration and extraction, supporting the energy transition in the Asia-Pacific region.

Industry Engagement and Thought Leadership
(Social and Governance Aspects)

- ▶ Participated in EGPES 2024: Contributed to the development of energy policy in Egypt and supported the growth of sustainable energy in the region, demonstrating commitment to sustainable development.
- ▶ Participated in NAPEC 2024. Exhibition and Conference, Algeria: Actively engaged in discussions on energy transitions in North Africa, furthering knowledge exchange and fostering regional cooperation on sustainability.



Corporate Social Responsibility

Summer Internship

Empowering Future Talent: Summer Internship Program (SIP) 2024

As part of ADES’ commitment to national development and youth empowerment, the Summer Internship Program (SIP) 2024 was launched to provide university students with meaningful exposure to the energy and drilling sector. The program was designed to integrate academic knowledge with hands-on experience, enabling interns to explore real operational environments, develop professional competencies, and gain insight into the company’s core functions.

The SIP featured a comprehensive onboarding and orientation phase, followed by a structured learning journey across key departments such as Operations, QHSSE, Supply Chain, Finance, and People & Organization.

A cornerstone of the program was a multi-day Health, Safety, and Environmental (HSE) induction that equipped interns with foundational safety awareness, reinforcing ADES’ culture of safety excellence.

In line with our regional development strategy, select interns were given the opportunity to join ADES’ operations in Kuwait and Egypt, gaining cross-border exposure and field experience within the Maintenance Department under the mentorship of seasoned professionals.

Through SIP 2024, ADES continued to invest in human capital, bridging academic knowledge with industry practice, and helping shape a skilled workforce prepared to support the Kingdom’s future energy ambitions.

Empowering Youth: ADES’ Summer Internship Program 2024 bridges classroom knowledge with real-world energy sector experience.



► Breast Cancer and Diabetes Awareness Sessions at the Egypt Office.



► ADES Egypt organized a visit to Al Nas Hospital.



► Food Bank: ADES’ partnered with the Saudi Food Bank in 2024, with employees volunteering to prepare and pack 500 food parcels for 500 families in need in the eastern area of KSA during the Holy Month of Ramadan.



► ADES India organized a blood donation camp.

Appendix

Appendix A: GRI Content Index

Statement of use	from the 1st of January 2024 to the 31st of December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 11: Oil and Gas Sector 2021

/GRI Standard Other Source	Disclosure	/Location Direct Answer	Omission		GRI Sector Standard .Ref. No	IPIECA Alignment
			Reason	Explanation		
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	10-11	A gray 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 organization's sustainability reporting	12-13				
	2-3 Reporting period, frequency and contact point	3				
	2-4 Restatements of information	No restatements took place in 2024				
	2-5 External assurance	This report has not been subject to external assurance.				
	2-6 Activities, value chain and other business relationships	11				
	2-7 Employees	62-63, 68		IPIECA SOC5-C2		
	2-8 Workers who are not employees	62-63, 68				
	2-9 Governance structure and composition	28-29		IPIECA GOV1-C1		
	2-10 Nomination and selection of the highest governance body	30		IPIECA GOV1-A1		
	2-11 Chair of the highest governance body	6				
	2-12 Role of the highest governance body in overseeing the management of impacts	28-29		IPIECA GOV1-C1		
	2-13 Delegation of responsibility for managing impacts	28-29				

/GRI Standard Other Source	Disclosure	/Location Direct Answer	Omission		GRI Sector Standard .Ref. No	IPIECA Alignment
			Reason	Explanation		
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	28				IPIECA GOV1-C3
	2-15 Conflicts of interest	28, 31				
	2-16 Communication of critical concerns	31				
	2-17 Collective knowledge of the highest governance body	Not disclosed	Information unavailable/incomplete			IPIECA GOV1-A6
	2-18 Evaluation of the performance of the highest governance body	Not disclosed	Information unavailable/incomplete			
	2-19 Remuneration policies	28				
	2 -20 Process to determine remuneration	28				IPIECA GOV1-C5
	2-21 Annual total compensation ratio					
	2-22 Statement on sustainable development strategy	6, 24				
	2-23 Policy commitments	23, 31, 40, 44, 56				IPIECA GOV1-C2
						IPIECA GOV1-C4
	2-24 Embedding policy commitments	23, 31, 40, 44, 56				IPIECA GOV1-A5
	2-25 Processes to remediate negative impacts	31				
	2-26 Mechanisms for seeking advice and raising concerns	31				
	2-27 Compliance with laws and regulations	33				
	2-28 Membership associations	Not disclosed	Information unavailable/incomplete			
	2-29 Approach to stakeholder engagement	20				IPIECA SOC9-C1/C2
	2-30 Collective bargaining agreements	Not disclosed	Legal prohibitions	Collective bargaining agreements are illegal in KSA.		

/GRI Standard Other Source	Disclosure	/Location Direct Answer	Omission		GRI Sector Standard .Ref. No	IPIECA Alignment
			Reason	Explanation		
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	22-23	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	23				
Health & Safety / Safeguarding Health During The Modern Health Crisis / Emergency Preparedness						
GRI 3: Material Topics 2021	3-3 Management of material topics	56	11.9.1			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	56	11.9.2			
	403-2 Hazard identification, risk assessment, and incident investigation	57	11.9.3 IPIECA SHS2-C2			
	403-3 Occupational health services	56	11.9.4			
	403-4 Worker participation, consultation, and communication on occupational health and safety	56-58	11.9.5 IPIECA SHS1-C1			
	403-5 Worker training on occupational health and safety	57, 58	11.9.6 IPIECA SHS1-C2			
	403-6 Promotion of worker health	56	11.9.7			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	56	11.9.8			
	403-8 Workers covered by an occupational health and safety management system	56-57	11.9.9 IPIECA SHS1-C1/C3			
	403-9 Work-related injuries	57	11.9.10			
	403-10 Work-related ill health	Not disclosed	Information unavailable/ incomplete	11.9.11		
Finances / Economic Growth / Economic Contribution to Sustainability Matters						
GRI 3: Material Topics 2021	3-3 Management of material topics	37	11.14.1 / 11.21.1			

/GRI Standard Other Source	Disclosure	/Location Direct Answer	Omission		GRI Sector Standard .Ref. No	IPIECA Alignment
			Reason	Explanation		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	37			11.14.2 / 11.21.2	
	201-4 Financial assistance received from government	No financial assistance was received from government			11.21.3	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	37			11.14.4	
	203-2 Significant indirect economic impacts	37, 67			11.14.5	
Employee Turnover Rate / Workforce & Contractor Grievances						
GRI 3: Material Topics 2021	3-3 Management of material topics	62			11.10.1	
GRI 401: Employment 2016	201-1 Direct economic value generated and distributed	63			11.10.2	IPIECA SOC6-A1
	201-4 Financial assistance received from government	67			11.10.3	
GRI 402: Labor/ Management relations 2016	402-1 Minimum notice periods regarding operational changes	Not disclosed	Information unavailable/ incomplete		11.10.5	
Emission / Climate Change Mitigation & Adaptation						
GRI 3: Material Topics 2021	3-3 Management of material topics	44			11.1.1 / 11.2.1 / 11.3.1	IPIECA CCE1-C1
						IPIECA CCE2-C1/ C2-C3/C4
						IPIECA CCE6-C2
						IPIECA ENV5-C2
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	44			11.2.2	

/GRI Standard Other Source	Disclosure	/Location Direct Answer	Omission		GRI Sector Standard .Ref. No	IPIECA Alignment
			Reason	Explanation		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	41			11.1.2	IPIECA CCE6-C1
	302-2 Energy consumption outside of the organization	41			11.1.3	
	302-3 Energy intensity	41			11.1.4	IPIECA CCE6-A2
	302-4 Reduction of energy consumption	40				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	45-46			11.1.5	IPIECA CCE4-C1
	305-2 Energy indirect (Scope 2) GHG emissions	45-46			11.1.6	IPIECA CCE4-C2
	305-3 Other indirect (Scope 3) GHG emissions	45-46			11.1.7	IPIECA CCE4-A2/A7
	305-4 GHG emissions intensity	46			11.1.8	IPIECA CCE4-C4
	305-5 Reduction of GHG emissions	44			11.2.3	
	305-6 Emissions of ozone-depleting substances (ODS)	44				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	44			11.3.2	IPIECA ENV5-C1
Waste Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	51			11.5.1	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	51			11.5.2	IPIECA ENV7-C1/C2
	306-2 Management of significant waste-related impacts	50			11.5.3	
	306-3 Waste generated	51			11.5.4	
	306-4 Waste diverted from disposal	51			11.5.5	IPIECA ENV7-C3
	306-5 Waste directed to disposal	51			11.5.6	
Security of Infrastructure/Assets/Infrastructure & Overall Services/Operational Efficiency						
GRI 3: Material Topics 2021	3-3 Management of material topics	32			11.8.1	

/GRI Standard Other Source	Disclosure	/Location Direct Answer	Omission		GRI Sector Standard .Ref. No	IPIECA Alignment
			Reason	Explanation		
GRI 306: Effluents and Waste 2016	306-3 Significant spills	51			11.8.2	
Business Ethics, Integrity Transparency & Anti-Corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	31			11.19.1 / 11.20.1	IPIECA GOV3-C1
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	34			11.20.2	
	205-2 Communication and training about anti-corruption policies and procedures	28, 31			11.20.3	IPIECA GOV3-C2/A1
	205-3 Confirmed incidents of corruption and actions taken	No confirmed incidents of corruption during the reporting period			11.20.4	
GRI 206: Anti- competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No incidents of anti-competitive behaviour, anti-trust, and monopoly practices were recorded during the reporting period			11.19.2	IPIECA GOV3-C4
Sustainable Procurement						
GRI 3: Material Topics 2021	3-3 Management of material topics	34				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	35			11.14.6	
Training, Education, & Growth of Employees						
GRI 3: Material Topics 2021	3-3 Management of material topics	65				IPIECA SOC7-C1

/GRI Standard Other Source	Disclosure	/Location Direct Answer	Omission		GRI Sector Standard .Ref. No	IPIECA Alignment
			Reason	Explanation		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	65			11.10.6	IPIECA SOC7-C2
	404-2 Programs for upgrading employee skills and transition assistance programs	65-66			11.10.7	
	404-3 Percentage of employees receiving regular performance and career development reviews	65				
Sustainability (Economic, Environmental, And Social) Assessment Of The Supply Chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	34			11.12.1	IPIECA SOC2-C1
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	34				IPIECA SOC2-C2
	308-2 Negative environmental impacts in the supply chain and actions taken	34				IPIECA SOC2-A3
GRI 409: Forced or Compulsory Labor 2016	GRI 409: Forced or Compulsory Labor 2016	34			11.12.2	
GRI 414: Supplier Social Assessment 2016	GRI 414: Supplier Social Assessment 2016	34			11.10.8	IPIECA SOC2-C2
	414-2 Negative social impacts in the supply chain and actions taken	34			11.10.9	IPIECA SOC2-A3
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	34			11.3.3	IPIECA SHS5-C3
Local Community / Corporate Volunteering						
GRI 3: Material Topics 2021	3-3 Management of material topics	68-69			11.15.1 / 11.17.1	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	No verified incidents during the reporting period			11.17.2	IPIECA SOC10-A1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	68-69			11.15.2	IPIECA SOC12-C2
	413-2 Operations with significant actual and potential negative impacts on local communities	Not disclosed	Information unavailable/incomplete		11.15.3	

/GRI Standard Other Source	Disclosure	/Location Direct Answer	Omission		GRI Sector Standard .Ref. No	IPIECA Alignment
			Reason	Explanation		
Equal Opportunity & Diversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	67			11.11.1	IPIECA SOC5-C1
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Not disclosed			11.11.2	
GRI 401: Employment 2016	401-3 Parental leave	Not disclosed			11.11.3	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	67			11.11.5	IPIECA SOC5-C3
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed			11.11.6	
GRI 406: Nondiscrimination 2016	406-1 Incidents of discrimination and corrective actions taken	67			11.11.7	IPIECA SOC8-C1
Biodiversity Conservation						
GRI 3: Material Topics 2021	3-3 Management of material topics	53			11.4.1	IPIECA ENV3-C1/C2/ C3
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	53			11.4.2	IPIECA ENV4-C1/C2
	304-2 Significant impacts of activities, products and services on biodiversity	53			11.4.3	IPIECA ENV3-A2
	304-3 Habitats protected or restored	53			11.4.4	IPIECA ENV3-C2
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not disclosed	Information unavailable/ incomplete		11.4.5	

ADES ALSO REPORTs ON TOPICS THAT ARE NOT COVERED BY THE GRI STANDARDS.		
Cybersecurity & Data Protection		
GRI 3: Material Topics 2021	3-3 Management of material topics	32
Compliance With International, Sustainability Regulations & Frameworks		
GRI 3: Material Topics 2021	3-3 Management of material topics	28
Customer Privacy & Safeguarding Customer Information		
GRI 3: Material Topics 2021	3-3 Management of material topics	68
Compliance With Federal and Local Sustainability Regulations & Frame Works		
GRI 3: Material Topics 2021	3-3 Management of material topics	28
TOPICS IN THE APPLICABLE GRI SECTOR STANDARDS DETERMINED AS NOT MATERIAL		
Topic	Explanation	
11.6 Water and effluents		
11.7 Closure and rehabilitation		
11.13 Freedom of association and collective bargaining	Legal constraints within Saudi Arabia restrict the scope of labor union activities and collective bargaining, minimizing significant impacts on our operations.	
11.18 Conflict and security	We operate within secure industrial zones and adhere to rigorous security protocols in our oil and gas operations. We implement proactive measures and mitigate risks related to conflict and security incidents.	
11.22 Public policy		

Appendix B: ADES Tadawul Guidelines

ESG	Theme	Key Issue	Definitions	Report Section	Location
Environmental	Climate Change	GHG Emissions (not only in absolute, but also in intensity terms)	Companies are assessed on how actively and effectively the entity is managing its direct and indirect exposure to GHG emissions risks and opportunities relative to other comparable entities in its sectors.	Climate Change	44 - 47
		Biodiversity and Land Use	Companies are evaluated on the potential impact of their operations on biodiversity in their areas of operation and their efforts to manage the environmental impact of their operations.	Biodiversity	53
	Natural Resources	Water Stress	Companies are evaluated on the water intensity of their operations, the water stress in their areas of operation and their efforts to manage water-related risks and opportunities	Water & Wastewater	52
		Raw Material Sourcing	Companies are evaluated on the environmental impacts of the raw materials used in their products and their efforts around supply chain traceability and certification.	Sustainable Supply Chain	34 - 35
	Pollution and Waste	Toxic Emissions and Waste	Companies are evaluated on the potential environmental contamination and toxic or carcinogenic emissions arising from their operations and the strength of their environmental management systems.	Waste Management	51
	Environmental Opportunities	Opportunities in Clean Tech	Companies are evaluated on their clean tech innovation capacity, strategic development initiatives, and revenue generated from clean technologies.	Energy Management	40
		Opportunities in Renewable Energy	Companies are evaluated on their efforts to develop renewable power generation capacity and/or enable renewable power development through network expansion and "green power" offerings	Energy Management	40
Social	Human Capital	Labor Management	their operations and the strength of their	Our Workforce	62 - 68
		Health & Safety	environmental management systems.	Health & Safety	56 - 57
		Human Capital Development	Companies are evaluated on their workforce talent requirements and their ability to attract, retain, and develop a highly skilled workforce.	Our Workforce	63, 65, 66
		Supply Chain Labor Standard	Companies are evaluated on the management and transparency of their supply chain and the working standards in the regions in which their suppliers are located.	Sustainable Supply Chain	34
		Privacy & Data Security	Companies are evaluated on the amount of personal data they collect, their exposure to evolving or increasing privacy regulations, their vulnerability to potential data breaches, and their systems for protecting personal data.	Business Ethics & Data Security	32

ESG	Theme	Key Issue	Definitions	Report Section	Location
Governance	Corporate Governance	Board	Companies are evaluated on the effectiveness of their board in overseeing management and corporate strategy, protecting investor value, and representing the interests of shareholders. This is a Key Issue in the Governance Pillar and is relevant for all companies.	Governance Structure & Framework	28
		Tax Transparency	Companies are evaluated on their estimated corporate tax gap (i.e. gap between estimated effective tax rate and estimated corporate income tax rate), revenue reporting transparency and their involvement in taxrelated controversies. This is a Key Issue in the Governance Pillar and is relevant for all companies.	Sustainable Economic Growth	37
		Accounting	Companies are evaluated on the transparency, independence and effectiveness of their audit and financial reporting practices. This is a Key Issue in the Governance Pillar and is relevant for all companies.	Sustainable Economic Growth	37
		Business Ethics	Companies are evaluated on their oversight and management of business ethics issues such as fraud, executive misconduct, corrupt practices, money laundering, or anti-trust violations. This is a Key Issue in the Governance Pillar and is relevant for all companies.	Business Ethics & Data Security	31
	Corporate Behavior				

Appendix C: Glossary

AI	Artificial Intelligence	ISO	International Organization for Standardization	UN SDGs	United Nations Sustainable Development Goals	SAPA	Security Awareness Proficiency Assessment
ALG	Algeria	IVR	Interactive voice response	US EPA	United States Environmental Protection Agency	SASB	Sustainability Accounting Standards Board
BEIS	UK Department for Business, Energy & Industrial Strategy	KSA	Kingdom of Saudi Arabia	USD	United States Dollar	SBU	Strategic Business Units
BRM	Business Risk Management	KWT	Kuwait	VP	Vice President	SCS	Security Culture Survey
CAMS	Core ADES Management System	LED	Light Emitting Diode	OHRA	Occupational Health Risk Assessments	SCS	Security Culture Survey
CAT	Caterpillar Inc.	LOF	Line of Fire	OIA	Oman Investment Authority	SEZAD	Special Economic Zone of Duqm
CCTV	Closed-Circuit Television	LTI	Lost Time Injury	OMIFCO	Oman India Fertilizer Company	SI	Social Investment
CEO	Chief Executive Officer	LTIFR	Lost Time Injury Frequency Rate	OMR	Omani Rial	SIC	Strategy and Investment Committee
CO	Carbon Monoxide	MOPU	Mobile Offshore Production Unit	OMT	Operations, Maintenance & Technical	SIPA	Suhar Industrial Port Area
CO2eq	Carbon Dioxide Equivalent	MSCI	Morgan Stanley Capital International	OOMCO	Oman Oil Marketing Company	SME	Small and Medium Enterprises
CSR	Corporate Social Responsibility	MTC	Medical Treatment Case	OPAL	Oman Society for Petroleum Services	SPC	Sohar Paper Cores
DPIA	Data Protection Impact Assessment	NA	Not Applicable / Not Available	OQ8	Duqm Refinery and Petrochemical Industries Company	SQU	Sultan Qaboos University
EBITDA	Earnings Before Interest, Taxes, Depreciation, and Amortization	NAICS	North American Industry Classification System	OQAE	OQ Alternative Energy	SROI	Social Return on Investment
EGY	Egypt	NAPEC	North Africa Petroleum Exhibition and Conference	OQBI	OQ Base Industries	SSF	Sohar Sulphur Fertilizers
EGYPES	Egypt Energy Show	NGO	Non-Governmental Organization	OQEP	OQ Exploration & Production	SSP	Shared Socioeconomic Pathways
EIA	Energy Information Administration	NO	Nitrogen Oxide	OQGN	OQ Gas Network	TCFD	Task Force on Climate-related Financial Disclosures
ESG	Environmental, Social, and Governance	OCC	Operations Command Centre	OQM	OQ Marketing	TMS	Team Management System
GHG	Greenhouse Gas	PIC	Person-in-Charge	OQRPI	OQ Refineries and Petroleum Industries Company	TQ	Technology Quotient
GRI	Global Reporting Initiative	PM	Particulate Matter	OQT	OQ Trading	TRIF	Total Recordable Injury Frequency
HFT	Hands-Free Tools	QAT	Qatar	OT	Operational Technology	TWh	Terawatt-hour
HSE	Health, Safety, and Environment	QHSSE	Quality, Health, Safety, Security, and Environment	OTTCO	Oman Tank Terminal Company	UN SDGs	United Nations Sustainable Development Goals
HSEMS	Health, Safety, and Environmental Management System	RFV	Remote Fleet Vision	PDO	Petroleum Development Oman	USD	United States Dollar
IEA	International Energy Agency	RIFR	Recordable Injury Frequency Rate	PPA	Power Purchase Agreements	VS	Vulnerability Study
IKTV	In-Kingdom Total Value	RSO	Rig Safety Officer	PPAs	Power Purchase Agreements		
IND	India	SADA	Saudi Arabian Drilling Academy	R&D	Research and Development		
INDO	Indonesia	SAR	Saudi Riyal	RDI	Research, Development, and Innovation		
IPA	Indonesian Petroleum Association	SIP	Summer Internship Program	RWC	Restricted Work Case		
IPIECA	International Petroleum Industry Environmental Conservation Association	SO	Sulphur Oxide	SAP	Systems, Applications, and Products in Data Processing		
IPTC	International Petroleum Technology Conference	SOPs	Standard Operating Procedures	SAPA	Security Awareness Proficiency Assessment		
		SSHE	Safety, Security, Health, and Environment				
		THA	Thailand				
		TRIR	Total Recordable Incident Rate				
		TUN	Tunisia				



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