

2025 ESG REPORT

Environmental and Social Governance

ESG Pledge

"Create long-term value for all our stakeholders through consciously ethical and sustainable practices across our group activities"



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A Message from our Group CEO

ADNEC Group's sustainability journey in 2025 marked another major step forward in our commitment to responsible growth, operational excellence, and long-term value creation. Throughout the year, we continued strengthening the integration of Environmental, Social, and Governance principles across all business clusters while accelerating the implementation of our Net Zero Transition Plan and broader sustainability strategy.

As part of our long-term decarbonisation commitments, ADNEC Group completed the development of its updated Decarbonisation Implementation Roadmap, establishing a structured pathway towards achieving Net Zero greenhouse gas emissions across our operations. In parallel, we expanded our strategic clean energy partnership with Emirates Water and Electricity Company (EWEC), resulting in both ADNEC Centre Abu Dhabi and ADNEC Centre Al Ain being fully powered through clean energy verified by International Renewable Energy Certificates (I-RECs). This milestone positions all four of ADNEC Group's major venues globally as powered entirely through clean and renewable electricity.

We also continued advancing one of the region's most ambitious renewable energy projects within the events industry through the development of a 5 MWp rooftop solar photovoltaic system at ADNEC Centre Abu Dhabi. Once operational, the system is expected to generate approximately 8.57 million kWh of renewable electricity annually and meet nearly 30% of the venue's electricity demand. Alongside this, our AI-driven Building Management System continued delivering measurable operational efficiencies despite significantly higher venue utilisation and event activity levels throughout the year.

Our environmental performance in 2025 demonstrated strong progress across several key indicators. ADNEC Group achieved a reduction in absolute greenhouse gas emissions, reduced carbon intensity per employee by 39%, reduced water intensity per visitor by 47%, and increased waste diversion and recycling rates across the Group to 61%. In addition, all Company sites and offices are now certified to ISO 14001 Environmental Management Systems, reinforcing our commitment to internationally recognised environmental best practices.

Beyond environmental leadership, 2025 also represented a milestone year for social impact and responsible business practices. ADNEC Group formally launched its Social Impact Strategy and Social Impact Toolkit, establishing a unified framework to define, measure, and manage the social value generated through our operations, events, venues, tourism, media, and services ecosystem. This strategic initiative strengthens our ability to quantify long-term economic and societal contributions while aligning with national priorities and international ESG frameworks.

The Group's economic and social contribution continued to grow significantly during the year. ADNEC Group supported more than 70,000 jobs across the UAE and contributed AED 9.2 billion in Gross Value Added to the national economy. Across our global venues, we hosted more than 1,149 events and welcomed over 6.3 million visitors, reinforcing our position as a major driver of business tourism, economic diversification, knowledge exchange, and community development.

In parallel, we continued embedding ESG principles into procurement, supplier engagement, innovation, and operational decision-making across the organisation. Our responsible procurement programme, sustainability governance frameworks, innovation initiatives, and operational resilience programmes continued to mature throughout the year, further strengthening transparency, accountability, and long-term organisational resilience.

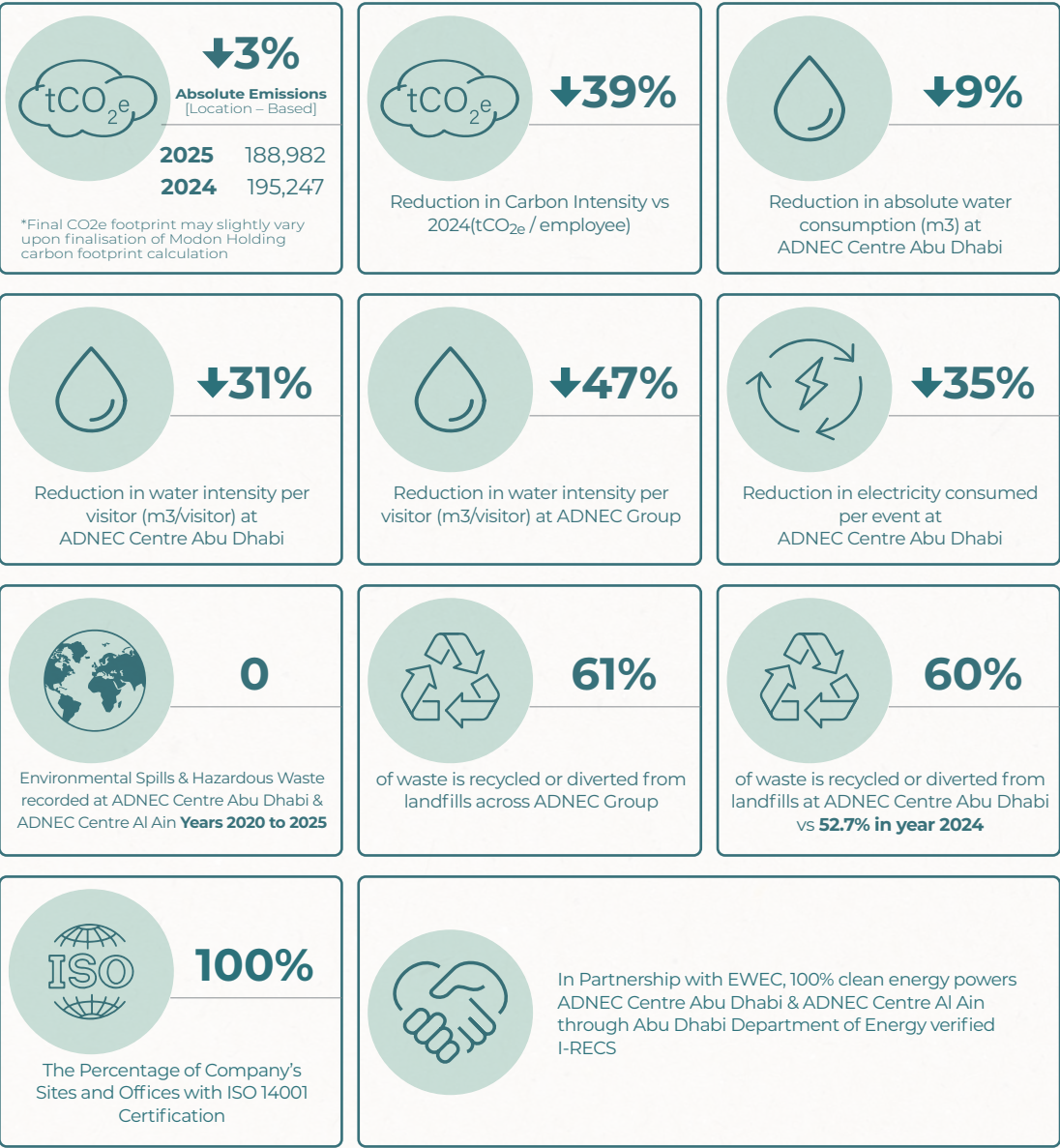
Our progress in 2025 was recognised through several prestigious awards and recognitions, including the UAE Year of Sustainability Seal, the Majra UAE Impact Seal Gold Tier for Large Companies, multiple Gulf Sustainability Awards, and international recognition for sustainable business events and responsible venue operations.

None of these achievements would have been possible without the continued support of our wise leadership, shareholders, partners, customers, and employees. Their commitment, dedication, and shared ambition continue to drive ADNEC Group's progress towards becoming a global leader in sustainable business, innovation, and responsible event management.

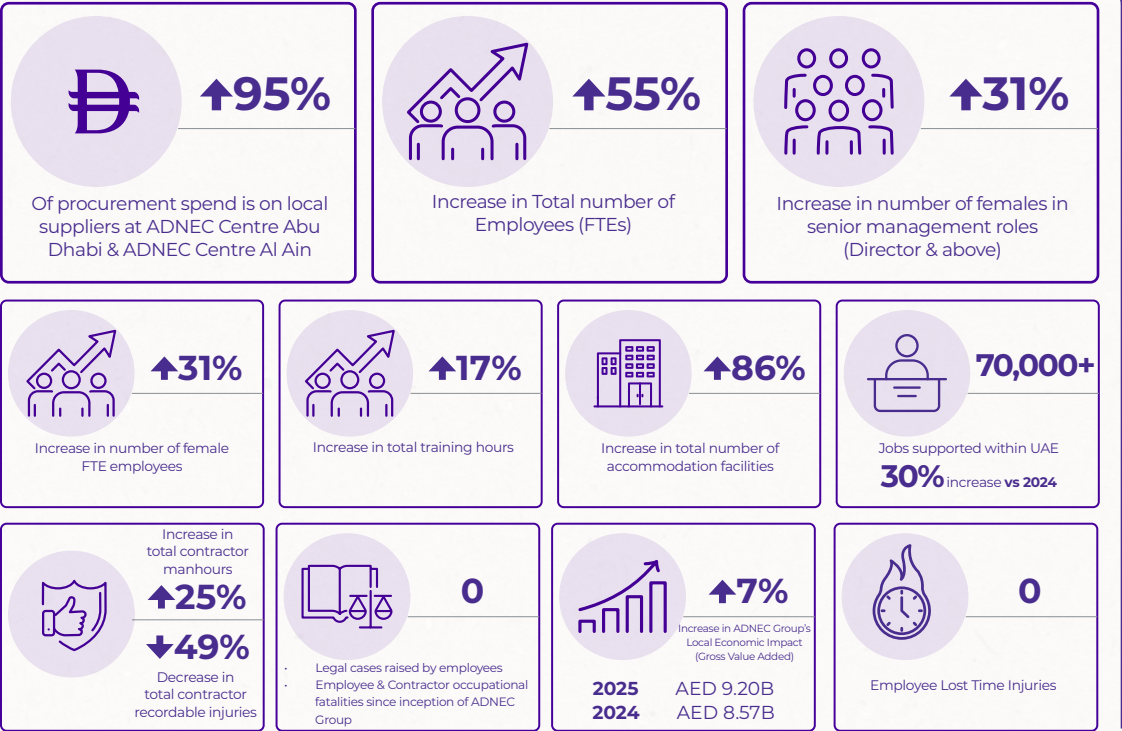
As we look ahead, we remain committed to accelerating our sustainability journey, strengthening our positive impact, and supporting the UAE's vision for a more resilient, diversified, and low-carbon future.

Humaid Matar Al Dhaheri
Group CEO, ADNEC Group

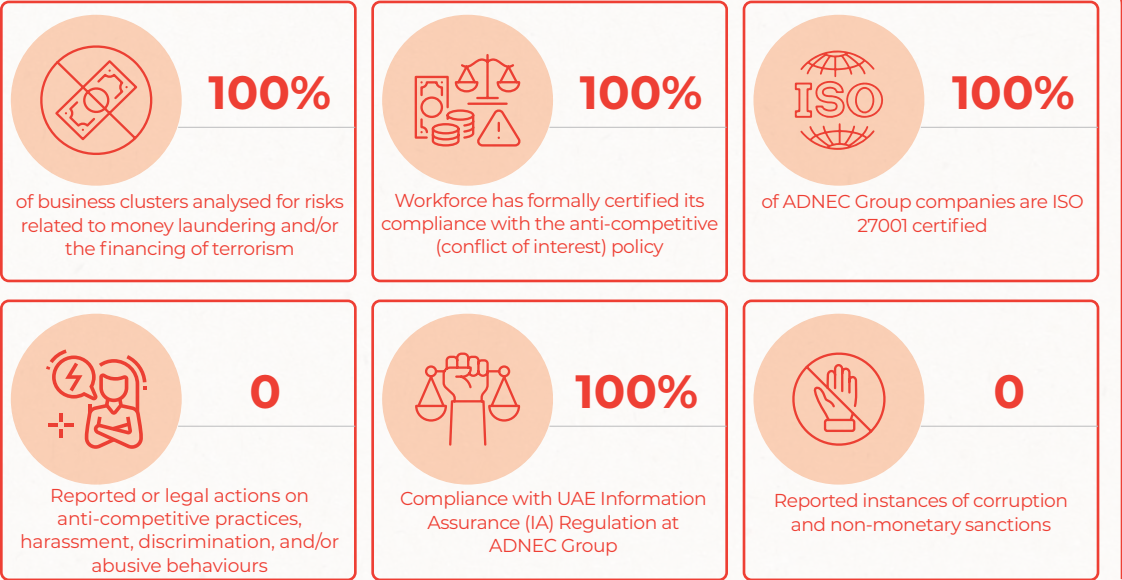
ENVIRONMENT



SOCIAL



GOVERNANCE



About This Report

This ESG report covers ADNEC Group's key business clusters from January to December 2025, focusing on material topics most relevant to our stakeholders. It demonstrates ADNEC Group's commitment to responsible growth, transparency, and accountability across all ESG areas.

Our reporting aligns with the Global Reporting Initiative (GRI), and the UN Sustainable Development Goals (UN SDGs). It also reflects UAE national strategies, including the UAE Net Zero by 2050 Strategic Initiative, Abu Dhabi Economic Vision 2030, Abu Dhabi Environment Vision 2030, and the Net Zero Carbon Events framework.

Report Objectives

This report supports informed decision-making by transparently tracking performance, engaging stakeholders effectively, and aligning ADNEC Group's ESG approach with international frameworks and national priorities. It demonstrates ADNEC Group's commitment to data transparency, strategic coherence, and rigorous compliance with the GRI Standards, ISO standards, industry best practices, and applicable local legislation.

Restatements of Information

- Due to ADNEC Group's acquisition by Modon Holding and the subsequent asset transfer, our carbon footprint baseline has been updated from 2022 to 2024. The reported emissions data may undergo further amendments upon finalisation of the re-baselining exercise.

Contact and Feedback

We welcome your feedback and inquiries on this report.
Please reach out to our ESG & Sustainability Team.

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ESG Performance Metrics

Executive Summary

GRI		Material ESG Metrics					
Decarbonisation		2020	2021	2022 ^A	2023 ^B	2024	2025 ^C
305-1 to 305-3	ADNEC Group Emissions (tCO _{2e}) [Location Based]	NA	NA	146,279	164,217	195,247	188,982 +/-
305-1 to 305-3	ADNEC Group Emissions (tCO _{2e}) [Market Based]	NA	NA	144,569	162,297	192,964	186,772 +/-
305-4	ADNEC Group Emissions Intensity per employee (tCO _{2e} / employee) [Location Based]	NA	NA	47.0	35.6	34.7	21.2
305-4	ADNEC Group Emissions Intensity per employee (tCO _{2e} / employee) [Market Based]	NA	NA	46.5	35.2	34.3	20.9
2022^A - The reported carbon emission metrics have been re-baselined to exclude ADNEC Hotels, covering Scope 1, Scope 2, and all relevant Scope 3 emission categories, including Purchased Goods and Services, Capital Goods, Fuel- and Energy-Related Activities, Upstream Transportation and Distribution, Waste, Business Travel, Employee Commuting, Upstream Leased Assets, and Investments. 2023^B - The reported carbon emission metric has been re-baselined, excluding ADNEC Hotels, and includes Scope 1, Scope 2, and only the core elements of Scope 3 emission categories. 2025^C - The reported emissions data may undergo further amendments upon finalisation of carbon footprint calculation by Modon Holding.							
Environmental Certification		2020	2021	2022	2023	2024	2025
103-2	The Percentage of Company's Sites and Offices with ISO 14001 Certification	90%	90%	90%	94%	94%	100%
Water Management		2020	2021	2022	2023	2024	2025
303-5	Water Consumption (m ³) – ADNEC Centre Abu Dhabi	180,378	233,224	200,027	267,695	227,211	205,897
303-5	Water Intensity (m ³ /Visitor) – ADNEC Centre Abu Dhabi	COVID Field Hospital	0.72	0.25	0.18	0.13	0.09
303-5	*Water Consumption (m ³) – ADNEC Group	NA	NA	NA	NA	827,197	981,978
303-5	**Water Intensity (m ³ /Visitor) – ADNEC Group	NA	NA	NA	NA	0.10	0.05
*Water management metrics have been expanded to cover all business clusters within ADNEC Group and will be reported from 2024 onwards. The 2025 increase is due business expansion and the addition of Royal Catering, additional F&B assets as well as Business Design Centre.							

Energy Consumption		2020	2021	2022	2023	2024	2025
302-1	Electricity Consumption (KWh) – ADNEC Centre Abu Dhabi	19,228,746	19,183,221	21,901,238	28,123,609	30,110,431	33,841,505
302-1	Electricity Consumption (KWh) – ADNEC Centre Abu Dhabi, ADNEC Centre Al Ain & Excel London	NA	38,218,888	42,122,495	49,032,549	53,790,530	60,289,080
302-3	Electricity Consumption Per Event (KWh / Event) – ADNEC Centre Abu Dhabi	NA	131,380	92,022	99,729	93,221	60,539
302-3	Electricity Consumption Per Event (KWh / Event) – ADNEC Centre Abu Dhabi, ADNEC Centre Al Ain & Excel London	NA	161,944	85,964	63,186	53,791	57,693
Waste Management		2020	2021	2022	2023	2024	2025
306-3	Total Recyclable & Non-Recyclable Waste (kg) - ADNEC Centre Abu Dhabi	443,000	680,000	791,000	1,333,000	1,251,220	1,513,480
306-3	*Total Recyclable & Non-Recyclable Waste (kg) - ADNEC Group	NA	NA	NA	NA	6,960,928	18,340,490
306-4	Weight of Recycled Waste (kg) - ADNEC Centre Abu Dhabi	172,000	344,000	389,000	706,000	659,972	914,073
306-4	*Weight of Recycled Waste (kg) - ADNEC Group	NA	NA	NA	NA	3,063,097	11,248,000
306-4	Recycled Waste (% of Total) - ADNEC Centre Abu Dhabi	38.8%	50.6%	49.2%	53.0%	52.7%	60.0%
306-4	*Recycled Waste (% of Total) - ADNEC Group	NA	NA	NA	NA	44.0%	61.0%
306-5	Weight of Non-Recycled Waste (kg) - ADNEC Centre Abu Dhabi	271,000	336,000	402,000	627,000	591,248	599,407
306-5	*Weight of Non-Recycled Waste (kg) - ADNEC Group	NA	NA	NA	NA	3,897,831	7,092,490
306-5	Non-Recycled Waste (% of Total) - ADNEC Centre Abu Dhabi	61.2%	49.4%	50.8%	47.0%	47.3%	39.6%
306-5	*Non-Recycled Waste (% of Total) - ADNEC Group	NA	NA	NA	NA	56.0%	38.7%
306-2	Total Hazardous Waste (kg) - ADNEC Centre Abu Dhabi	0	0	0	0	0	0

*The addition of new assets, a more comprehensive, detailed tracking for waste management metrics have resulted in an increase in total waste volumes and quantities.

Prevention of Pollution		2020	2021	2022	2023	2024	2025
306-3	No. of Spills Recorded (Major)	0	0	0	0	0	0
Customers ADNEC Centre Abu Dhabi & Al Ain		2020	2021	2022	2023	2024	2025
102-43	Customer Satisfaction Score (%)	98%	93%	96%	96%	94%	94%
102-43	Net Promoter Score (NPS)	85	72	85	74	70	78
416-2	*Number Of Customer Complaints Filed (#)	0	0	0	0	0	0
416-2 418-1	*Number Of Customer Complaints Resolved (#)	0	0	0	0	0	0
<i>*Complaints identified as genuine (severity level medium or higher) are classified in accordance with the Customer Suggestions and Complaints Approach Matrix.</i>							
Supplier Metrics		2020	2021	2022	2023	2024	2025
205-2	Percentage Of Suppliers Have Formally Certified Their Compliance with The Conflict-of-Interest Policy (%)	100%	100%	100%	100%	100%	100%
204-1	Total Procurement Spend (million AED) – ADNEC Centre Abu Dhabi and ADNEC Centre Al Ain	59	178	221	246	149	123
204-1	*Total Procurement Spend (million AED) – ADNEC Group	NA	NA	NA	NA	1,859	1,814
204-1	Procurement Spend on Local Suppliers (million AED) – ADNEC Centre Abu Dhabi and ADNEC Centre Al Ain	58	171	210	223	149	117
204-1	Procurement Spend on Local Suppliers (%) – ADNEC Centre Abu Dhabi and ADNEC Centre Al Ain	98.3%	96.1%	95.0%	90.7%	100.0%	95.0%
204-1	*Procurement Spend on Local Suppliers (million AED) – ADNEC Group	NA	NA	NA	NA	1,344	1,322
204-1	* Procurement Spend on Local Suppliers (%) – ADNEC Group	NA	NA	NA	NA	72.0%	73.0%
204-1	Total Number of Local Suppliers Engaged (#) - Excludes ADNEC Media and ADNEC F&B	NA	420	327	858	641	720
204-1	*Total Number of Local Suppliers Engaged (#) - ADNEC Group	NA	NA	NA	NA	1,661	2,240
<i>*Supplier metrics have been expanded to cover all business clusters within ADNEC Group and will be reported from 2024 onwards.</i>							
Workforce Overview		2020	2021	2022	2023	2024	2025
102-8	Total Number of Employees (FTE) (#)	667	665	3,111	4,609	5,756	8,926
102-8	Full-Time Employees (#)	587	584	2,992	4,536	5,629	8,796
102-8	Part-Time Employees (#)	80	81	119	73	127	130
405-1	Full Time Employees in Senior Management (#) *(Grades 0-2b)	38	37	40	53	76	79
405-1	Female Employees in Senior Management (#) *(Grades 0-2b)	3	3	5	6	13	17
405-1	Male Employees in Senior Management (#) *(Grades 0-2b)	35	34	35	47	63	62

405-1	Female Full-Time Employees (#)	170	171	1,019	811	942	1,232
405-1	Male Full-Time Employees (#)	417	413	1,973	3,725	4,687	7,564
405-1	Number Of Nationalities Across the Workforce (#)	29	28	104	77	76	80
<i>*Grades (0-2b) – Includes MD & Group CEO, C-Level Suite, Executive Directors & Directors</i>							
Human Capital		2020	2021	2022	2023	2024	2025
405-1	Male / Female Ratio (Full Time Employees)	2.5	2.4	1.9	4.6	5.0	6.1
401-1	Voluntary Turnover Rate (%)	4.6	4.2	3.6	4.2	9.3	9.8
401-2	Accommodation Facilities (#)	NA	NA	NA	11	14	26
NA	Average Employee Age (#)	NA	NA	NA	41.6	34.4	34.2
404-1	**No. of Trainings Programmes Conducted (#)	442	473	407	201	*1,283	1001
419-1	Employee Related Legal Cases (#)	NA	NA	NA	0	0	0
<i>*Introduction of LinkedIn Learning Platform **Training Programmes include behavioural, technical, leadership, organisational, knowledge sharing & coaching workshops and sessions</i>							
Training & Development		2020	2021	2022	2023	2024	2025
404-1	Total Training (hours)	9,050	8,813	10,451	10,213	16,451	19,254
404-1	Average Training per employee per year (hours)	NA	NA	21.3	18.0	19.0	19.0
Nationalisation		2020	2021	2022	2023	2024	2025
405-1	*UAE Nationals Among Full Time Workforce (#)	123	119	147	206	270	250
405-1	Nationals In Senior Management Positions and Above (#) **L1 & L2	6	6	6	7	7	6
405-1	Nationals In Senior Management Positions and Above (#) **L1, L2 & L3	21	19	20	20	19	18
<i>*Figures include white-collar employees only **L1: Managing Director & Group CEO **L2: C-Level Suite – Direct Reports to Managing Director & Group CEO **L3: Direct Reports to C-Level Suite and/or Managing Director & Group CEO</i>							
Occupational Health and Safety		2020	2021	2022	2023	2024	2025
403-9	Total Employee Manhours (#)	1,398,032	1,393,840	6,520,656	9,660,464	12,064,576	18,436,416
403-9	Total Contractor Manhours (#) – ADNEC Centre Abu Dhabi	159,000	146,808	690,720	1,076,688	1,344,732	1,679,556
403-9	Total Contractor Employees (FTE) – ADNEC Centre Abu Dhabi	1,106	3,838	1,863	8,630	8,367	10,789
403-9	Employee Fatalities (#)	0	0	0	0	0	0
403-9	Contractor Fatalities (#)	0	0	0	0	0	0
403-9	Employee Total Recordable Injuries (#) – ADNEC Centre Abu Dhabi	10	4	6	6	3	0
403-9	Contractor Total Recordable Injuries (#) – ADNEC Centre Abu Dhabi	47	27	81	120	116	59
403-9	Employee Lost-Time Injuries (#) – ADNEC Centre Abu Dhabi	4	4	0	0	0	0

Community Engagement and Investment		2020	2021	2022	2023	2024	2025
413-1	Discount / Free Services to Community (AED)	430,000	3,256,000	6,928,000	8,895,023	7,903,784	41,987,891
413-1	Number of Employee Volunteering Hours (#)	24,480	10,840	4,658	13,453	20,016	130,650
Economic Impact		2020	2021	2022	2023	2024	2025
203-1	ADNEC Economic Impact GVA (AED Billion)	1.4	2.4	3.6	7.4	8.6	9.2
203-2	Jobs Supported (#)	7,591	13,392	21,000	51,461	62,138	70,000+
Anti-Corruption, Anti-Money Laundering, and Combating the Financing of Terrorism		2020	2021	2022	2023	2024	2025
205-1	Percentage Of Business Clusters Analysed for Risks Related to Money Laundering and The Financing of Terrorism (%)	0	50%	100%	100%	100%	100%
205-2	Percentage Of Workforce Formally Certified and Compliant with The Anti-Corruption Policy (%)	100%	100%	81%	92%	100%	100%
205-1	*Percentage Of Operations Assessed for Risk Related to Corruption (%)	33%	33%	33%	33%	33%	33%
205-3	Number Of Corruption Incidents (#)	0	0	0	3	0	0
205-3	Number Of Non-Monetary Sanctions (#)	0	0	0	0	0	0
*ADNEC Group's three-year internal audit cycle covers all operations and assesses them against the full risk universe, which includes corruption-related risks.							
Anti-Competitive Behaviour		2020	2021	2022	2023	2024	2025
206-1	Reported Instances or Legal Actions Related to Anti-Competitive Practices (#)	0	0	0	0	0	0
205-2	Percentage of Workforce Formally Certified and Compliant with the Anti-Competitive / Conflict of Interest Policy (%)	100%	100%	100%	100%	100%	100%

Prevention of Human Rights Violations		2020	2021	2022	2023	2024	2025
406-1	Incidents of Discrimination Reported (#)	0	0	0	0	0	0
406-1	Incidents of Abusive Behaviour Reported (#)	0	0	0	0	0	0
406-1	Incidents of Harassments Reported (#)	0	0	0	0	0	0
Audit and Internal Control		2020	2021	2022	2023	2024	2025
205-2	Percentage of Completion of "Conflict of Interest Declarations" By ADNEC Group Employees (%)	100%	100%	81%	92%	100%	100%
2-23 2-29	Percentage of ADNEC Group *Key Governance Documents Reviewed for Annual Update (%)	58%	79%	94%	96%	97%	97%
*Key Governance Documents: (DOA, Governance Approach, Risk Management Approach, Code of Conduct, Whistle Blowing Policy, Fraud Control Policy, Business Continuity Approach, Project Management Approach, etc)							
Privacy and Data Security		2020	2021	2022	2023	2024	2025
418-1	The Percentage of ADNEC Group Companies Monitored By 24/7 Security Operations Centre (%)	0%	0%	0%	100%	100%	100%
103-2	The Percentage of ADNEC Group Companies with ISO 27001 Certification (%)	0%	0%	37.5%	62.5%	100%	100%
418-1	UAE Information Assurance (IA) Regulation Compliance (%)	N/A	N/A	N/A	61%	100%	100%
Promotion of Social & Economic Development		2020	2021	2022	2023	2024	2025
419-1	Total Number of Non-Monetary Sanctions (#)	0	0	0	0	0	0
419-1	Total Number of Cases Brought Through Dispute Resolution	1	0	1	0	0	0



About ADNEC Group

ADNEC Group, part of Modon Holding, is renowned for its rich legacy and diverse business operations, stands as a formidable force in global business and leisure tourism. The Group is a leader in managing and developing international strategic assets and contributes to the sustainable growth of Abu Dhabi's economy. ADNEC Group's diverse business clusters span Venues, Events, F&B, Services, Tourism and Media.

The Group operates ADNEC Centre Abu Dhabi, the largest event venue in the MENA region, as well as ADNEC Centre Al Ain, and, in the United Kingdom, the Business Design Centre and the award-winning Excel London.

Capital Events, the events management arm of ADNEC Group, is the leading organiser of some of the world's most iconic events across strategic industry sectors including Defence and Security, Hunting & Equestrian, Maritime Lifestyle, Media, Food & Beverage and Technology. Through its growing portfolio, Capital Events plays a crucial role in supporting Abu Dhabi to achieve its growth objectives as a global hub for business and leisure tourism.

ADNEC Group's Services cluster includes its subsidiary Capital 360 Event Experiences that provides distinguished event experiences to its clients and stakeholders. The Group also launched Capital Protocol in 2023 that provides a specialised VIP protocol service which is operated by its Service cluster.

ADNEC Group F&B cluster consists of Capital Catering and Royal Catering Services, which caters to numerous sectors including aviation, healthcare, defence, energy, business and industry, and event venues.

Tourism 365, the Group's tourism arm, delivers tailored tourism services and operates Capital Holidays, a fast-growing tour operator with a global footprint across the UAE, Saudi Arabia, the UK and Germany.

Additionally, twofour54, a key player in Abu Dhabi's sustainable media and film industry, is part of ADNEC Group's diversified portfolio, further reinforcing its role in advancing the emirate's creative economy.

Recognised internationally for its commitment to excellence, innovation, and sustainability, ADNEC Group has garnered numerous awards, solidifying its status as a leader in the industry.

ADNEC VENUES

adnec centre
abu dhabi
مركز أدنيك أبوظبي

adnec centre
at ain
مركز أدنيك العين

excel
لندن LONDON

BUSINESS
DESIGN
CENTRE

ADNEC EVENTS

capital events
كابيتال للفعاليات



ADNEC F&B

capital catering
كابيتال للضيافة

capital catering+
كابيتال للضيافة+



ADNEC SERVICES

capital 360
360 كابيتال
event experiences
لتجارب الفعاليات

capital protocol
كابيتال بروتوكول

ADNEC TOURISM

tourism 365
365 سياحة
business & leisure
للأعمال والترفيه

capital holidays
كابيتال للعطلات

ADNEC MEDIA

twofour54
أبوظبي abu dhabi

ADNEC Group: Corporate Strategy

ADNEC Group's strategy is anchored in an integrated framework designed to drive long-term value creation, market leadership, and sustainable impact across all business clusters. This framework is guided by four strategic goals.

Strategy Goals



Our Focus



Our Strengths

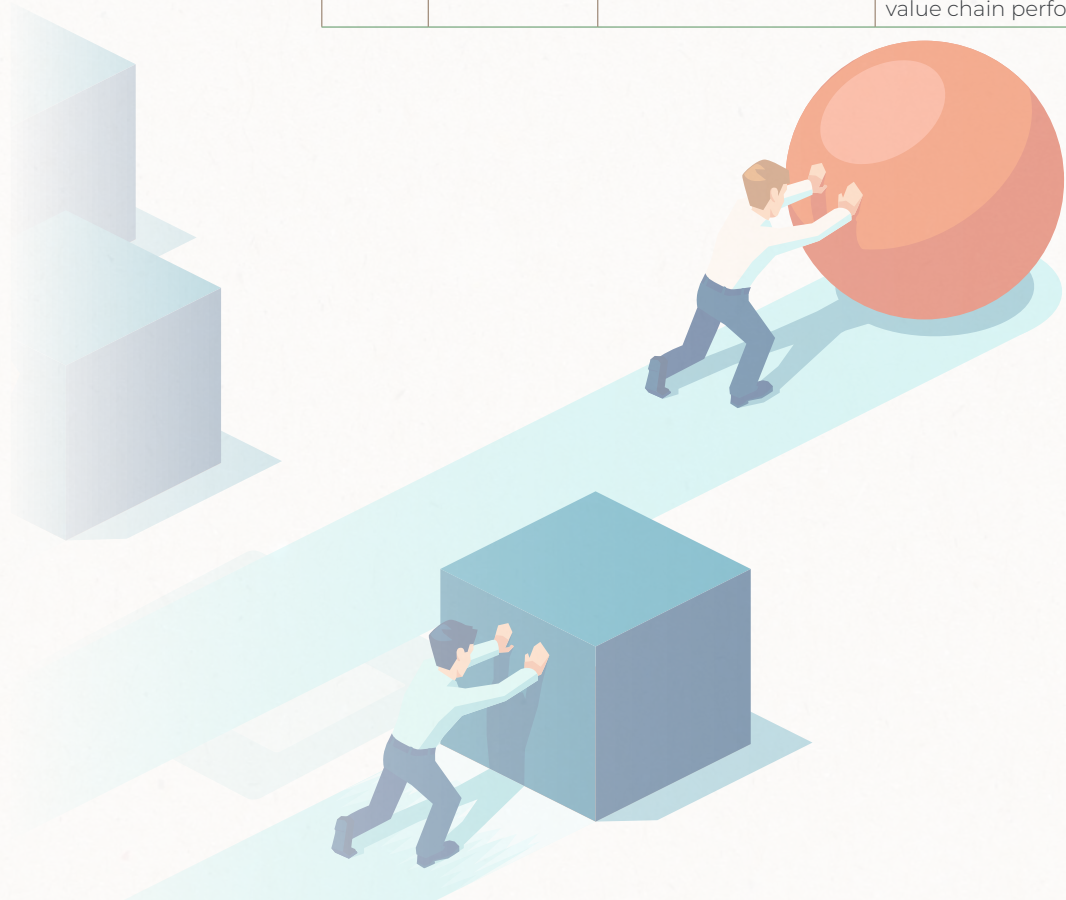


National and International Mandates

As a global player with strong local roots, ADNEC Group aligns its sustainability strategy with leading national and international frameworks, reinforcing our commitment to long-term value creation and responsible governance. These frameworks guide our ESG-related decision-making, support UAE national priorities, and ensure adherence to global best practices.

Sector	Scope	Title	Overview
General	International	United Nations Sustainable Development Goals	A universal framework comprising 17 goals adopted by all UN member states to end poverty, protect the planet, and ensure prosperity for all by 2030.
		United Nations Global Compact (UNGC)	A voluntary initiative based on ten principles covering human rights, labour standards, environmental protection, and anti-corruption practices.
		Global Reporting Index (GRI)	An internationally recognised framework that provides a standardised approach to sustainability reporting, enhancing transparency, comparability, and stakeholder engagement.
	National	UAE Principles of the 50	Ten strategic principles guiding the UAE's long-term economic, political, and social development, emphasising sustainability, human capital, and global partnerships.
		Green Agenda 2030	A UAE-wide action plan aimed at accelerating the transition to a green economy through sustainable economic growth, environmental stewardship, and increased competitiveness.
		UAE Net Zero 2050	A national commitment to achieving net-zero carbon emissions by 2050, promoting sustainable development, clean energy, and low-carbon economic diversification.
		Abu Dhabi Climate Change Strategy	A strategic framework aimed at reducing Abu Dhabi's greenhouse gas emissions and enhancing resilience to climate change through comprehensive mitigation and adaptation initiatives.
		UAE Energy Strategy 2050	A national strategic roadmap focused on diversifying the UAE's energy sources, enhancing energy efficiency, and increasing the share of renewable and clean energy to ensure sustainable economic growth.
		We the UAE 2031	A comprehensive national vision outlining strategic objectives and initiatives to position the UAE as a global leader in innovation, sustainable development, economic prosperity, and societal well-being by 2031.
		Abu Dhabi Economic Vision 2030	A long-term strategic plan designed to diversify Abu Dhabi's economy, reducing reliance on oil by developing high-value, knowledge-driven sectors and promoting sustainable economic growth and competitiveness.
		Abu Dhabi Environment Vision 2030	A long-term strategic plan integrating economic growth with environmental sustainability, focusing on resource efficiency, biodiversity conservation, and quality of life improvements in Abu Dhabi.
		In-Country Value (ICV) Program	A UAE national initiative designed to stimulate local economic development, enhance competitiveness, and promote local content, employment, and investments within supply chains.

Sector	Scope	Title	Overview
General	National	Modon Holding ESG Policy & Strategy	Modon Holding's ESG governance framework, guiding and embedding environmental, social, and governance principles across all subsidiaries, including ADNEC Group.
Sector Related	International	Net Zero Carbon Events (NZCE)	An events industry-led initiative committed to halving greenhouse gas emissions by 2030 and achieving net zero emissions by 2050, aligned with the Paris Agreement targets.
		Science Based Targets Initiative (SBTi)	An initiative that guides companies in setting scientifically aligned, measurable greenhouse gas emission reduction targets to effectively address climate change.
	National	ADNEC Group Corporate Strategy	ADNEC Group's corporate strategy, defining ambitions and targets for sustainable growth, stakeholder value creation, and integrated ESG management across its investments and operations.
		ADNEC Group ESG Strategy and Framework	ADNEC Group's ESG-specific strategy outlining clear sustainability objectives, targets, and governance processes that guide responsible operations across all business clusters.
		ADNEC Group Social Impact Policy and Strategy	A unified framework that defines, measures, and manages the social value created across operations, assets, and the broader business ecosystem, linking workforce, community, and value chain performance into a single system.



Stakeholder Engagement at ADNEC Group

At ADNEC Group, meaningful stakeholder engagement is central to our ability to generate long-term value and successfully deliver on our ESG commitments. The Stakeholder Wheel below illustrates the diverse ecosystem within which we operate, highlighting both the breadth and depth of relationships across our value chain. Stakeholders positioned closer to the centre indicate a higher level of engagement, essential for achieving collaborative, responsible, and sustainable outcomes.

Stakeholder Wheel

Proximity to the center of wheel indicates intensity of required engagement.



Strategic Partners: National and international entities that guide or influence policymaking, strategic direction, and sector alignment.

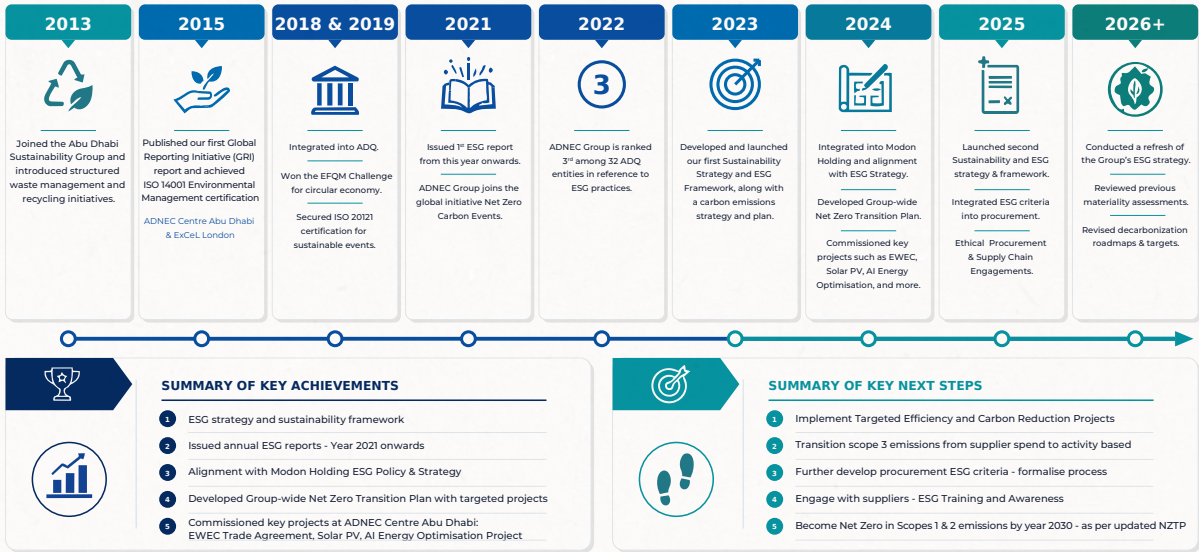
Operational Partners: Organisations supporting safety, logistics, and the delivery of exceptional, high-quality experiences.

Customers: Event organisers, venue visitors, tenants, and clients at the core of our service delivery.

Suppliers: Vendors, service providers, contractors, and consultants who contribute to driving operational excellence.

Society: Local communities, NGOs, and civic organisations with whom we actively engage and impact through our activities.

Employees: Our workforce, essential to performance, organisational culture, and sustained long-term success.



Our ESG Approach

1. Strategic Alignment

ADNEC Group's ESG Framework and Strategy are aligned with the Group's overall Corporate Strategy and guided by shareholder directions.

2. Vision and Aspirations

The Group's ESG vision and aspirations are shaped by shareholder priorities and relevant external frameworks, including the UN Sustainable Development Goals (SDGs), Science-Based Targets Initiative (SBTi), and UAE national priorities.

3. Implementation and Action Plans

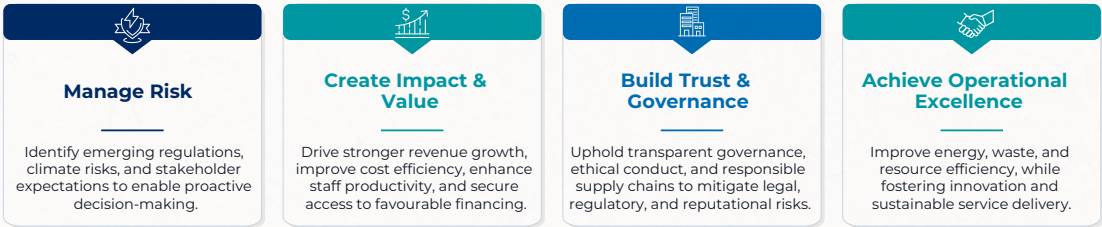
Guided by the overarching ESG Strategy, targeted sub-strategies and detailed action plans are developed and implemented across ADNEC Group to effectively deliver ESG objectives.

4. Subsidiary and Cluster Contributions

Each subsidiary or business cluster actively contributes to the Group's ESG Strategy by defining tailored goals- and action plans. These are aligned with Group-level strategic direction, while addressing specific material topics, operational requirements, constraints, and stakeholder expectations unique to their context.

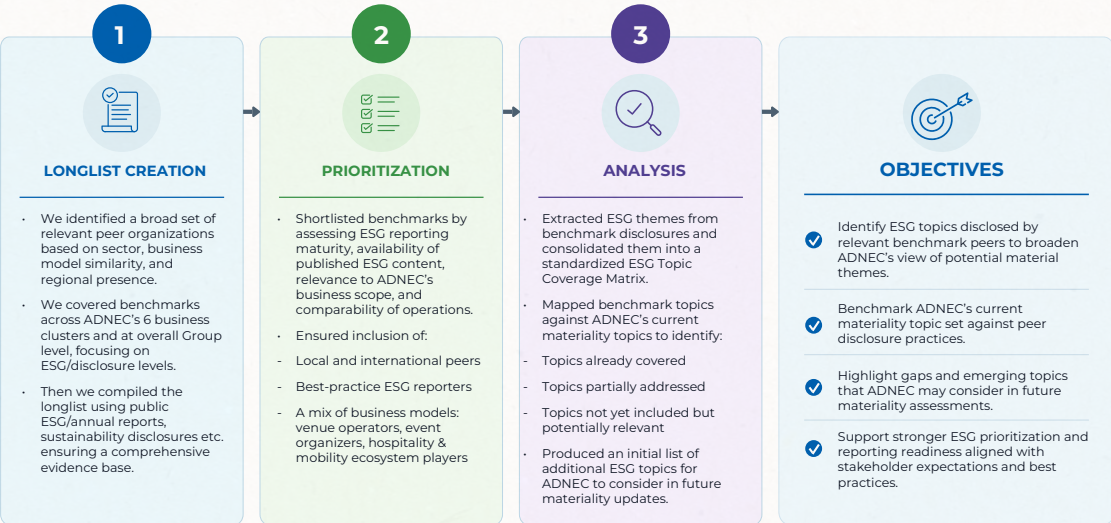
ESG as a Driver of Long-Term Value

ADNEC Group's ESG framework strategically aligns environmental, social, and governance priorities with business performance. By applying a unified set of metrics across all clusters, we enhance our capability to:



Benchmark Approach Overview: Materiality assessment

Methodological Approach



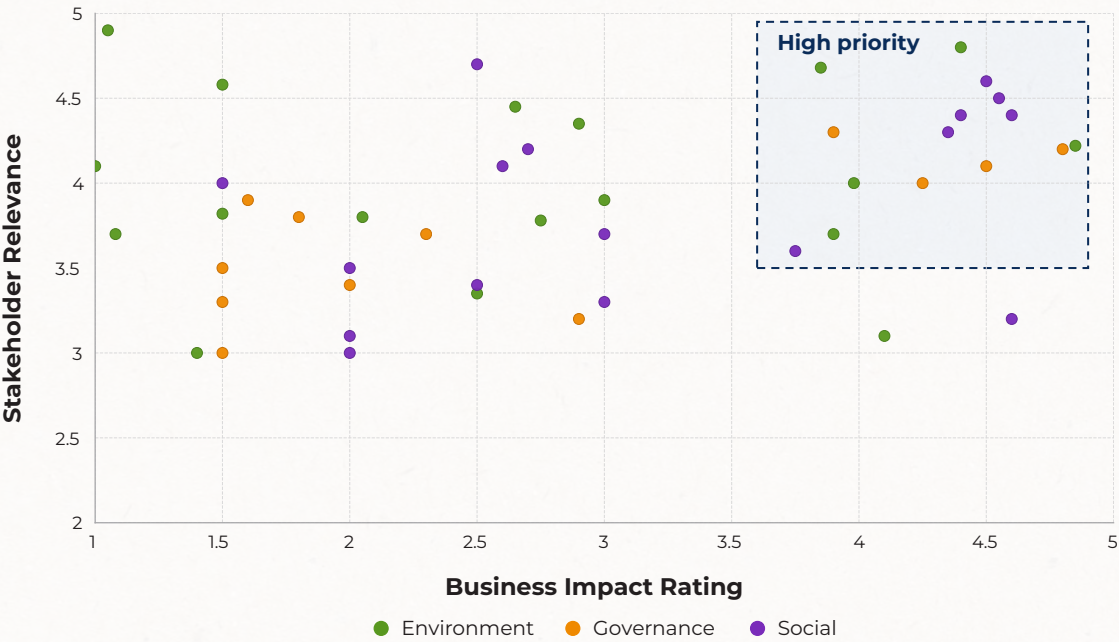
In 2026, ADNEC Group undertook a comprehensive update of its materiality assessment to better reflect the organisation's evolving strategy, stakeholder expectations, and growing ESG responsibilities across all six business clusters. Building on the foundation established in 2022, the assessment utilised the same structured scoring methodology while substantially expanding the scope of material topics and deepening the analytical rigor.

ESG Value Creation Framework



Material ESG Topics

The Material Topics outline what issues matter most to the Group's stakeholders and to the business itself – in surveying and engaging internal and external stakeholders; the Group was able to identify 20 material topics.



Materiality analysis was updated based on the peer-benchmarking exercise

Environment

- Carbon Footprint and Greenhouse Gas emissions
- Energy Efficiency
- Waste Management and Circular Economy
- Sustainable Materials
- Renewable Energy
- Water Conservation and Management
- Biodiversity & natural capital (new topic)
- Pollution (new topic)

Social

- Workforce Well-Being
- Work-Life Balance
- Gender Balance and Equal Opportunity
- Nationalisation
- Customer Experience & Satisfaction
- Community Initiatives and Engagement
- Health & Safety
- Economic impact (new topic)
- Human rights (incl. supply chain) (new topic)
- Talent training & retention (new topic)

Governance

- Ethical Sourcing and Supply Chain Oversight
- Data Security and Integrity
- Business Ethics and Values
- Corporate Governance
- Business Continuity and Resilience
- Transparency and ESG Disclosures
- Operational Excellence and Innovation

ADNEC Group: ESG Strategy

Our Pledge

“ Create long-term value for all our stakeholders through consciously ethical and sustainable practices across our group activities ”

Contributions to UAE Strategies

- Abu Dhabi Climate Change Strategy
- We the UAE 2031
- UAE Principles of the 50
- UAE Net Zero 2050
- Abu Dhabi Economic Vision 2030
- UAE Energy Strategy 2050
- Abu Dhabi Environment Vision 2030
- Green Agenda 2030
- In-Country Value (ICV) Program

Contributions to UN SDGs



PRIORITY 1 Protecting Our Land, Air, and Seas	PRIORITY 2 Growing and Investing in Our Employees	PRIORITY 3 Collaborating with Our Communities, Partners, & Suppliers	PRIORITY 4 Safeguarding Our Assets and Values
MATERIAL ISSUES - Carbon Footprint and GHG Emissions - Energy Efficiency - Waste Management and Circular Economy - Sustainable Materials - Renewable Energy - Water Conservation and Management - Biodiversity & natural capital - Pollution	MATERIAL ISSUES - Workforce Well-Being - Work-Life Balance - Gender Balance and Equal Opportunity - Nationalisation - Health & Safety - Talent training & retention	MATERIAL ISSUES - Customer Experience & Satisfaction - Community initiatives and Engagement - Health & Safety - Economic impact - Human rights, incl. supply chain	MATERIAL ISSUES - Ethical Sourcing and Supply Chain Oversight - Data Security and Integrity - Business Ethics and Values - Corporate Governance - Business Continuity & Resilience - Transparency and ESG Disclosures - Operational Excellence and Innovation
KEY METRICS - Scope 1, 2 & 3 GHG emissions (Absolute & Intensity) - Renewable energy consumption (% of total use) - Energy, water & waste intensity per event/visitor - Waste diversion & food waste valorisation rates % of sustainable materials used in operations & events - Climate risk assessments & mitigation actions - Green building certifications (LEED / Estidama) - Water reuse & quality management projects	KEY METRICS - Employee satisfaction & engagement scores - Occupational health & safety indicators (LTI, incident rate) - Gender diversity & leadership representation - Emiratization rate & retention of UAE talent - Participation in training, development & upskilling programmes - Volunteer hours and employee social impact participation - Training hours	KEY METRICS - Supplier ESG compliance rate & ethical sourcing audits % of local and sustainable procurement spend - Community investment, (amount, beneficiaries, partnerships) - Customer satisfaction (NPS, complaints resolved) - Engagement in cultural inclusion and accessibility programmes	KEY METRICS - ESG reporting alignment (GRI, TCFD, SDGs) - ESG assurance & verification status - Data breaches & cybersecurity incident frequency - Whistleblowing reports & resolution rate - Business continuity test coverage & scenario simulation frequency - Compliance with internal controls & ethics training participation
GOALS - Significantly reduce Scope 1, 2, and 3 greenhouse gas emissions by improving energy efficiency, transitioning to renewable energy, and managing emissions from logistics and travel. - Minimise waste generation by enhancing recycling, promoting reuse, and prioritising sustainable and recyclable materials through circular economy practices. - Strengthen infrastructure and operational resilience by proactively addressing climate-related risks, implementing green building practices, and managing environmental impacts across events. - Responsibly manage natural resources by optimising water use, reducing pollution and protecting soil and land quality.	GOALS - Foster a supportive workplace by prioritising employee well-being, work-life balance, and occupational health and safety, creating a resilient and productive workforce. - Promote diversity, gender balance, and equal opportunity through inclusive hiring practices, development opportunities, and equitable career advancement. - Accelerate nationalisation and talent retention by investing in continuous training and development, preserving Emirati culture and identity, and positioning the organisation as an employer of choice. - Uphold fundamental human rights and proactively prevent discrimination, while encouraging employees to actively engage in meaningful volunteerism and community initiatives.	GOALS - Build strong, long-term relationships with local communities through inclusive engagement, impactful initiatives, and support for youth development and education. - Ensure safe, culturally inclusive, and accessible products and services that meet the diverse needs of ADNEC Group's global and local audiences. - Drive sustainable growth by embedding human rights, innovation, and ethical practices across our value chain and partnerships.	GOALS - Promote ethical conduct, responsible communication, and transparent governance practices that uphold stakeholder trust and regulatory compliance. - Strengthen cyber security, business continuity, and risk governance frameworks to ensure secure, adaptive, and future-ready operations. - Ensure strong governance, senior management diversity, and responsible sourcing through robust oversight and alignment with ESG principles.

ESG Priority Areas



Protecting Our Land, Air, and Seas

Minimise ADNEC Group's environmental footprint by reducing emissions, conserving natural resources, and advancing climate and ecosystem resilience across all operations.



Growing and Investing in Our Employees

Foster an inclusive, empowered, and future-ready workforce by advancing well-being, equity, skills development, and national talent integration across all business clusters.

Material Topics

- | | |
|---|---|
| <ol style="list-style-type: none">1. Carbon Footprint and Greenhouse Gas Emissions2. Energy Efficiency3. Waste Management and Circular Economy4. Sustainable Materials5. Renewable Energy6. Water Conservation and Management7. Biodiversity & natural capital8. Pollution | <ol style="list-style-type: none">1. Workforce Well-Being2. Work-Life Balance3. Gender Balance and Equal Opportunity4. Nationalisation5. Health & Safety6. Economic Impact7. Human Rights (including supply chain)8. Talent Training and Retention |
|---|---|

Other Relevant Topics

- | | |
|---|---|
| <ol style="list-style-type: none">1. Green Building and Infrastructure2. Emissions from Travel and Logistics3. Event-Based Environmental Footprint4. Soil & Land Use Impact5. Water Quality Management6. Climate Risk and Resilience | <ol style="list-style-type: none">1. Non-Discrimination2. Emirati Culture and Identity3. Employee Training and Development4. Volunteerism & Employee Social Impact |
|---|---|

UN SDG Contributions

Protecting Our Land, Air, and Seas



Growing and Investing in Our Employees



ESG Goals



1. Significantly reduce Scope 1, 2, and 3 greenhouse gas emissions by improving energy efficiency, transitioning to renewable energy, and managing emissions from logistics and travel.
2. Minimise waste generation by enhancing recycling, promoting reuse, and prioritising sustainable and recyclable materials through circular economy practices.
3. Strengthen infrastructure and operational resilience by proactively addressing climate-related risks, implementing green building practices, and managing environmental impacts across events.
4. Responsibly manage natural resources by optimising water use, reducing pollution and protecting soil and land quality.



1. Foster a supportive workplace by prioritising employee well-being, work-life balance, and occupational health and safety, creating a resilient and productive workforce.
2. Promote diversity, gender balance, and equal opportunity through inclusive hiring practices, development opportunities, and equitable career advancement.
3. Accelerate nationalisation and talent retention by investing in continuous training and development, preserving Emirati culture and identity, and positioning the organisation as an employer of choice.
4. Uphold fundamental human rights and proactively prevent discrimination, while encouraging employees to actively engage in meaningful volunteerism and community initiatives.

ESG Priority Areas



Collaborating with Our Communities, Partners & Suppliers

Create shared value through meaningful partnerships, inclusive customer experiences, and active community engagement that enhances societal well-being and long-term stakeholder trust.



Safeguarding our Assets & Values

Uphold the highest standards of governance, integrity, and operational resilience to protect ADNEC Group's people, data, reputation, and long-term value.

Material Topics

- | | |
|--|--|
| <ol style="list-style-type: none">1. Customer Experience & Satisfaction2. Community Initiatives and Engagement3. Health & Safety | <ol style="list-style-type: none">1. Ethical Sourcing and Supply Chain Oversight2. Data Security and Integrity3. Business Ethics and Values4. Corporate Governance5. Business Continuity & Resilience6. Transparency and ESG Disclosures7. Operational Excellence and Innovation |
|--|--|

Other Relevant Topics

- | | |
|--|---|
| <ol style="list-style-type: none">1. Cultural Accessibility and Inclusive Tourism2. Equitable Access3. Emirati Culture and Identity4. Human Rights5. Product and Service Innovation6. Youth Engagement & Skills Development | <ol style="list-style-type: none">1. Accurate and Timely Communication2. Board Composition and Diversity3. Fair Competition4. Greenwashing Risk and Communication Integrity5. Project Management6. Regulatory Compliance7. Risk Management and Internal Controls8. Sustainability-Linked Finance Readiness9. Whistleblowing |
|--|---|

UN SDG Contributions

Protecting Our Land, Air, and Seas



Growing and Investing in Our Employees



ESG Goals



1. Build strong, long-term relationships with local communities through inclusive engagement, impactful initiatives, and support for youth development and education.
2. Ensure safe, culturally inclusive, and accessible products and services that meet the diverse needs of ADNEC Group's global and local audiences.
3. Drive sustainable growth by embedding human rights, innovation, and ethical practices across our value chain and partnerships.



1. Promote ethical conduct, responsible communication, and transparent governance practices that uphold stakeholder trust and regulatory compliance.
2. Strengthen cyber security, business continuity, and risk governance frameworks to ensure secure, adaptive, and future-ready operations.
3. Ensure strong governance, senior management diversity, and responsible sourcing through robust oversight and alignment with ESG principles.

ADNEC Group: Social Impact Strategy

In 2025, ADNEC Group formalised its Social Impact Strategy, establishing a unified framework to define, measure, and manage the social value generated through its operations, assets, and ecosystem.

As a platform that convenes millions of people across events, venues, tourism, media, and services, ADNEC Group creates impact at scale. This impact extends beyond direct operations into employment, economic participation, knowledge transfer, and community engagement. The strategy translates this inherent value into a structured system that links operational activity to measurable outcomes and long-term societal value.

The strategy builds on ADNEC Group's existing ESG foundations and aligns with national priorities, including We the UAE 2031 and Abu Dhabi Economic Vision 2030, while maintaining alignment with global frameworks such as the UN Sustainable Development Goals and the UN Guiding Principles on Business and Human Rights.

Definition of Social Impact

ADNEC Group defines social impact as the measurable changes in the well-being, opportunities, and capabilities of people and communities resulting from its operational activities and ecosystem.

This definition is outcome-based. It focuses on the change created through ADNEC Group's activities rather than the activities themselves. It captures both direct and indirect effects and applies across all stakeholder groups, including employees, visitors, exhibitors, suppliers, and local communities

Strategic Positioning

Social impact is embedded within ADNEC Group's business model. The Group operates as a large-scale platform that enables participation, economic activity, and knowledge exchange. This position creates a direct link between commercial scale and societal value.

The strategy responds to four structural drivers:

- Alignment with national development agendas and economic diversification priorities
- Integration into Modon Holding's ESG governance and performance requirements
- Increasing expectations from international clients, investors, and partners
- The need to quantify and manage non-financial value with the same rigour as financial performance

Through this approach, social impact is treated as a core performance dimension, not a parallel initiative.

Social Impact Pillars

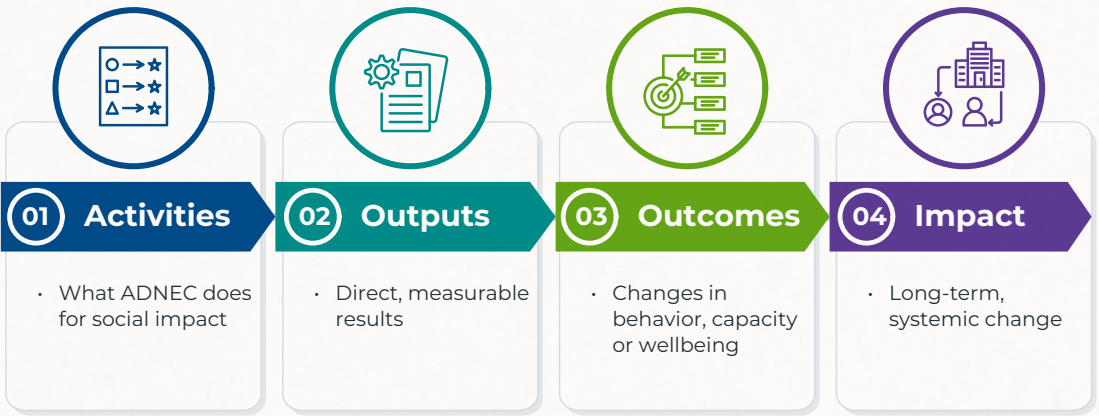
ADNEC Group's social impact is structured across six pillars that reflect where the Group creates the most material value:

These pillars capture the full range of ADNEC Group's impact pathways. They define how value is created, who benefits, and how performance is measured across all business clusters.



Social Value Creation Model

ADNEC Group applies a structured model to convert operational scale into measurable social outcomes. This model ensures that social impact is measured through defined cause-and-effect relationships rather than standalone metrics. It also enables consistent aggregation across different clusters and activities.



Stakeholder Impact

Integration with ESG Strategy

The Social Impact Strategy forms a core component of ADNEC Group's ESG framework. It operationalises the social pillar by linking workforce, community, and value chain performance into a single system.

Social impact performance is integrated into:

- Group ESG governance and reporting structures
- Monthly performance tracking aligned with Modon requirements
- Annual ESG disclosures aligned with international reporting standards

This ensures that social value is measured, managed, and reported with the same discipline as environmental and financial performance.

Stakeholder Group	Nature of Social Value Created	Primary Pillar(s)	Key Engagement Mechanism
Visitors and Attendees	Access to knowledge, cultural experiences, networking, and economic opportunity	Pillars 2, 4, 5	Event participation, surveys, accessibility programs
Exhibitors and Organizers	Business lead generation, market access, brand visibility, revenue growth	Pillar 1, 2	Exhibition platforms, B2B matchmaking, ADNEC Events services
SMEs and Local Suppliers	Revenue generation, market access, skills development, supply chain inclusion	Pillar 1, 6	Procurement processes, supplier development programs
Local Communities	Access to civic infrastructure, cultural programming, community events, employment	Pillars 3, 4	Community engagement programs, subsidized venue access
Temporary and Contract Workforce	Employment, fair wages, skills development, safe working conditions	Pillar 3, 6	Labor standards, training programs, grievance mechanisms
Emirati and UAE National Workforce	Preferential employment pathways, skills development, leadership opportunities	Pillar 3	Emiratization Program, mentorship, career development
Industry Professionals	Knowledge access, professional development, global networking	Pillar 2	Conferences, forums, professional events
Government and Economic Development Partners	National mandate delivery, ICV contribution, economic diversification data	Pillars 1, 2, 3	Reporting, strategic alignment, public events
People of Determination	Physical and digital accessibility, inclusive participation	Pillar 5	Accessibility standards, inclusive programming
Supply Chain Workers (Value Chain)	Fair treatment, safe conditions, labor rights, access to grievance mechanisms	Pillar 6	Supplier Code of Conduct, audits, grievance channels
Youth and Students	Skills exposure, educational access, career pathways, mentorship	Pillars 2, 3, 4	Educational events, internships, community programs
Cultural and Heritage organizations	Platform access, audience reach, cultural preservation support	Pillar 4	Cultural event partnerships, subsidized programming

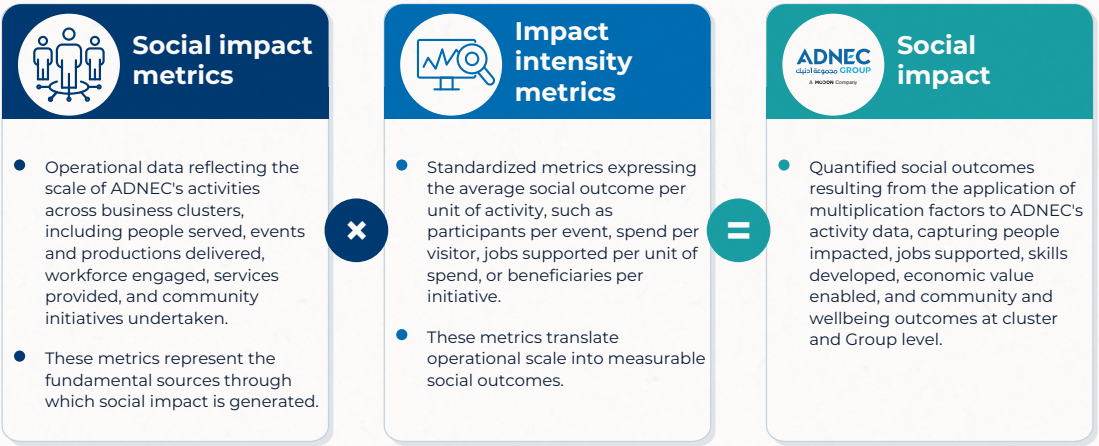
Social Impact Toolkit

Overview

ADNEC Group developed a Social Impact Toolkit to operationalise its Social Impact Strategy and enable consistent, quantitative measurement across all business clusters and events.

The toolkit converts operational data into measurable social outcomes. It provides a standardised approach that allows ADNEC Group to quantify its impact at scale, while maintaining consistency, comparability, and auditability.

Measurement Framework



This framework ensures that reported impact reflects both scale and effectiveness. It replaces activity-based reporting with outcome-based measurement.

Core Impact Dimensions

The toolkit measures social value across key outcome areas:

- Employment and job creation
- Economic value and SME participation
- Knowledge transfer and skills development
- Community access and engagement
- Inclusion and accessibility
- Responsible supply chain practices

As the Social Impact Strategy, Policy and toolkit have only recently been developed, ADNEC Group's social impact value, will be reported starting year 2026 onwards.



Governance and Control

ADNEC Group maintains robust corporate governance practices to ensure compliance with applicable regulations and alignment with recognised international ESG standards. Our governance framework includes continuous evaluation and measurement of ESG performance, independent oversight to reinforce accountability, and regular refinement of governance structures to effectively address evolving sustainability risks and opportunities. By actively monitoring emerging global sustainability trends, we proactively manage potential challenges, safeguard organisational integrity, and consistently align with international best practices and sustainability objectives.

Roles and Responsibilities

Entity	Responsibilities
 Modon Holding Board of Directors	Establishes the overarching sustainability and ESG strategy for Modon Holding and its subsidiaries, including ADNEC Group. Sets strategic objectives, high-level targets, and priorities aligned with applicable mandates and regulations. Provides oversight through regular reviews of ESG performance against established targets as reported by the Group CEO, ensuring accountability and transparency.
Modon Holding Group CEO	Leads the operational integration and execution of Modon Holding's sustainability and ESG strategy across all subsidiaries. Ensures subsidiaries adhere to the established ESG framework and achieve set targets. Reports regularly to the Board of Directors on ESG performance, highlighting key achievements, challenges, and recommended actions.
Modon Holding Executive Management Committee	Supports the Group CEO by reviewing and advising on ESG strategic direction, business planning processes, and priorities. Provides guidance on ESG policy development, strategic targets, procedures, risk management, annual goals, and key performance indicators (KPIs).
ADNEC Group Managing Director & Group CEO	Provides executive leadership and strategic direction for ADNEC Group's sustainability strategy and ESG agenda. Ensures full alignment with Modon Holding's ESG policies, targets, and standards. Oversees the management of ESG performance, risk management frameworks, and sustainability initiatives and projects across the organisation.
ADNEC Group Strategy & Sustainability Department	Leads the development, implementation, and monitoring of ADNEC Group's ESG strategy and initiatives. Manages the ESG performance framework, coordinates sustainability activities across all business clusters, ensures alignment with recognised global ESG standards, and facilitates transparent ESG reporting. Advises senior leadership on sustainability best practices, monitors performance against defined ESG objectives, and recommends areas for continuous improvement. Provides regular reporting to the Managing Director and Group CEO, detailing ESG achievements, challenges, and strategic recommendations.

ESG Awareness and Training

The Strategy & Sustainability Department at ADNEC Group leads ESG awareness and capacity-building initiatives through targeted workshops, knowledge-sharing sessions, and structured training programmes. These programmes are aligned with international ESG standards, promoting continuous learning, enhancing internal capabilities, and driving improved sustainability performance throughout the organisation

Impactful Sustainability Initiatives



WORLD FUTURE ENERGY SUMMIT

World Future Energy Summit 2026

The 2026 edition of the World Future Energy Summit, hosted at ADNEC Centre Abu Dhabi as part of Abu Dhabi Sustainability Week, further reinforced ADNEC Group's position as a leading global platform for sustainability, clean energy, and climate action. The summit brought together more than 51,000 attendees from over 120 countries, alongside government leaders, investors, innovators, and international organisations focused on accelerating the transition towards net zero.

Across the venue, the event showcased advanced solutions in renewable energy, hydrogen, AI-driven sustainability technologies, smart infrastructure, water management, and circular economy innovation. In line with ADNEC Group's sustainability commitments, the event also featured impactful operational sustainability initiatives, including the deployment of reusable foodware systems aimed at reducing single-use plastic waste and supporting circular economy principles. The summit created significant opportunities for knowledge transfer, international collaboration, and sustainable business development, while strengthening Abu Dhabi's role as a global hub for clean energy dialogue and sustainable innovation.

Polygreen: Again, Please

During the 2026 World Future Energy Summit at ADNEC Centre Abu Dhabi, Polygreen launched "Again, Please", an innovative closed-loop reusable foodware system designed to reduce single-use plastic waste at large-scale events and exhibitions. The initiative introduced reusable hot and cold beverage cups made from durable food-grade polypropylene, which were deployed across participating exhibitors throughout the venue. Clearly marked return stations were installed across the event to encourage seamless collection and reuse, helping integrate circular economy principles directly into the visitor experience without disrupting operations. Collected cups were transported to a dedicated industrial wash and sanitisation hub in KEZAD, the first facility of its kind in the UAE developed specifically to support high-volume reusable foodware systems. Once cleaned and sanitised, cups were rapidly redeployed back into circulation, while damaged or end-of-life cups were recycled locally, ensuring materials remained within a fully closed-loop system. The initiative demonstrated how reusable systems can operate effectively within high-footfall event environments while supporting Abu Dhabi's wider single-use plastic reduction policies and circular economy ambitions. In collaboration with the Environment Agency – Abu Dhabi, the initiative also contributed towards developing a broader reusable foodware ecosystem for Yas Island and other large-scale destinations across the Emirate.

Clean Energy Partnership with EWEC Advancing Net Zero at ADNEC Centre Al Ain



In 2026, ADNEC Group achieved another major milestone in its decarbonisation journey through a strategic partnership with EWEC to power ADNEC Centre Al Ain entirely with clean and renewable energy. The agreement marked a significant advancement in ADNEC Group's long-term sustainability strategy and reinforced its commitment to achieving net zero carbon events by 2045, five years ahead of the UAE's national net zero target. As one of the region's leading event venues, ADNEC Centre Abu Dhabi and ADNEC Centre Al Ain host more than 500 events annually, and under the new agreement, all electricity consumed at the venues is now matched with clean energy supplied through EWEC and verified through International Renewable Energy Certificates (I-RECs) issued by the Abu Dhabi Department of Energy. This results in zero carbon emissions associated with the venue's electricity consumption under market-based accounting principles.

The agreement was signed by Humaid Al Dhaheri, Group Chief Executive Officer of ADNEC Group, and Ahmed Ali Alshamsi, Chief Executive Officer of EWEC, reflecting a shared commitment towards accelerating the UAE's clean energy transition and decarbonising major economic sectors. The partnership builds on the successful collaboration between both organisations following the transition of ADNEC Centre Abu Dhabi to clean energy in 2025. Through this expanded agreement, ADNEC Group further strengthened its position as a regional and international leader in sustainable venue operations and responsible event management.

The transition of ADNEC Centre Al Ain to clean energy also represents a broader strategic milestone for ADNEC Group, as all four of its major venues, including ADNEC Centre Abu Dhabi, ADNEC Centre Al Ain, ExCeL London, and Business Design Centre, are now powered entirely by clean and renewable electricity. This achievement demonstrates the Group's systematic approach towards reducing Scope 2 greenhouse gas emissions across its portfolio while embedding sustainability into the core of its operations and growth strategy.

The clean energy supplied through EWEC is backed by I-RECs verified by the Abu Dhabi Department of Energy, providing internationally recognised certification that the electricity consumed is generated from renewable and clean energy sources. This mechanism enables transparent and credible reporting of emissions reductions while supporting the development and growth of the UAE's clean energy sector. The initiative also contributes directly towards Abu Dhabi and UAE sustainability objectives, including economic diversification, energy transition, and climate action.

The partnership further enhances the sustainability profile of events hosted at ADNEC venues by significantly reducing the carbon footprint associated with venue electricity consumption. Organisers, exhibitors, and visitors increasingly seek venues with strong environmental credentials and measurable sustainability performance. Through initiatives such as the EWEC clean energy partnership, ADNEC Group continues to provide a lower-carbon platform for international exhibitions, conferences, conventions, and business events while demonstrating leadership within the global MICE industry.

This milestone forms part of ADNEC Group's wider decarbonisation and sustainability programme, which includes renewable energy deployment, energy efficiency optimisation, responsible procurement, circular economy initiatives, sustainable event operations, and ESG integration across all business clusters. By transitioning all venues to clean and renewable electricity and continuing to invest in innovative sustainability solutions, ADNEC Group is helping shape the future of sustainable events and supporting the UAE's vision for a more resilient and low-carbon economy.

One year of Clean Energy at ADNEC Centre Abu Dhabi, in partnership with EWEC

Following ADNEC Group's landmark agreement with EWEC in 2024, ADNEC Centre Abu Dhabi continued its transition towards low-carbon venue operations through the supply of certified clean electricity backed by International Renewable Energy Certificates (I-RECs). Since the signing of the agreement, a total of 36,658 MWh of clean energy has been supplied to the venue through renewable and clean energy sources. Based on UAE grid emission factors, this is equivalent to approximately 13,900 tonnes of Scope 2 carbon dioxide equivalent (tCO2e) emissions offset through market-based accounting. The initiative further reinforces ADNEC Group's commitment to achieving net zero carbon events by 2045 while positioning ADNEC Centre Abu Dhabi as a regional leader in sustainable venue operations and responsible event management.

Rooftop Solar PV Project: Renewable Energy at ADNEC Centre Abu Dhabi



In January 2025, ADNEC Group advanced its Net Zero Transition Plan by signing a 15-year Power Purchase Agreement (PPA) with Positive Zero during the World Future Energy Summit for the development of a 5 MWp rooftop solar photovoltaic (PV) system at ADNEC Centre Abu Dhabi. The project is expected to generate approximately 8.57 million kWh of renewable electricity annually, meeting nearly 30% of the venue's electricity demand and reducing annual carbon emissions by approximately 3,256 metric tonnes of CO2e.

Since the signing of the agreement, the project has achieved a major implementation milestone through obtaining approval from Abu Dhabi Municipality following detailed structural assessments, engineering studies, and technical reviews. Construction activities are expected to commence following final authority approvals, with project energisation targeted by the end of 2026. Managed by SirajPower, the generation arm of Positive Zero, the installation will utilise a non-penetrating mounting system designed to preserve rooftop integrity while supporting long-term operational reliability.

The project continues to be overseen through a dedicated cross-functional steering committee comprising representatives from Facilities Management, Operations, Strategy, and Sustainability to ensure alignment with operational, technical, and ESG objectives. Once operational, the system will incorporate real-time monitoring and performance verification capabilities to optimise electricity generation, track emissions reductions, and support transparent sustainability reporting.

This initiative represents a major step in reducing ADNEC Centre Abu Dhabi's reliance on grid electricity while strengthening operational resilience and reinforcing ADNEC Group's position as a regional leader in sustainable venue operations and low-carbon event infrastructure.



This Redemption Statement has been produced for
ABU DHABI NATIONAL EXHIBITIONS COMPANY PJSC (ADNEC)

by

EMIRATES WATER AND ELECTRICITY COMPANY

confirming the Redemption of

13 703.000000

I-REC Certificates, representing 13 703.000000 MWh of
electricity generated from renewable sources

This Statement relates to electricity consumption located at or in

**Abu Dhabi
United Arab Emirates**

in respect of the reporting period

2024-11-01 to 2025-04-30

The stated Redemption Purpose is

Redemption for clean energy consumption claims



This Redemption Statement has been produced for
ABU DHABI NATIONAL EXHIBITIONS COMPANY PJSC (ADNEC)

by

EMIRATES WATER AND ELECTRICITY COMPANY

confirming the Redemption of

22 955.000000

I-REC Certificates, representing 22 955.000000 MWh of
electricity generated from renewable sources

This Statement relates to electricity consumption located at or in

**Abu Dhabi
United Arab Emirates**

in respect of the reporting period

2025-05-01 to 2025-12-31

The stated Redemption Purpose is

Redemption for clean energy consumption claims

AI-Driven Energy Optimisation Project at ADNEC Centre Abu Dhabi

As part of its commitment to smart and sustainable innovation, ADNEC Group continued advancing its AI-driven Building Management System (BMS) at ADNEC Centre Abu Dhabi throughout 2025. The intelligent platform integrates artificial intelligence, automation, and real-time energy analytics to optimise electricity consumption, enhance occupant comfort, improve operational resilience, and support the Group's long-term decarbonisation objectives.

The project focuses on three key pillars:

- **Infrastructure Modernisation:** Transitioning legacy systems into fully interconnected smart infrastructure.
- **Energy Analytics & Sustainability:** Enabling real-time monitoring, predictive controls, and automated optimisation of building performance.
- **Digitalisation:** Embedding data-driven and AI-enabled facility management practices across venue operations.

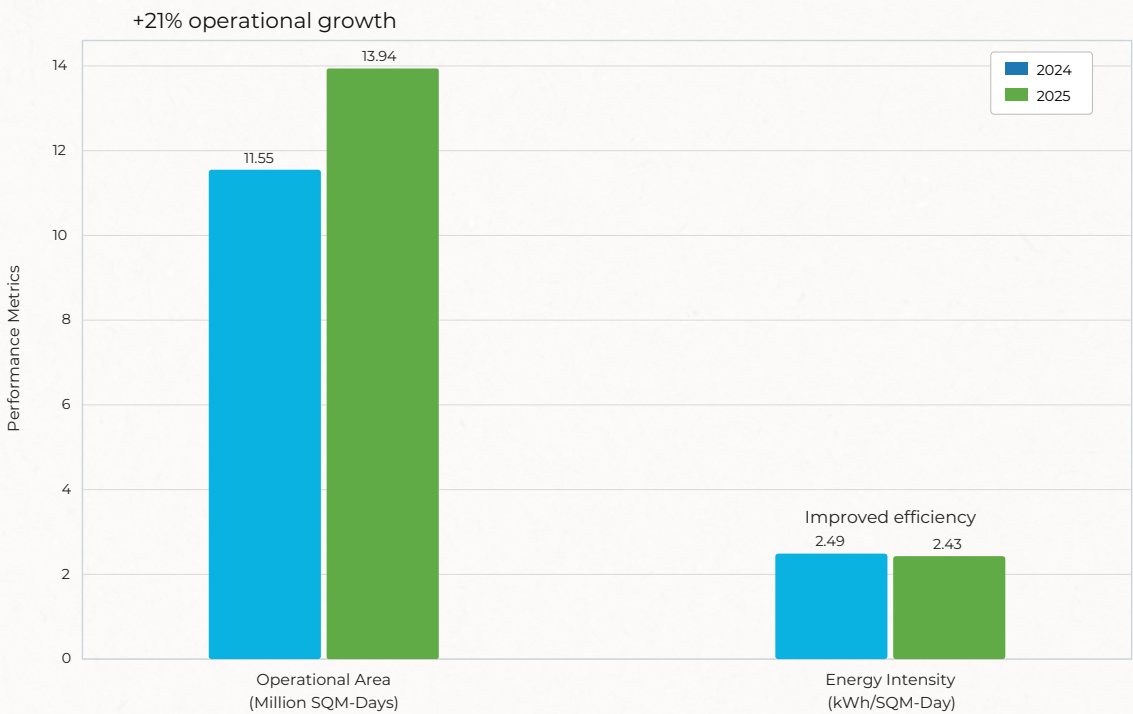
The AI-powered BMS continuously monitors environmental and operational parameters including temperature, humidity, cooling loads, occupancy patterns, fan speeds, and fresh air intake. Using predictive analytics and automation, the system dynamically adjusts cooling and ventilation requirements based on event schedules and real-time operational demand, improving efficiency while maintaining occupant comfort and operational reliability.

In 2025, the system supported significantly higher operational activity levels across the venue. Total sqm-days increased from 11.5 million in 2024 to 13.9 million in 2025, representing an increase of approximately 21%. Despite this increase in operational demand and venue utilisation, overall electricity intensity improved from 2.49 kWh per sqm-day in 2024 to 2.43 kWh per sqm-day in 2025, demonstrating continued efficiency gains through intelligent energy optimisation. Several high-footfall event periods also recorded notable improvements in electricity consumption per visitor and per operational area, reflecting more efficient cooling and facility management performance under varying event conditions.

Key outcomes achieved through the initiative include:

- Improved operational resilience and power reliability across venue operations.
- Enhanced energy efficiency through AI-enabled optimisation and predictive controls.
- Reduced electricity intensity despite increased operational activity and venue utilisation.
- Improved environmental conditions, comfort, and indoor climate management for visitors and exhibitors.
- Continued contribution towards ADNEC Group's Net Zero Transition Plan and long-term carbon reduction objectives.

As part of its long-term digitalisation strategy, ADNEC Group also plans to establish a centralised command and control centre during 2026–2027, enabling the scaling of intelligent energy optimisation and smart facility management practices across key Group assets and operations



SUSTAINABILITY EXCELLENCE

Gulf Sustainability Awards 2025

ADNEC Group continued to strengthen its position as a regional sustainability leader in 2025 through a series of ESG and sustainability-related awards, recognitions, and certifications across its venues, operations, procurement practices, and business clusters.



ADNEC Group received four major honours at the Gulf Sustainability Awards 2025, including Gold Awards for Best Use of Renewable Energy and Best Sustainable Product, as well as a Bronze Award for Best Circular Economy. The awards recognised the Group's large-scale transition to certified clean electricity, implementation of innovative sustainability solutions such as TerraTile, and deployment of circular economy initiatives across its operations. In addition, Ahmed Al Obaidli, Chief Operating Officer of ADNEC Centre Abu Dhabi, received the Outstanding Contribution to Sustainability Award in recognition of his leadership in advancing sustainability and operational decarbonisation initiatives across the organisation.

ICCA Recognition for Sustainable Business Events

ADNEC Centre Abu Dhabi was recognised by the International Congress and Convention Association (ICCA) as a "Model Venue for Sustainable Business Events." The recognition highlighted the venue's implementation of sustainable event management practices, including food waste reduction initiatives, operational efficiency measures, and integration of ESG principles into event delivery. The recognition further reinforces ADNEC Group's position as a leading sustainable events destination in the region.

Abu Dhabi Sustainable Business Leadership Awards – Abu Dhabi Sustainability Group

ADNEC Centre Abu Dhabi received the Best Energy Management Initiative Award at the Abu Dhabi Sustainable Business Leadership Awards in recognition of its rooftop solar photovoltaic project and broader energy optimisation initiatives. The award acknowledged the Group's efforts to reduce operational emissions, improve energy efficiency, and accelerate the transition towards low-carbon operations through investment in renewable energy infrastructure and intelligent building management systems.



UAE Year of Sustainability Seal



ADNEC Group was awarded the UAE Year of Sustainability "Plan to Action" Seal in recognition of its measurable sustainability achievements and contribution towards the UAE's national sustainability agenda. The recognition acknowledged the Group's progress across environmental stewardship, clean energy transition, waste reduction, responsible procurement, and broader ESG governance initiatives implemented across its business clusters.

Majra UAE Impact Seal, Gold Tier for Large Companies

ADNEC Group achieved the Gold Tier under the Majra UAE Impact Seal for Large Companies, awarded by the UAE National CSR Fund. The recognition reflects the Group's strong ESG governance framework, sustainability performance, social impact initiatives, and contribution towards national priorities related to sustainability and responsible business practices. The award further validates the Group's structured approach to integrating ESG considerations across strategy, operations, procurement, and stakeholder engagement.



International Procurement & Supply Chain Awards



ADNEC Group received Gold accreditation for "We Invest in People" and Silver accreditation for "We Invest in Wellbeing" from Investors in People (IIP), a globally recognised benchmark for excellence in people management and workplace wellbeing. The accreditations recognised the Group's strong commitment to employee engagement, professional development, wellbeing, and inclusive workplace practices across its diverse business operations.

The awards reflect ADNEC Group's continued investment in human capital and its efforts to foster a high-performance culture focused on employee empowerment, leadership development, continuous improvement, and organisational excellence. ADNEC Group exceeded the global assessment benchmarks during the evaluation of its people management practices, policies, and wellbeing initiatives, reinforcing its position as an employer committed to long-term employee growth and wellbeing.

International Procurement & Supply Chain Awards

ADNEC Group received the Excellence in Strategic Supply Chain Partnership Award at the International Procurement & Supply Chain Awards. The recognition acknowledged the Group's efforts in integrating ESG principles into procurement processes, strengthening supplier engagement, embedding responsible procurement requirements, and promoting sustainability considerations throughout the supplier lifecycle in alignment with international best practices and ISO 20400 principles.



Excel London Sustainability Recognition: EN Gold Award – ESG (2025)

Throughout 2025, ExCeL London continued to strengthen its sustainability leadership position through the implementation of net zero aligned operational initiatives, responsible sourcing programmes, and sustainable event management practices. ExCeL maintained alignment with the Net Zero Carbon Events initiative and continued progressing its venue-wide decarbonisation strategy, reinforcing its role as one of the leading sustainable exhibition and convention venues in the United Kingdom.



Excel London Sustainability Recognition: EN Gold Award – Exhibition Venue of the Year (2025)

Awarded at the prestigious 18th annual Exhibition News (EN) Awards, recognising Excel London as the leading exhibition venue. Triumphant among ten internationally acclaimed finalists, including ADNEC Centre Abu Dhabi, Business Design Centre, and RAI Amsterdam, this marks ExCeL's third win in four years, reflecting its consistent excellence, innovation, and ongoing investment in enhancing visitor, exhibitor, and organiser experiences.

Business Design Centre - Best Places to Work (Small Organisation)

Business Design Centre London was recognised in The Sunday Times Best Places to Work list in the Small Organisation category, powered by employee engagement specialists WorkL. The recognition highlights the venue's strong workplace culture, employee engagement, wellbeing initiatives, and commitment to professional development. The awards are based on employee feedback across key areas including wellbeing, empowerment, job satisfaction, recognition, and organisational culture, and are regarded as a leading benchmark for workplace excellence in the United Kingdom.



Business Design Centre Sustainability and Governance Progress



In 2025, Business Design Centre (BDC) advanced its sustainability and governance agenda through the continuation of its B Corp recertification process and transparency assessment. The venue also continued implementing responsible procurement measures, operational waste reduction initiatives, and sustainability-focused venue management practices. These efforts support BDC's long-term commitment to responsible business operations and continuous ESG performance improvement.

Capital Catering Recognition



Capital Catering was awarded Best Middle East Catering Company 2025 at the World Culinary Awards. The recognition reflected not only operational excellence and service quality, but also the company's growing focus on sustainability, responsible sourcing, food waste reduction, and implementation of environmental initiatives across catering operations. The award reinforces Capital Catering's position as a leading hospitality and catering provider in the region.

Innovation at ADNEC Group

Innovation remains a core pillar of ADNEC Group's strategy, supporting sustainable growth, operational excellence, and long-term competitiveness across all business clusters. At ADNEC Group, innovation focuses on developing practical, scalable, and measurable solutions that improve operational performance, enhance customer experience, reduce environmental impacts, and strengthen organisational resilience. In 2025, ADNEC Group successfully retained its ISO 56000 Innovation Management certification, reaffirming the Group's continued alignment with internationally recognised innovation management standards and best practices.



During 2025, ADNEC Group continued advancing its innovation strategy through clearly defined objectives, governance mechanisms, performance indicators, and innovation indices designed to promote collaboration, creativity, and continuous improvement across the organisation. The Group's Leadership Innovation Pledge remained central to this approach, reinforcing a culture that encourages curiosity, calculated risk-taking, employee engagement, and solution-driven thinking at all levels of the organisation.



The Ouridea digital platform continued to play a key role in embedding innovation throughout the Group by enabling employees across all business clusters to submit, develop, evaluate, and implement innovative ideas focused on sustainability, operational efficiency, customer experience, digital transformation, and process optimisation. The platform further strengthened employee participation in shaping operational improvements and sustainability-driven initiatives across the organisation.

In 2025, ADNEC Group also commenced the sixth cycle of Tanfeeth, the Group's Innovation Accelerator Programme, further strengthening its culture of transformation and innovation. The programme brought together employees and leadership teams to identify high-impact opportunities and develop practical solutions to operational and strategic challenges. Senior leadership and C-suite executives actively participated throughout the programme by providing strategic direction, mentorship, and technical guidance during evaluation and pitching sessions, demonstrating ADNEC Group's continued organisation-wide commitment to innovation excellence and continuous improvement.

ENVIRONMENT

Environmental Management

ADNEC Group continues to strengthen its environmental management approach through a structured sustainability framework aligned with the Group Strategy Plan, ESG objectives, and long-term net zero commitments. This integrated framework enables the systematic embedding of sustainability considerations across operations, projects, procurement activities, and asset management processes across all business clusters. Environmental initiatives are prioritised based on clearly defined criteria including environmental impact, operational significance, feasibility, stakeholder value, regulatory alignment, and budget considerations.

Throughout 2025, ADNEC Group continued conducting sustainability awareness sessions, ESG training programmes, and environmental engagement initiatives for employees, suppliers, contractors, and operational teams across the organisation. These efforts focused on strengthening environmental responsibility, improving ESG awareness, supporting responsible procurement practices, and enhancing operational understanding of sustainability-related risks and opportunities. The Group also continued participating in industry benchmarking exercises, sustainability forums, collaborative working groups, and knowledge-sharing initiatives related to environmental stewardship, sustainable venue management, and decarbonisation.

In 2025, ADNEC Group maintained a high level of environmental certification coverage across its sites and offices, with 100% of Company sites and offices certified to ISO 14001 Environmental Management Systems. This continued certification coverage reflects the Group's commitment to internationally recognised environmental management practices, operational control, regulatory compliance, pollution prevention, and continuous environmental performance improvement.

In addition, ADNEC Group continued maintaining ISO 20121 certification for sustainable event management across relevant operations and venues, reinforcing its commitment to responsible event delivery, sustainable operations, stakeholder engagement, and continual improvement in sustainability performance. The Group also maintained internationally recognised health, safety, business continuity, and operational management certifications across major assets and facilities, further supporting its integrated approach to responsible and sustainable operations.

Environmental Certification		2020	2021	2022	2023	2024	2025
103-2	The Percentage of Company's Sites and Offices with ISO 14001 Certification	90%	90%	90%	94%	94%	100%

Decarbonisation and Net Zero Transition Plan

Accelerating ADNEC Group's Net Zero Transition

In 2025, ADNEC Group completed the development of its updated and re-baselined Decarbonisation Implementation Roadmap, establishing a structured pathway to achieve net zero greenhouse gas emissions across all six business clusters. Developed in alignment with the Greenhouse Gas Protocol, the Science Based Targets initiative (SBTi), Modon Group sustainability roadmap and objectives, as well as the UAE Net Zero 2050 Strategic Initiative, the roadmap provides a comprehensive framework to reduce Scope 1, Scope 2, and Scope 3 emissions through operational transformation, clean energy deployment, sustainable procurement, and supply chain engagement.

NET ZERO ROADMAP

THE 5-STEP JOURNEY TO SUSTAINABILITY



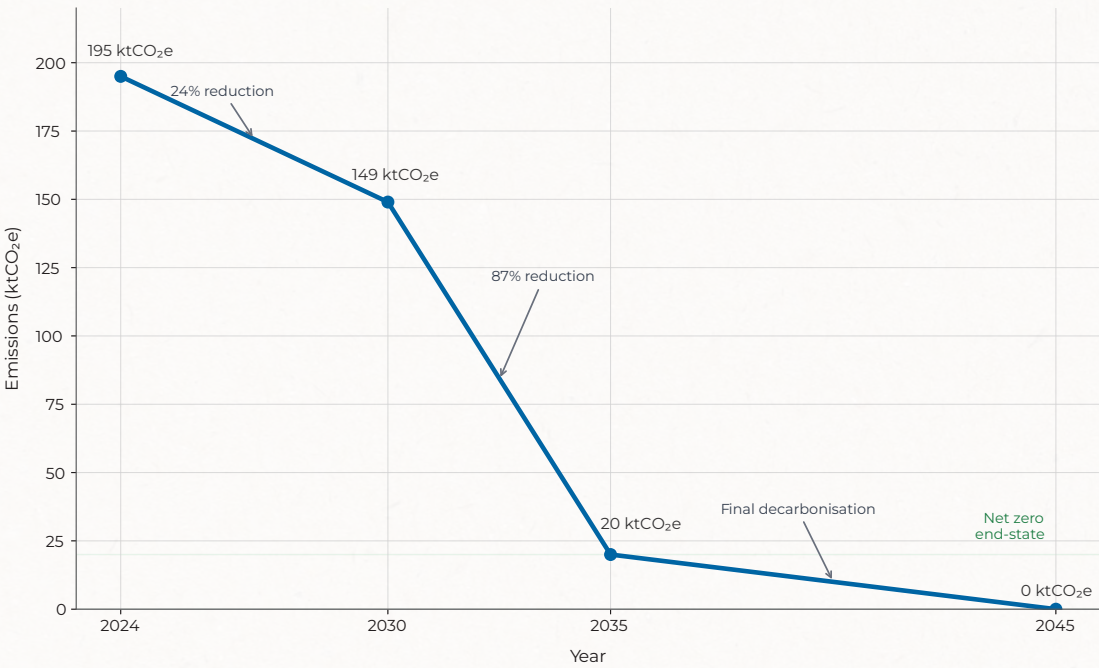
The roadmap covers ADNEC Group's Venues, Events, F&B, Services, Tourism, and Media business clusters and establishes a phased decarbonisation pathway through 2030 and beyond to reach net zero by year 2045. The programme combines emissions baselining, implementation planning, governance structures, investment analysis, and cluster-level decarbonisation initiatives designed to reduce operational emissions while supporting long-term business resilience and sustainable growth.

In 2024, ADNEC Group's total carbon footprint baseline was approximately 195,000 tCO₂e, with Scope 3 emissions representing approximately 77% of the Group's total emissions profile. Purchased goods and services represented the largest emissions category, particularly within the F&B business cluster due to high-carbon ingredient procurement, particularly in relation to upstream logistics and transportation.

2045 Net Zero Commitment & Target

ADNEC Group's decarbonisation strategy is guided by clear science-aligned targets designed to progressively reduce emissions across Scopes 1, 2, and 3.

ADNEC Group Decarbonisation Pathway to 2045



2030 Target

- Achieve Net Zero across Scope 1 and Scope 2 emissions.
- Stabilise Scope 3 emissions at 2024 absolute levels despite projected business growth.
- Reduce absolute Scope 1 and Scope 2 emissions by at least 100%.
- Increase supplier adoption of science-based targets and responsible procurement requirements.

2035 Target

- Achieve a minimum 90% reduction in Scope 3 emissions.

2045 Target

- Achieve full net zero emissions across Scopes 1, 2, and 3.
- Neutralise only residual emissions through accredited long-term carbon removal solutions (not to exceed 10% of baseline emissions).

ADNEC Group – Decarbonization plan | Consolidated view: summary table

Cluster	Scope	Baseline 2024 [ktCO ₂ e]	BAU 2030 [ktCO ₂ e]	Required Reduction [ktCO ₂ e]	Est. 2030 [ktCO ₂ e]	Decarbonization Measures	Owner	KPIs	Monitoring & Reporting
F&B	S1	7	8	8	0	Fleet electrification (BEV) Alternative fuels (HVO) Fugitive emissions management	Fleet Mgmt F&B Ops Procurement	EV fleet share % HVO litres/yr Refrigerant leakage kg/yr	Monthly: fleet % electric Annual: LDAR audit + Scope 1 GHG emissions
F&B	S2	11	25	25	0	Energy efficiency improvements On-site solar (PV) Renewable energy certificates (RECs)	Facility Mgmt Operations Sustainability	kWh/m ² MWh RECs retired kWp PV installed	Monthly: sub-metering Annual: REC verification + Scope 2 assurance
F&B	S3	99	126	27	99	Demand planning & volume optimization Protein & dairy portfolio shift Packaging redesign Local sourcing Supplier governance	Procurement F&B Ops CCS Exec. Chiefs	kg protein/cover reduced % overproduction cut Supplier disclosure %	Monthly: ingredient volumes Quarterly: SS recalculation Annual: assurance
Venues	S1	1	1	1	0	Fugitive emissions management Alternative fuels (HVO) Fleet electrification (ExCeL)	Facility Mgmt ExCeL Ops Procurement	Fugitive tCO ₂ e/yr ExCeL EV share % HVO litres/yr	Annual: LDAR per site Annual: Scope 1 recalculation
Venues	S2	29	52	52	0	Renewable energy certificates (RECs) Energy efficiency improvements On-site solar (PV)	Facility Mgmt Sustainability COO IT	kWh/m ² per venue MWh RECs kWp PV installed	Monthly: sub-metering Annual: energy audit + I-REC verification
Venues	S3	21	27	6	21	Circular procurement Construction emissions methodology upgrade Supplier governance	Procurement Facility Mgmt Sustainability	Refurbished furniture % B2C coverage % kgCO ₂ e/unit vs benchmark	Quarterly: procurement review Annual: ESG scorecard + EPD collection
Media	S1	1	1	1	0	Source validation (Q1 2026 prerequisite) Fleet electrification or alternative fuels (HVO) Fugitive emissions management	Operations Fleet Mgmt Facility Mgmt	Source confirmed (Binary - Q1 2026) EV share % or HVO litres Generation runtime hrs	Monthly: fuel/runtime Annual: LDAR + Scope 1 assurance
Media	S3	2	6	6	0	Energy efficiency improvements Renewable energy certificates (RECs)	Facility Mgmt IT Production Mgmt Sustainability	kWh/m ² MWh RECs retired Energy savings USD/yr	Monthly: energy by zone Annual: REC verification + Scope 2 assurance
Media	S3	9	11	2	9	Studio production circularity Circular procurement Construction emissions methodology upgrade Supplier governance	Production Set Design Procurement Sustainability	Set reuse rate % Refurbished furniture % Contractor disclosure %	Per-project: reuse tracking Annual: contractor ESG Annual: Scope 3 assurance

1) EPD = Environmental Product Declaration 2) LDAR = Leak Detection and Repair

Cluster	Scope	Baseline 2024 [ktCO ₂ e]	BAU 2030 [ktCO ₂ e]	Required Reduction [ktCO ₂ e]	Est. 2030 [ktCO ₂ e]	Decarbonization Measures	Owner	KPIs	Monitoring & Reporting
Services	S1	0	0	0	0	N/A			
Services	S1	0	0	0	0	N/A			
Services	S3	8	10	2	8	Modular & reusable interiors Logistics decarbonization Recycled materials specification Supplier governance	Procurement Project Delivery Operations Sustainability	Modular reuse % Freight mode split % Recycled content % ESG onboarding rate	Per-project: reuse + freight Quarterly: compliance Annual: Scope 3 recalc
Events	S1	0	0	0	0	N/A			
Events	S2	0	0	0	0	N/A			
Events	S3	8	10	2	8	Reusable event infrastructure Digital substitution Low-carbon venue & supply chain requirements supplier governance	Events Mgmt Procurement Legal Sustainability IT	Structure reuse % Print volume tonnes/yr Venue carbon clauses % Supplier disclosure %	Per-event: carbon data Quarterly: compliance Annual: supplier forum + Scope 3 assurance
Tourism	S1	1	1	1	0	Fleet divestment	Tourism 365 Finance COO	Vehicles divested (#) Scope 1 = 0 confirmed	Q4 2026: single divestment audit Annual: Scope 1 verification
Tourism	S2	0	0	0	0	N/A			
Tourism	S3	4	6	1	4	Third-party transport electrification (2026 RFP - time-critical) Maritime decarbonization Low-carbon package design Desert camp sustainable procurement	Tourism 365 Procurement Camp Ops Sustainability	EV fleet share % gCO ₂ e/passenger-km Occupancy rate % in transportation	Monthly: per-passenger-km reporting Quarterly: occupancy KPI Annual: maritime + camp audit

Decarbonisation Pathway to 2030

NET ZERO JOURNEY

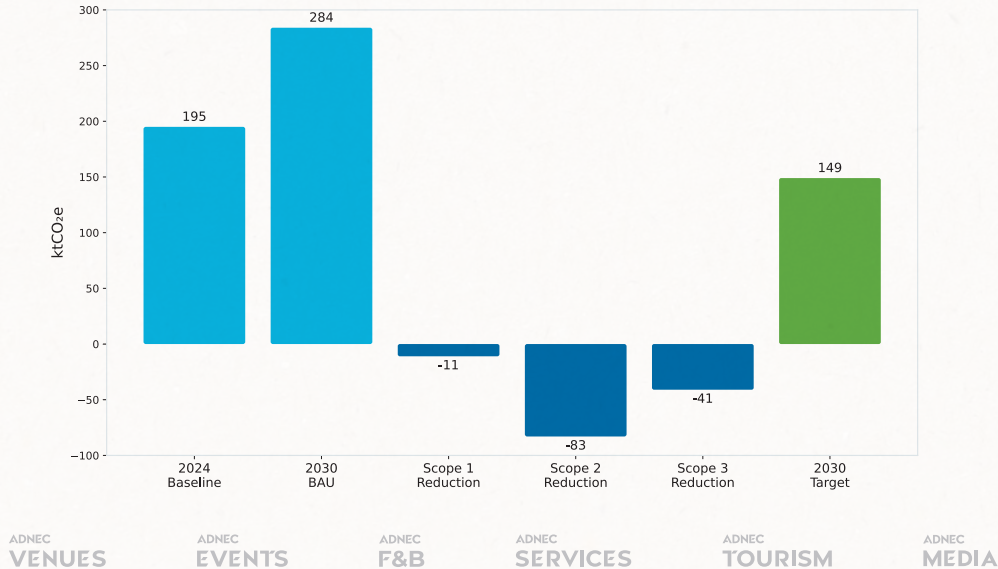
OUR ROADMAP TO A SUSTAINABLE FUTURE



Following detailed technical and financial assessment, ADNEC Group selected a hybrid decarbonisation pathway targeting:

- Net Zero Scope 1 emissions by 2030.
- Net Zero Scope 2 emissions by 2030.
- Stabilisation of Scope 3 emissions at 2024 levels.

This pathway was selected as the most operationally achievable and financially balanced approach while remaining aligned with SBTi trajectories and Modon Group's sustainability objectives.

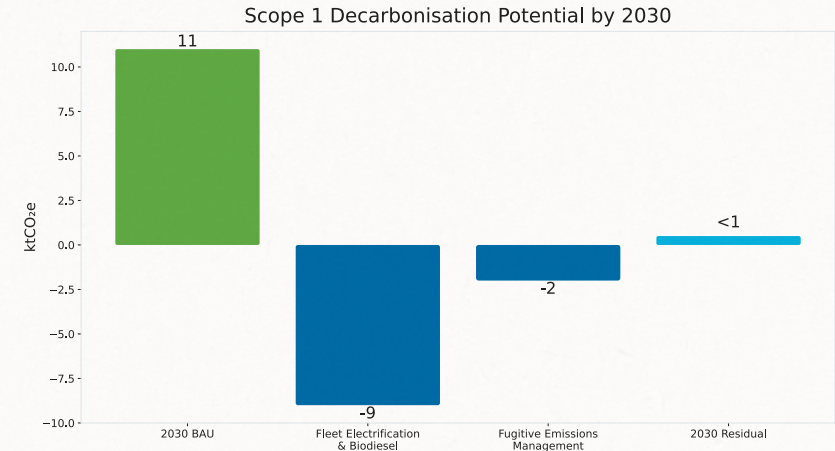


Key Decarbonisation Drivers

The roadmap identifies three principal decarbonisation levels:

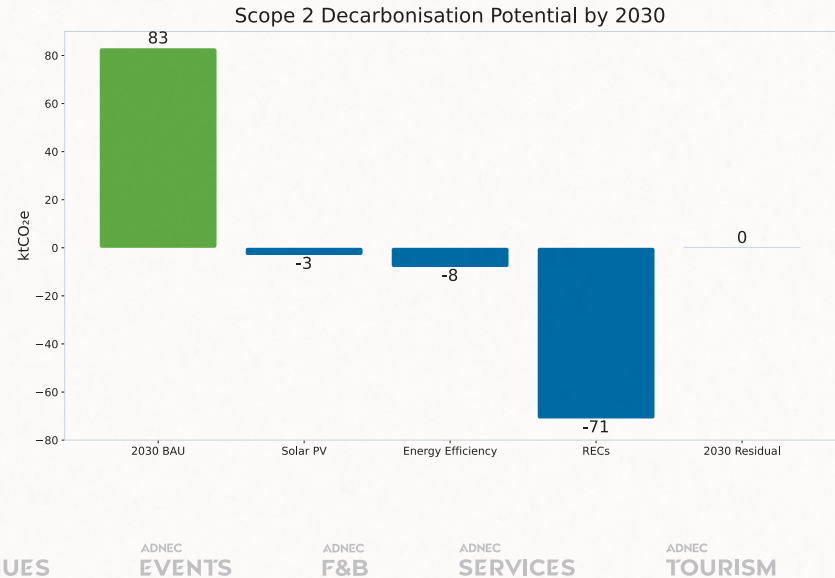
Scope 1

- Fleet electrification.
- Biodiesel adoption for hard-to-electrify vehicles.
- Refrigerant management and fugitive emissions reduction.
- Elimination of high global warming potential fire suppression gases.



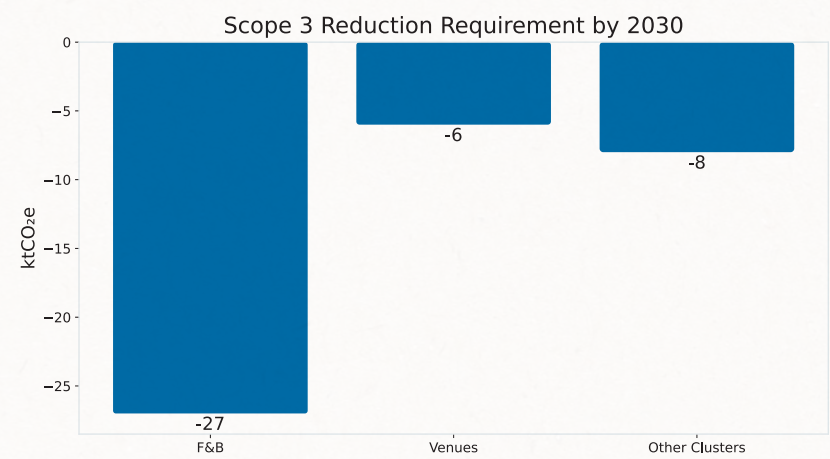
Scope 2

- Renewable electricity procurement through EWEC I-RECs.
- Solar PV deployment.
- Energy efficiency improvements.
- AI-enabled building optimisation systems.
- Smart HVAC and lighting controls.



Scope 3

- Responsible and ethical procurement.
- Circular economy procurement systems.
- Sustainable food sourcing.
- Protein and dairy portfolio optimisation.
- Modular and reusable event infrastructure.
- Supplier engagement and emissions disclosure.
- Activity-based emissions accounting



2030 Emissions Reduction Roadmap

Decarbonisation Impact by 2030

The implementation roadmap estimates that ADNEC Group's decarbonisation programme has the potential to reduce approximately 135,000 tCO₂e annually by 2030 through a combination of operational improvements, renewable energy deployment, procurement transformation, and supply chain engagement.

Estimated Contributions by Emissions Scope

Scope	Primary Measures	Key Outcome
Scope 1	Fleet electrification, Biodiesel, refrigerant management	Net Zero by 2030
Scope 2	Solar PV, energy efficiency, RECs	Net Zero by 2030
Scope 3	Procurement transformation and supplier engagement	Emissions stabilised at 2024 levels

Scope 1 Decarbonisation

Fleet Electrification and Low-Carbon Fuels

Scope 1 emissions are primarily driven by fleet operations within ADNEC Group's F&B operations, particularly airport facility logistics and transportation activities. The roadmap identifies fleet electrification as the single largest Scope 1 decarbonisation lever, with Biodiesel acting as a transitional solution for heavy-duty and hard-to-electrify vehicles.

By 2030, the Group plans to:

- Electrify operational vehicle fleets in phases.
- Introduce EV charging infrastructure.
- Transition suitable vehicle categories to Battery Electric Vehicles (BEVs).
- Deploy Biodiesel solutions for operationally constrained fleet segments.
- Reduce refrigerant leakage and fugitive emissions through proactive leak detection and replacement programmes .



The roadmap estimates that fleet electrification and alternative fuels alone could reduce approximately 9,000 tCO₂e annually.

Scope 2 Decarbonisation

Clean Electricity and Renewable Energy Transition

ADNEC Group's Scope 2 decarbonisation strategy combines:

- Renewable electricity procurement
- Rooftop solar PV deployment
- AI-driven energy optimisation
- Energy efficiency retrofits
- Smart building technologies



Renewable Energy Certificates (RECs), particularly through ADNEC Group's partnership with EWEC and the Abu Dhabi Department of Energy, remain the primary mechanism for neutralising residual Scope 2 emissions while structural decarbonisation initiatives continue scaling across operations.

Rooftop Solar PV Programme

Planned and ongoing solar PV projects include:

- ADNEC Centre Abu Dhabi rooftop solar deployment.
- ADNEC Centre Al Ain expansion projected rooftop solar integration.
- Assessment of rooftop solar opportunities at F&B facilities.

The roadmap also highlights the strategic importance of solar PV in reducing long-term electricity costs, improving energy resilience, and lowering exposure to carbon-related financial risks.

AI-Driven Energy Optimisation

Smart Buildings and Energy Efficiency

ADNEC Group continues deploying AI-driven energy optimisation technologies across major venues and facilities. These systems utilise:



- Real-time energy monitoring.
- Smart HVAC optimisation.
- Predictive maintenance.
- Load balancing.
- Automated lighting controls.
- Building Management System (BMS) integration

The roadmap identifies energy efficiency measures as a decarbonisation lever capable of delivering immediate emissions reductions, operational savings, and enhanced asset performance.

Energy efficiency initiatives across ADNEC Group include:

- LED lighting retrofits.
- Variable speed drives (VSDs).
- Building automation systems.
- Smart occupancy-based cooling optimisation.
- Energy monitoring infrastructure.
- Electrical optimisation measures.



Scope 3 Transformation and Responsible Procurement

Transitioning Towards Low-Carbon Supply Chains

Scope 3 emissions represent the largest component of ADNEC Group's emissions profile. As a result, procurement transformation and supplier engagement form a central pillar of the Group's decarbonisation strategy.

Key Scope 3 initiatives include:

- Supplier sustainability assessments
- ESG procurement integration
- Circular procurement requirements

Ethical Procurement Lifecycle



Sustainable Food and Catering Operations

The roadmap identifies ADNEC Group's F&B operations as the highest-impact Scope 3 category. Key measures include:

- Protein portfolio optimisation
- Dairy substitution initiatives
- Demand planning and waste reduction
- Ingredient-level emissions tracking
- Supplier sustainability governance

These initiatives are projected to deliver substantial procurement savings while simultaneously reducing carbon emissions across the value chain.



Sustainability Practices in Catering



Governance and Implementation

Decarbonisation Governance Structure

To support implementation, ADNEC Group is strengthening governance and oversight mechanisms across all business clusters.

Key governance measures include:

- Appointment of cluster-level programme owners.
- Establishment of a cross-functional Sustainability Steering Committee.
- Integration of decarbonisation into investment decision-making.
- Enhanced ESG reporting and assurance mechanisms.
- Activity-based emissions accounting transition.
- Supplier ESG engagement and monitoring programmes.



Board Level (Annually)

Ensure alignment of Company's vision and strategy with ESG agenda.



Board Committee Level (Semi-annually)

Review the performance on sustainability goals, targets & strategy and providing guidance to achieve the same.



Corporate Level - Executive Committee & COE - Sustainability (Monthly)

Oversee the progress of sustainability agenda, provide guidance and ensure implementation & adherence to the sustainability roadmap.



Business Level - Steering Committee (Fortnightly)

Drive and implement the sustainability roadmap and initiatives.

The roadmap identifies 2026 as a foundational governance and mobilisation year, with full implementation beginning in 2027.

Business Cluster Highlights

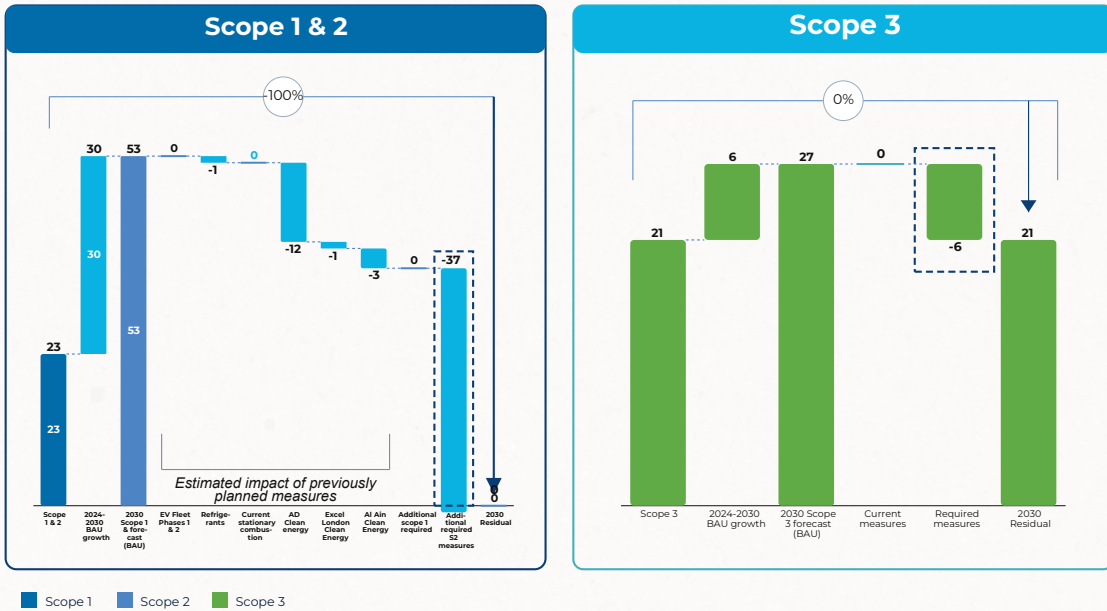
ADNEC Venues

Venues: Target to reach Net Zero in Scopes 1 & 2 with Scope 3 at 2024 levels by year 2030; ~60 ktCO₂e/yr abated.

Focus areas include:

- Solar PV deployment.
- AI-enabled building optimisation.
- Energy efficiency retrofits.
- Circular procurement systems.
- Sustainable event infrastructure.

Venues decarbonization requirements [ktCO₂e]



Excel London: Climate Action and Carbon Management

Excel progressed delivery of its Net Zero Transition Plan in 2025 and strengthened its carbon management approach:

- Maintained carbon neutral status (PAS 2060) for the third consecutive year, covering a comprehensive Scope 3 boundary.
- Delivered energy efficiency improvements through LED upgrades, sub-metering, and smart optimisation technologies.
- Increased use of renewable electricity, reducing market-based emissions.

Additional actions included:

- Advance procurement and retirement of verified carbon credits.
- Voluntary offsetting of emissions associated with the on-site energy centre.
- Commitment to transition to the ISO 14068 carbon neutrality standard.



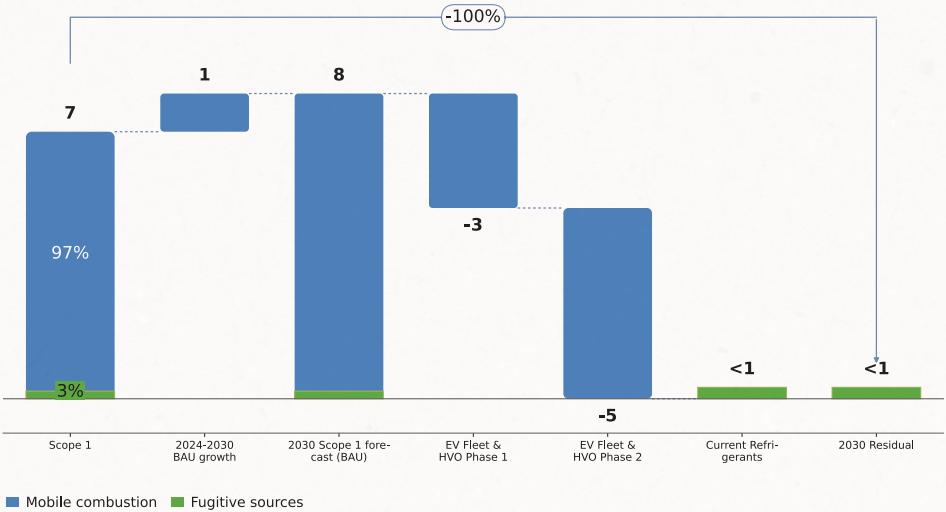
ADNEC F&B

Scope 1 Emissions

ADNEC's fleet profile and daily mileage make electrification structurally feasible for most segments, which represent the majority of vehicles

- By 2030, EVs are expected to offer lower total cost of ownership across most GCC markets
- Implementation complexity is manageable overall, with high loaders as the main constraint
- Overall case is strategically and economically compelling
- Developed a phased BEV deployment roadmap for the Airport fleet using vehicle-level data to sequence electrification waves from 2027 to 2030

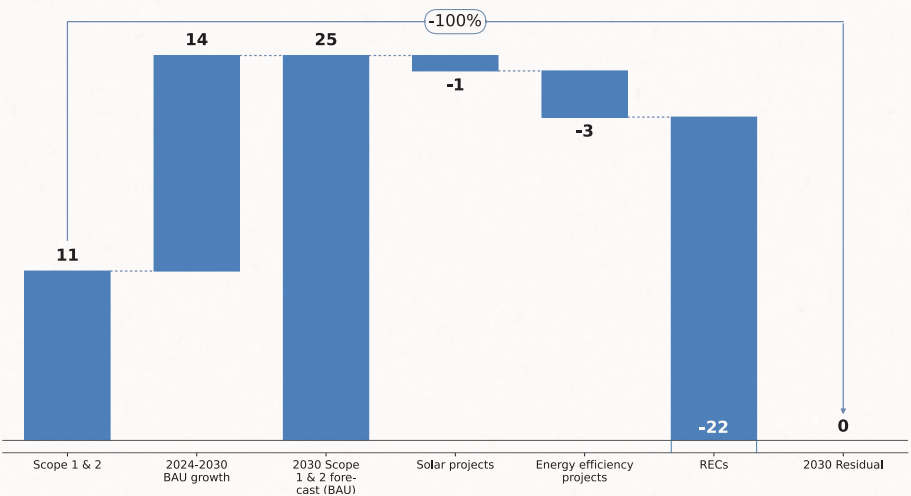
F&B - Scope 1 [ktCO₂e]



Scope 2 Emissions

- Representing 85% of total required abatement, renewable energy certificates – via the EWEC I-REC extension and Tabreed cooling REC mechanism – are indispensable to achieving full Net Zero; without them, a 22 ktCO₂e residual would remain.
- Solar PV (-1 ktCO₂e) and energy efficiency projects (-3 ktCO₂e) together deliver only - 4 ktCO₂e (15% of total abatement) – meaningful but unable to close the gap without market-based instruments.

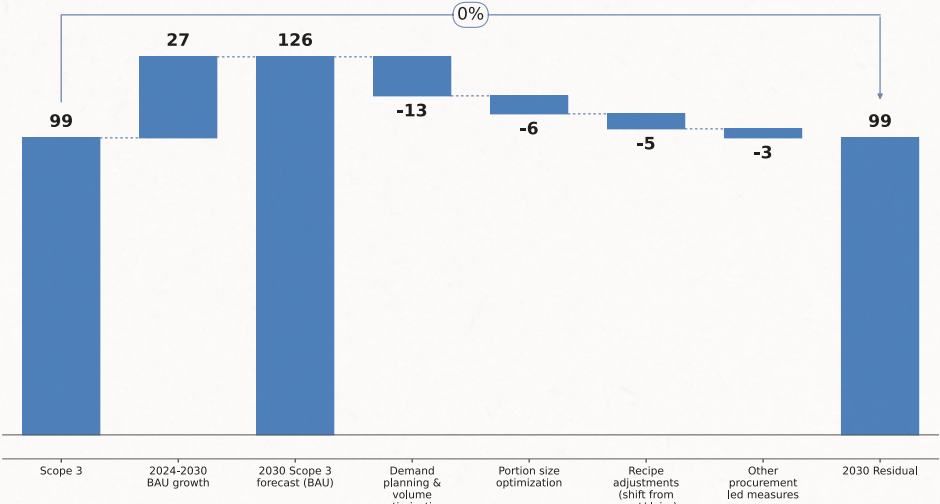
F&B - Scope 2 [ktCO₂e]



Scope 3 Emissions

- The 2030 ambition holds emissions at the 2024 baseline of 99 ktCO₂e absorbing 27 ktCO₂e of BAU growth through active intervention, representing a structurally demanding target given continued operational expansion
- Eliminating overproduction purchasing across high-carbon ingredient categories is the cornerstone of the F&B Scope 3 program and must be activated first, as it depends on Capital Catering ingredient-volume data

F&B - Scope 3



ADNEC Services

No emissions in Scopes 1 & 2 – Target to stabilize Scope 3 at 2024 levels; ~2 ktCO₂e/yr abated.

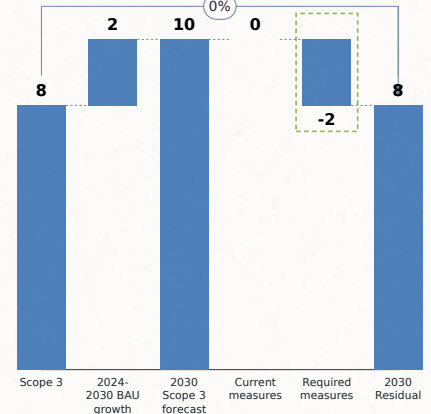
- With an 8 ktCO₂e 2024 baseline growing to 10 ktCO₂e by 2030 due to BAU expansion, the -2 ktCO₂e required measures must fully absorb growth to stabilize emissions – a procurement transformation challenge, not an energy one.
- Target is to hold Scope 3 flat despite operational growth, not by achieving absolute reductions – making full and timely activation of procurement measures from 2027 a structural necessity.

Services decarbonization requirements [ktCO₂e]

Scope 1 & 2

Scope 1 & 2 emissions based on current allocations is zero

Scope 3



Additional measures required

ADNEC Events

No emissions in Scopes 1 & 2 – Target to stabilize Scope 3 at 2024 levels; ~2 ktCO₂e/yr abated.

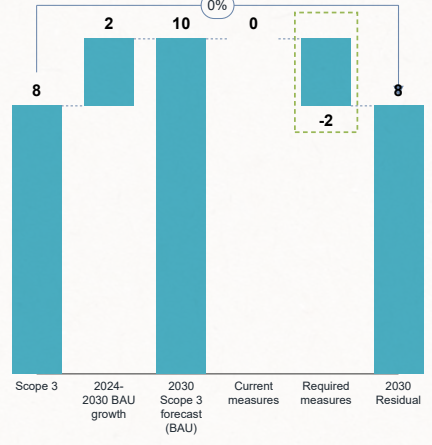
No abatement is currently credited for Events Scope 3, meaning the entire target must be delivered through yet-to-be-activated interventions – primarily reusable structures, digital substitution, and venue rental clauses.

Events decarbonization requirements [ktCO₂e]

Scope 1 & 2

Scope 1 & 2 emissions based on current allocations is zero

Scope 3



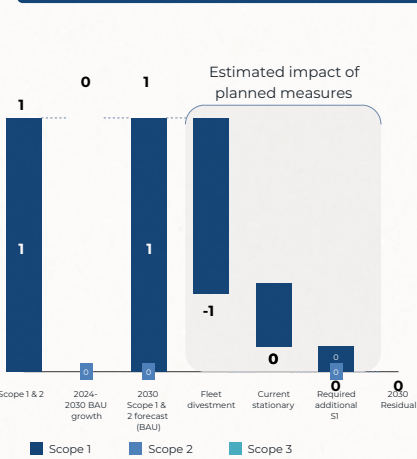
Additional measures required

ADNEC Tourism

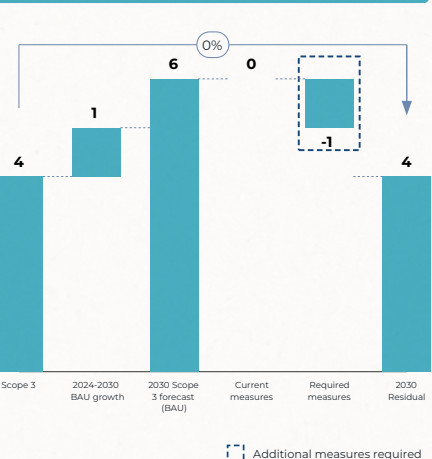
- No emissions in Scopes 1 & 2 – Target to stabilize Scope 3 at 2024 levels; ~2 ktCO₂e/yr abated.
- The entire 1 ktCO₂e Scope 1 & 2 baseline is eliminated through the fleet sale at zero ADNEC CAPEX – reducing the 2030 residual to zero.
 - No EV fleet, no energy efficiency program, and no RECs are required – the structural divestment decision removes the emissions source entirely rather than decarbonizing it.
 - BAU growth adds approximately 1 ktCO₂e by 2030, and the required -1 ktCO₂e program fully absorbs this growth – making the 2026 third-party transport RFP design the single most time-critical action to prevent permanent lock-in of higher emissions.

Tourism decarbonization requirements [ktCO₂e]

Scope 1 & 2



Scope 3



Additional measures required

ADNEC Media

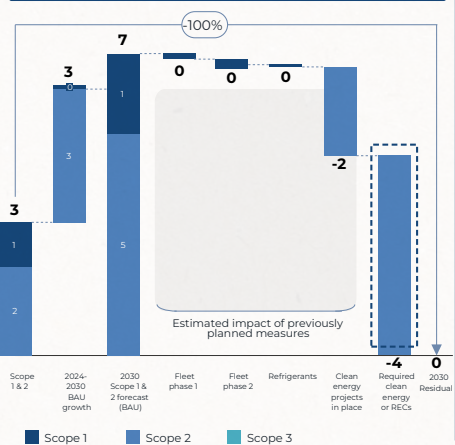
Media: Target to reach Net Zero in Scopes 1 & 2 with Scope 3 at 2024 levels by year 2030; ~7 k tCO₂e/yr abated

Media-related initiatives include:

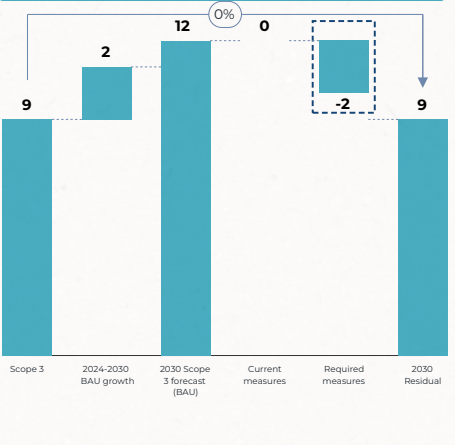
- Studio production circularity
 - Energy efficiency upgrades
 - Circular procurement measures
 - Sustainable production practices
-
- Developed two decarbonization scenarios contingent on ADNOC fuel wallet audit results: EV fleet electrification if vehicles are confirmed, or HVO switching if mobile generators are the primary source¹).
 - The combined -5 ktCO₂e from clean energy projects (- 2) is insufficient to fully eliminate the 7 ktCO₂e BAU trajectory, leaving a residual that requires additional RECs or measures to achieve full Net Zero.

Media decarbonization requirements [ktCO₂e]

Scope 1 & 2



Scope 3



1) Media Scope 1 emissions in ADNEC data were estimated from spend data, not actual fuel volumes — leaving the emission source unconfirmed and the decarbonization pathway uncertain



Environmental risk assessments and audits

Regular audits and risk assessments specifically target water use, efficiency measures, and associated operational risks.

GRI	Material ESG Metrics						
Prevention of Pollution		2020	2021	2022	2023	2024	2025
306-3	No. of Spills Recorded (Major)	0	0	0	0	0	0

Awareness and training

Regular training sessions and workshops engage employees and external stakeholders on water conservation, global water challenges, and practical efficiency practices.

Air-to-Water Hydration Systems



In 2025, ADNEC Centre Abu Dhabi maintained the deployment of 20 atmospheric water generation (AWG) systems across the venue. These innovative dispensers continue to produce clean drinking water directly from atmospheric humidity, providing a sustainable alternative to bottled water during exhibitions and large-scale events. The technology supports the reduction of single-use plastic waste and minimises emissions associated with bottled water production, storage, and transportation. Serving thousands of guests annually, the initiative continues to support ADNEC Group's broader circular economy objectives and enhances the sustainability of visitor experiences.

As part of ADNEC Group's continuous improvement efforts, plans are currently underway to upgrade the existing AWG units from 30-litre capacity systems to larger 100-litre capacity units, further increasing on-site water generation capacity and reducing reliance on conventional bottled water consumption across the venue.

Water Management		2020	2021	2022	2023	2024	2025
303-5	Water Consumption (m3) – ADNEC Centre Abu Dhabi	180,378	233,224	200,027	267,695	227,211	205,897
303-5	Water Intensity (m3/Visitor) – ADNEC Centre Abu Dhabi	COVID Field Hospital	0.72	0.25	0.18	0.13	0.09
303-5	*Water Consumption (m3) – ADNEC Group	NA	NA	NA	NA	827,197	981,978
303-5	*Water Intensity (m3/Visitor) – ADNEC Group	NA	NA	NA	NA	0.10	0.05

* Water management metrics have been expanded to cover all business clusters within ADNEC Group and will be reported from 2024 onwards. The 2025 increase is due business expansion and the addition of Royal Catering, additional F&B assets as well as Business Design Centre.

** Water Intensity metric has remained constant despite an increase in absolute water consumption due to the increased number of visitors across ADNEC Venues.



Waste Management

Waste management remains a priority within ADNEC Group's ESG strategy, emphasizing waste reduction, increased landfill diversion, and circular economy integration across operations. In 2024, targeted initiatives across key business clusters addressed specific waste streams, achieving significant sustainability outcomes:

Smart Food Waste Monitoring and Menu Optimisations

Capital Catering deployed advanced technologies, including Chef's Eye and Winnow, enabling data-driven decisions on menu planning and food procurement, significantly reducing waste volumes.

Chef's Eye, deployed at one of the UAE's largest hospitals (SSMC), played a critical role in aligning food production with actual consumption, significantly reducing **post-consumer plate waste**, one of the most challenging forms of food loss.



Key outcomes achieved in 2025 through the Chef's Eye system at SSMC include:

- **Total food waste recorded:** 36,350 kg across 922,427 meals **served**.
- **Average waste per man-day:** reduced from 65 g to 39.6 g.
- **Net reduction per man day:** 25.4 g (a **39.1%** decrease).
- **CO₂e emissions avoided:** **44,853.2 kg**, equivalent to substantial Scope 3 reductions from procurement and disposal practices.

These outcomes demonstrate how targeted digital interventions can lead to **significant operational and environmental gains**. The success of this initiative reinforces the value of ADNEC Group's partnership with **Ne'ma**, the UAE National Food Loss and Waste Initiative, and supports broader food system sustainability goals by:

- Minimising procurement of surplus raw ingredients
- Reducing post-consumer waste
- Lowering embodied emissions in food production
- Encouraging behavioural change among kitchen staff and guests

Local Sourcing and Local Produce

Capital Catering sources ~20% of its products from local UAE farms, with up to 45% of event menus featuring locally grown ingredients, reducing food miles and supporting local agriculture.

Used Cooking Oil to Biodiesel

Capital Catering converts used cooking oil into biodiesel across three major facilities:

- **ADNEC Centre Abu Dhabi:** Cooking oil is converted to biodiesel onsite, powering small machinery around the venue. Managed entirely in-house, this initiative supports both sustainability goals through recycling and financial objectives via cost savings.
- **Airport Kitchen Facility:** Used cooking oil is collected by a specialized partner, converted to biodiesel, and commercially resold, generating additional revenue.
- **SSMC Hospital:** Like the airport facility, used cooking oil is collected by a specialized partner and converted into biodiesel for commercial resale.



Digitalisation and Printing Efficiency

ADNEC Group continues to advance its digital transformation efforts by reducing reliance on paper-based processes. Frontline staff and cashiers across ADNEC Group-owned restaurants and canteens are equipped with handheld menus wherever possible. Meanwhile, printed brochures and reports have been replaced by digital formats to improve operational efficiency and reduce paper consumption.

To further enhance resource efficiency, a Printing Consolidation Project was launched at Capital Catering's airport kitchen facility, consolidating all printers under a centralised cloud-based solution. Six energy- and ink-efficient printers were deployed, offering features such as duplex printing, print job monitoring, and secure print release. The system supports waste reduction, strengthens data security through user authentication protocols, and improves productivity by streamlining document workflows and reducing equipment downtime.



Waste Management and Recycling at ADNEC Centre Abu Dhabi

As one of the region's premier event venues, ADNEC Centre Abu Dhabi continues to strengthen its waste management practices in line with circular economy principles, significantly reducing reliance on landfill disposal. The venue has implemented a comprehensive multi-stream waste segregation system covering plastics, paper, glass, metal, wood, and general waste. Supported by clearly labelled bins, enhanced back-of-house segregation procedures, targeted awareness campaigns, and active partnerships

with specialised waste management providers, these measures improve segregation accuracy, minimise contamination, and enhance the quality and recyclability of collected materials.



In 2025, ADNEC Centre Abu Dhabi further expanded its recycling infrastructure by **introducing 37 additional recycling stations** across the exhibition centre, increasing the **total number of recycling stations from 24 to 61**. This expansion supported a significant year-on-year improvement in recycling performance, with the venue's recycling rate increasing from **52.7% in 2024 to 60% in 2025**.

The improvement was achieved despite a substantial increase in the total volume of waste generated during the reporting period. Total waste generated increased

from **1,251,220 kg in 2024 to 1,513,480 kg in 2025**, primarily driven by higher venue utilisation rates, an increased number of events hosted, and larger average event sizes compared to the previous year. At the same time, the **total quantity of recycled waste increased significantly from 659,972 kg in 2024 to 914,073 kg in 2025**, demonstrating the effectiveness of the enhanced recycling infrastructure and operational waste segregation measures implemented across the venue.

Encouraging Recycling through Reverse Vending Machines (RVMs)

To encourage behavioural change and responsible waste disposal, ADNEC Centre Abu Dhabi has strategically installed 14 Reverse Vending Machines (RVMs) throughout the venue. These machines accept used plastic bottles and metal cans, rewarding users with immediate incentives, thereby gamifying and enhancing the recycling experience. Actively engaging visitors and exhibitors alike, this initiative significantly increases plastic and metal recovery rates during high-footfall events, while simultaneously raising awareness and promoting circular economy practices.



Liquid Food Composting and Aerobic Food Waste Digestion

As part of its commitment to circular economy principles and sustainable waste management, ADNEC Group operates an on-site Liquid Food Composting (LFC) biodigester at ADNEC Centre Abu Dhabi to divert food waste away from landfill disposal. The LFC system processes up to 500 kg of food waste per day through an aerobic digestion process, amounting to approximately 182,500 kg of food waste processed annually.

The system currently treats roughly 70% of all food waste generated from ADNEC Group-owned restaurants, kitchen operations, and staff catering facilities. The machine accepts a wide range of food waste streams, including preparation waste, plate waste, and post-consumer organic waste, converting the material into environmentally safe grey water through a fully enclosed and automated aerobic digestion process.

Unlike landfill disposal, which results in anaerobic decomposition and methane generation, the LFC biodigester uses oxygen, microorganisms, and enzymes to accelerate natural aerobic decomposition. This process significantly reduces greenhouse gas emissions associated with food waste disposal while eliminating odours and reducing the operational impacts associated with transporting food waste to landfill sites.

Based on the manufacturer's emissions equivalency data, processing 182,500 kg of food waste annually through the LFC biodigester avoids an estimated 279 tonnes of CO2e emissions per year compared to conventional landfill disposal methods. This reduction is primarily achieved through the avoidance of methane emissions generated during anaerobic decomposition in landfill environments

Eliminating Single-Use Plastics in Food and Beverage Operations



In 2025, ADNEC Group continued accelerating its efforts to reduce and eliminate single-use plastics across its F&B venues, restaurants, catering operations, and event spaces. Plastic cutlery has been fully replaced with compostable and plant-based alternatives, including utensils manufactured from locally sourced palm tree leaves. These sustainable alternatives maintain the functionality and user experience of conventional disposable cutlery while biodegrading naturally without releasing harmful toxins, supporting ADNEC Group's circular economy and zero-waste objectives.

In parallel, traditional virgin plastic water bottles continued to be replaced with environmentally responsible alternatives, including glass bottles and bottles manufactured using recycled

plastic content. This transition has significantly reduced reliance on virgin plastic production while decreasing plastic waste generated across ADNEC Group's operations and events.

These initiatives build upon Capital Catering's broader sustainability programme, which includes the adoption of sustainable packaging solutions across food trucks and the Good Life café and restaurant, as well as partnerships with UAE-based startups specialising in innovative palm-leaf food service products. Through these measures, ADNEC Group continues to strengthen local supply chains, support sustainable innovation, and promote lower-impact procurement and operational practices across its hospitality and catering operations.

Waste Management		2020	2021	2022	2023	2024	2025
306-3	Total Recyclable & Non-Recyclable Waste (kg) - ADNEC Centre Abu Dhabi	443,000	680,000	791,000	1,333,000	1,251,220	1,513,480
306-3	*Total Recyclable & Non-Recyclable Waste (kg) - ADNEC Group	NA	NA	NA	NA	6,960,928	18,340,490
306-4	Weight of Recycled Waste (kg) - ADNEC Centre Abu Dhabi	172,000	344,000	389,000	706,000	659,972	914,073
306-4	*Weight of Recycled Waste (kg) - ADNEC Group	NA	NA	NA	NA	3,063,097	11,248,000
306-4	Recycled Waste (% of Total) - ADNEC Centre Abu Dhabi	38.8%	50.6%	49.2%	53.0%	52.7%	60.0%
306-4	*Recycled Waste (% of Total) - ADNEC Group	NA	NA	NA	NA	44.0%	61.0%
306-5	Weight of Non-Recycled Waste (kg) - ADNEC Centre Abu Dhabi	271,000	336,000	402,000	627,000	591,248	599,407
306-5	*Weight of Non-Recycled Waste (kg) - ADNEC Group	NA	NA	NA	NA	3,897,831	7,092,490
306-5	Non-Recycled Waste (% of Total) - ADNEC Centre Abu Dhabi	61.2%	49.4%	50.8%	47.0%	47.3%	39.6%
306-5	*Non-Recycled Waste (% of Total) - ADNEC Group	NA	NA	NA	NA	56.0%	38.7%
306-2	Total Hazardous Waste (kg) - ADNEC Centre Abu Dhabi	0	0	0	0	0	0
306-2	*Total Hazardous Waste (kg) - ADNEC Group	NA	NA	NA	NA	7,648	11,392

* The addition of new assets, a more comprehensive, detailed tracking for waste management metrics have resulted in an increase in total waste volumes and quantities.

Environmental Impact Management and Compliance

In accordance with ISO 14001 and ISO 20121 standards, ADNEC Group maintains a comprehensive **Environmental Impact Assessment Register**. This register evaluates the environmental effects of daily operations across all business units, assessing each activity by source, potential impacts (e.g., air, water, soil pollution), severity scores, and corresponding mitigation measures.

To ensure compliance and operational preparedness, ADNEC Group implements:

- **Biannual Environmental Drills:** Simulations of incidents such as chemical spills, oil leaks, and biohazard spills to test and enhance operational readiness.
- **Environmental Legal Compliance Register:** Actively maintained records ensuring strict adherence to applicable environmental regulations and pollution-prevention requirements.
- **Environmental Impact Risk Register:** Documentation and tracking of environmental risks, facilitating proactive risk management and continuous improvement of environmental performance.

Excel London: Strategy, Certification and Governance

In 2023, Excel launched its formal Sustainability Strategy, structured around five core pillars. This strategy continued to mature in 2025 through active focus groups, independently audited action plans, and robust oversight from Excel's ESG Committee, aligned with the ADNEC Group ESG framework. Sustainability remains embedded in decision-making through a comprehensive governance structure that promotes cross-departmental accountability and transparent reporting.

In 2025, Excel reached a key milestone with the publication of its Net Zero Transition Plan, developed in line with the Science Based Targets initiative (SBTi). This sets out a clear pathway to achieving net zero emissions by 2045, including:

- 50% reduction in Scope 1, 2 and 3 emissions by 2030.
- 90% reduction in Scope 1 and 2 by 2040.
- 90% reduction in Scope 3 by 2045.
- Neutralisation of residual emissions through verified carbon removal solutions.

Excel also repeated its double materiality assessment in 2025, capturing both its environmental and social impacts and the financial risks posed by ESG issues. The outcomes will inform the next iteration of its Responsible Business Strategy in 2026.

Excel London: Circularity, Waste and Zero-to-Landfill Commitment

Excel continues to achieve 100% landfill diversion, embedding circular economy principles across its operations. This approach is supported by:

- Operating one of the UK's largest wormeries to compost food waste.
- Prioritising recycling, with residual waste sent to energy recovery.
- Continuous improvements in waste segregation and event-specific tracking.
- Ongoing staff training and procurement practices to minimise waste generation.

In 2025, Excel strengthened its approach through targeted initiatives:

- Appointment of a dedicated Waste Manager to drive performance improvements.
- Launch of the Waste Ambassador Programme, supporting exhibitors and contractors on-site.
- Introduction of a weight-based waste charging model, incentivising reduction and recycling.

Excel London: Sustainable Catering Initiatives

In partnership with Levy, Excel continued to advance sustainable catering practices:

- Carbon-labelled menus, helping clients and visitors understand environmental impact.
- Plant-forward, seasonal food options using locally sourced ingredients and eliminating air-freighted produce.
- Ongoing transition towards reusable and sustainable packaging to reduce single-use waste.

Excel London: Responsible Procurement

Excel strengthened its responsible sourcing approach in 2025 through the rollout of its Sustainable Procurement Standards:

- Embedding environmental, social, and ethical criteria into procurement decisions
- Setting clear expectations on carbon reduction, waste management, labour standards, and social value.
- Enhancing supplier due diligence and increasing transparency on Scope 3 emissions.
- Prioritising local suppliers where possible to support the regional economy.
- Introducing supplier engagement tools to drive continuous improvement.

Excel London: Estate Development and Biodiversity

In 2025, the completion of the ICC Maritime Suite marked a significant milestone in Excel London's sustainable development journey. The expansion has been designed to achieve a BREEAM 'Excellent' rating, reflecting high standards across:

- Renewable energy generation, energy efficiency and performance monitoring.
- Water conservation and leak detection.
- Responsible sourcing of materials, including recycled content.
- Waste reduction and design for adaptability and longevity.

The development has also enhanced biodiversity through the creation of a Pocket Park, incorporating:

- Native and wildlife-friendly planting.
- Ecological enhancements on a previously developed site.
- Long-term habitat management planning.

The Business Design Centre (BDC)

The BDC has a longstanding commitment to supporting its workforce and local community, alongside a continuous focus on improving environmental performance. Notably, it became the first venue of its kind to achieve carbon neutrality in 2010 and has maintained its CarbonNeutral® venue accreditation for 16 consecutive years. Since achieving B Corp certification in 2023, the venue continues to uphold rigorous standards of accountability, transparency and excellence across environmental and social performance.

Since 2024, following the BDC's acquisition by Excel London, a 100% owned subsidiary of ADNEC Group, the venue has continued to serve as a governance exemplar, effectively illustrating how ESG integration can enhance corporate strategy and significantly contribute to the Group's overall sustainability performance.

The acquisition also initiated a B Corp recertification process that will be completed in 2026. The BDC previously achieved full certification in 2023, legally embedding ESG commitments within its corporate governance framework and formally prioritising people, planet and profit, while also validating the venue's robust sustainability practices – reflected in an impressive overall B Impact Score of 81.6, significantly exceeding industry averages.

Under ADNEC Group's governance framework, BDC operates comprehensive ethics and compliance systems, including clear policies covering:

- Anti-corruption and fair business practices.
- Data protection and cybersecurity.
- Health and safety standards.

Additionally, in 2025, Excel and BDC collaborated on a joint Materiality Assessment, effectively identifying KPIs and goals for a new 5-year ESG strategy.

The BDC demonstrates transparency and accountability through the publication of an annual Impact Report, detailing key ESG metrics, progress toward net-zero targets and community contributions.

To ensure inclusive governance, the BDC engages stakeholders through dedicated internal committees focused on sustainability, governance and employee well-being initiatives, while regular ethics and environmental training ensure that compliance and ethical principles are deeply embedded at every organisational level.

The organisation aligns closely with the UN Sustainable Development Goals (SDGs) and internationally recognised ESG frameworks, reinforcing a comprehensive and holistic sustainability approach.

BDC: Environmental Initiatives

In 2025, the BDC entered its seventh year measuring and reducing its carbon footprint by working with third-party carbon consultancy ecollective. Throughout the year, the venue demonstrated commitment to environmental sustainability by planning and executing targeted energy efficiency initiatives and continuous operational improvements, reaching a 76% reduction in carbon emissions (compared to emissions registered in its baseline year, 2018/19). The 2025 carbon report also highlighted opportunities to eradicate Scope 1 combustion emissions in line with the BDC's Net Zero target, which will be explored by means of an energy audit in 2026.

Since 2019, the BDC has procured 100% renewable electricity and continuously invests in energy efficiency enhancements, including LED lighting, motion sensors and smart energy controls. The venue's carbon accounting aligns with Science Based Targets initiative (SBTi) methodology, ensuring emission reductions are consistent with limiting global warming to 1.5°C. To improve water conservation, the venue also introduced waterless urinals.

Additionally, comprehensive sustainable operations are implemented all year round:

- **Zero Waste to Landfill:** Achieved through close collaboration with local authorities ensuring recycling, composting and energy recovery for waste management.
- **Recycling Initiatives:** Improved waste segregation increased recycling rates to 35.91% in 2025, up from 31.3% in 2024.
- **Upcycling and Circular Economy:** Through the BDC's *"Donate Not Waste"* programme and a close collaboration with social enterprise *A Good Thing*, resulting in the regular donation of reusable materials to local charities.
- **Catering Carbon Labelling:** Introduced in 2025 in collaboration with the BDC's in-house catering partner, *the Good Eating Company*; spanning all event catering packages, DDR menus and menu offers at the venue's on-site restaurant, Jack's. This project aims to increase transparency while encouraging customers to make more sustainable food choices.
- **Rooftop Kitchen Garden:** Produces herbs and fresh ingredients for the on-site restaurant, supporting local sourcing, reducing food miles and enhancing the farm-to-table experience.
- **Food Waste Reduction:** Continued collaboration with on-site charity Go Dharmic to donate food surplus.

Stakeholder engagement remains central to the BDC's sustainability efforts. The venue provides detailed post-event environmental impact reports to event organisers on request, covering energy consumption and waste management outcomes. It also continues to actively collaborate with industry networks, including isla, AEO and AEV working groups to champion sustainability in events and best practice.

ADNEC Media & twofour54: Powering a Sustainable Creative Economy

ADNEC Media, through its flagship brand twofour54, continued to strengthen Abu Dhabi's position as a leading regional media and creative hub in 2025 through the expansion of sustainable infrastructure, responsible operations, talent development, and innovation-led growth. Operating from Yas Creative Hub, twofour54 continued integrating environmental, social, and governance (ESG) principles across its facilities, productions, tenant ecosystem, and operational activities.

Following the implementation of its Environmental Management System (EMS) in accordance with ISO 14001:2015, twofour54 progressed its environmental governance framework and continued embedding sustainability considerations into day-to-day operations, asset management, and future development planning. Environmental oversight remains centrally managed through the Corporate Governance and Risk Department, ensuring alignment with ADNEC Group's wider ESG strategy and sustainability objectives.

In 2025, Yas Creative Hub continued operating as one of the region's most sustainable creative campuses, maintaining its "Two Pearls Plus (60 Credit Points)" certification under Abu Dhabi's Estidama Pearl Building Rating System. The development integrates a broad range of sustainable design and operational measures, including:

- Natural systems protection, biodiversity preservation, and ecological management measures
- Outdoor thermal comfort enhancements and sustainable urban design practices
- High-efficiency ventilation systems and enhanced indoor environmental quality controls
- Water conservation initiatives including low-flow fixtures, water monitoring systems, and condensate reuse for irrigation
- Energy efficiency measures including LED lighting, smart Building Management System (BMS) controls, occupancy-based optimisation, and high-efficiency HVAC systems
- Use of environmentally preferable materials and ozone-safe refrigerants
- Dedicated waste segregation and waste management systems supporting operational and construction waste diversion

The campus continued leveraging smart building technologies through real-time BMS monitoring, occupancy-driven energy optimisation, and digital-first operational practices to reduce resource consumption and improve operational efficiency. Paperless workflows and digital approvals continued reducing operational paper usage across departments and tenant operations.

Supporting low-emission transportation, Yas Creative Hub continued providing electric vehicle charging infrastructure for tenants, employees, visitors, and production partners, encouraging the transition toward cleaner mobility solutions.

In alignment with its social sustainability objectives, twofour54 continued supporting local talent development, entrepreneurship, and knowledge transfer through its creative ecosystem, production support services, training programmes, and incubation initiatives. These efforts contribute to Abu Dhabi's long-term economic diversification objectives while supporting the growth of a resilient and inclusive creative economy.

Through continued investment in sustainable infrastructure, operational efficiency, and responsible growth, ADNEC Media and twofour54 remain committed to supporting the development of a future-ready, environmentally responsible, and globally competitive media sector in Abu Dhabi.

SOCIAL

Customers

Responsible Relationships with Customers

ADNEC Group remains committed to maintaining responsible, transparent, and high-quality relationships with customers across all business clusters, operations, venues, and services. Guided by the European Foundation for Quality Management (EFQM) Excellence Model, ADNEC Group categorises its key stakeholders into five principal groups:

- Partners
- Customers
- Suppliers
- Society
- Employees

Our customer relationship approach is supported through formal policies, management systems, governance procedures, and continuous improvement mechanisms aligned with international best practices and recognised management standards. These frameworks support ethical engagement, service excellence, operational reliability, and sustainable customer interactions across the organisation.

ADNEC Group's customer-related processes are aligned with the requirements of the ISO 9001 Quality Management System, ensuring structured and consistent management of customer expectations, communication, service delivery, and feedback management. This approach is further strengthened through additional internationally recognised certifications and management systems, including:

- **ISO 14001 Environmental Management System**, supporting environmentally responsible operations and sustainable customer experiences.
- **ISO 20121 Event Sustainability Management System**, promoting sustainable event planning and delivery practices across venues and events.
- **ISO 20000-1 IT Service Management System**, ensuring structured, reliable, and high-quality IT service delivery and support.

Customer Satisfaction

Customer satisfaction and long-term relationship management remain strategic priorities across ADNEC Group and its subsidiaries. Through continuous improvement, service optimisation, and customer-centric operational practices, the Group continues achieving consistently high levels of customer satisfaction and strong Net Promoter Scores (NPS) across multiple business areas.

ADNEC Group has established a comprehensive customer experience framework designed to strengthen engagement, improve responsiveness, and enhance overall service quality across all customer touchpoints. Key elements supporting customer satisfaction include:

- Active leadership engagement and oversight of customer experience initiatives.
- Continuous enhancement of services, facilities, and operational processes.
- Structured customer feedback collection, analysis, and response mechanisms.
- Proactive stakeholder engagement and relationship management.
- Transparent and effective communication across all business functions.
- Mystery shopper programmes supporting service quality monitoring and improvement.
- Continuous staff training and service excellence initiatives across customer-facing operations.

Customer Experience

ADNEC Group maintains a robust Quality Management System certified to ISO 9001 standards, supporting continuous improvement across services, operations, communication channels, and customer engagement practices. This framework enables the Group to consistently meet evolving customer expectations while strengthening operational efficiency and service consistency.

The Group continues maintaining internationally recognised certifications that reinforce customer confidence, operational excellence, and sustainable service delivery, including:

- **ISO 20121 Event Sustainability Management System**, positioning ADNEC Group among the leading sustainable event organisations in the region.
- **ISO 14001 Environmental Management System**, supporting responsible environmental management and operational stewardship.
- **ISO 20000-1 IT Service Management System**, ensuring reliable and efficient IT service delivery across operations and customer services.

As part of its commitment to service excellence, ADNEC Group continues implementing its "Effortless Customer Experience" initiative across multiple business clusters. The initiative focuses on streamlining customer journeys, improving responsiveness, enhancing service integration, and delivering seamless customer experiences aligned with international best practices.

Customer feedback and complaints management remain centrally coordinated through the Quality Assurance Department, which oversees the end-to-end complaints handling and resolution process. Complaints are systematically categorised according to severity, impact, and operational relevance, ensuring prompt escalation, investigation, corrective action implementation, and timely resolution.

This structured and proactive approach supports continuous service improvement, enhances customer trust and satisfaction, and strengthens ADNEC Group's long-term stakeholder relationships across its operations and business activities.

Customers ADNEC Centre Abu Dhabi & Al Ain		2020	2021	2022	2023	2024	2025
102-43	Customer Satisfaction Score (%)	98%	93%	96%	96%	94%	94%
102-43	Net Promoter Score (NPS)	85	72	85	74	70	78
416-2	*Number Of Customer Complaints Filed (#)	0	0	0	0	0	0
416-2 418-1	*Number Of Customer Complaints Resolved (#)	0	0	0	0	0	0

* Complaints identified as genuine (severity level medium or higher) are classified in accordance with the Customer Suggestions and Complaints Approach Matrix.



Suppliers

Advancing Responsible and Ethical Procurement

In 2025, ADNEC Group continued strengthening its commitment to responsible and ethical procurement by further embedding Environmental, Social, and Governance (ESG) principles across procurement activities, supplier engagements, contract management processes, and project execution requirements.

Building upon the foundations established in previous years, ADNEC Group continued integrating ESG considerations throughout the supplier lifecycle in alignment with ISO 20400 Sustainable Procurement guidance, supporting improved supply chain transparency, accountability, environmental performance, and responsible business conduct.

Key measures implemented and expanded during 2025 include:

- Enhanced Supplier Code of Conduct

Suppliers continued committing to ADNEC Group's mandatory ESG compliance undertaking, confirming adherence to minimum sustainability requirements relating to environmental compliance, carbon management, labour rights, ethical business practices, occupational health and safety, and supply chain transparency.
- Integrated ESG Criteria Across Procurement Processes

Procurement policies, procedures, templates, and manuals continued incorporating ESG considerations across all supplier management stages, including supplier registration, prequalification, tendering, technical evaluation, contracting, and supplier performance assessment processes.
- Expanded Supplier ESG Evaluation Framework

ESG-specific performance indicators continued being integrated into supplier evaluations and scoring frameworks, including criteria relating to ISO certifications, carbon reduction initiatives, renewable energy adoption, waste management practices, responsible sourcing measures, sustainability innovation, and ESG governance maturity.
- Project-Specific ESG Requirements for High-Value Procurements

All tenders and purchase orders exceeding AED 1 million continued incorporating tailored ESG requirements and technical evaluation criteria proportionate to project scope, operational risks, and sustainability impacts. These measures support greater consistency in responsible procurement practices across major projects and supplier engagements.
- Procurement Portal and Supplier Communication Enhancements

ADNEC Group continued strengthening supplier communication through its procurement platforms and tender documentation, clearly outlining sustainability expectations, ESG requirements, and responsible procurement objectives to suppliers and contractors.
- Progressive ESG Maturity Development Across the Supply Chain.

ADNEC Group continued adopting a phased and maturity-based approach to responsible procurement implementation, initially prioritising higher-value contracts and strategically expanding ESG integration across broader supplier categories over time as supplier ESG maturity improves.

Through these measures, ADNEC Group continues strengthening transparency, accountability, and sustainability across its supply chain while supporting long-term ESG performance improvement and responsible business practices.

Supplier Evaluation Weighting Distribution

Supplier evaluation criteria continue incorporating ESG and responsible business considerations as part of the overall supplier assessment framework. Current weighting allocations include:

Supplier Evaluation Criteria	Overall Score
1. Legal status in the UAE	10%
2. Financial stability	10%
3. Previous relevant experience and credible references	25%
4. Location of the company	10%
5. Experience of key staff members	10%
6. Capacity assessment – to ensure the supplier can deliver on the proposed work	15%
7. ESG Criteria	5%
8. Corporate Social Responsibility activities	5%
9. ISO Accreditations and H&S Policy	5%
10. Organisational chart	5%
Note: Weighting distribution is subject to adjustment based on the specific nature of tenders	

Supporting Local Suppliers and Economic Development

ADNEC Group continues supporting the UAE's In-Country Value (ICV) programme, recognising its importance in strengthening local economic development, supporting national industrial growth, and increasing local supplier participation across UAE business sectors.

Since integrating ICV requirements into procurement activities across its commercial subsidiaries in 2021, ADNEC Group has continued promoting local supplier participation and encouraging procurement opportunities for UAE-based businesses, SMEs, and Khalifa Fund-supported enterprises.

During tendering and RFQ processes, suppliers are requested to declare SME and Khalifa Fund participation status where applicable, supporting transparency and increasing opportunities for local economic engagement and supplier development.

Through these initiatives, ADNEC Group continues supporting responsible procurement practices while contributing to national economic diversification objectives, local supplier development, and long-term sustainable value creation across its operations and supply chain ecosystem.

Health, Safety, and Business Continuity

ADNEC Group maintains a comprehensive Occupational Health and Safety Management System aligned with local regulations and international standards, including **ISO 45001, ADOSH certification, and Abu Dhabi Defence Authority (ADCDA)** preventive safety compliance. Clearly documented procedures, regular stakeholder engagement, and continuous training and awareness programmes reinforce a strong culture of health, safety, and wellbeing across the organisation.

In 2024–2025, the Group further enhanced emergency preparedness through the integration of the **Hassantuk system** for advanced fire safety monitoring, regular fire evacuation drills, and specialised in house training for fire marshals and first aid responders. ADNEC also ensured full compliance with **Abu Dhabi Public Health Centre (ADPHC) occupational health requirements** and strengthened its Business Continuity Management System in alignment with **NCEMA 7000:2021** and **ISO 22301:2019 standards**.

In addition, ADNEC has commenced the implementation of an integrated Health & Safety and Business Continuity software platform, which will digitise and streamline HSE and BCM processes across the Group. This system will enhance reporting accuracy, improve incident and risk management workflows, and support real time visibility of organisational resilience performance.

Employee Well-being

In 2025, ADNEC Group continued supporting holistic employee well-being through programmes and initiatives focused on physical, emotional, and social health. Key initiatives included annual employee health check-up campaigns, seasonal flu vaccination programmes conducted in partnership with SEHA, which were also extended to family members, as well as continuous health and wellness awareness communications distributed through multiple internal channels including email communications and the intranet.

Occupational Health and Safety		2020	2021	2022	2023	2024	2025
403-9	Total Employee Manhours (#)	1,398,032	1,393,840	6,520,656	9,660,464	12,064,576	18,436,416
403-9	Total Contractor Manhours (#) – ADNEC Centre Abu Dhabi	159,000	146,808	690,720	1,076,688	1,344,732	1,679,556
403-9	Total Contractor Employees (FTE) – ADNEC Centre Abu Dhabi	1,106	3,838	1,863	8,630	8,367	10,789
403-9	Employee Fatalities (#)	0	0	0	0	0	0
403-9	Contractor Fatalities (#)	0	0	0	0	0	0
403-9	Employee Total Recordable Injuries (#) – ADNEC Centre Abu Dhabi	10	4	6	6	3	0
403-9	Contractor Total Recordable Injuries (#) – ADNEC Centre Abu Dhabi	47	27	81	120	116	59
403-9	Employee Lost-Time Injuries (#) – ADNEC Centre Abu Dhabi	4	4	0	0	0	0

Equal Opportunity

ADNEC Group is committed to fostering a diverse, equitable, and inclusive workplace, actively supporting talent regardless of gender, nationality, age, ethnicity, or background. Equal opportunities are embedded across recruitment, promotion, and career development processes, with no recorded incidents of discrimination.

The Group actively pursues gender balance, empowering female colleagues through leadership development and strategic career progression opportunities.

Supporting Female Employees

ADNEC Group supports female talent development through structured initiatives, notably the **IGNITE Programme**, designed for female Emirati graduates. This programme offers tailored onboarding, cross-functional exposure, and targeted training to facilitate seamless transitions into professional roles, fostering long-term career success and leadership readiness.



Support for Retirees

ADNEC Group provides early retirement options exclusively for Emirati employees, facilitating access to retirement pension entitlements and underscoring the Group's commitment to employee welfare and financial security beyond active employment.

Employee Listening and Engagement

ADNEC Group fosters an engaged workplace by regularly collecting employee feedback through various mechanisms.

Employee Engagement Pulse Survey 2025

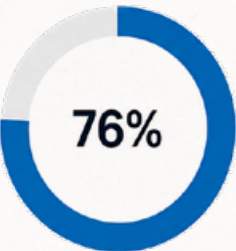
Executive Overview

PARTICIPATION RATE



Modon as a Group, 79%

ENGAGEMENT SCORE



- 6% above global benchmark (70%) & 1% above UAE benchmark (75%)
- 2% above groupwide (74%)

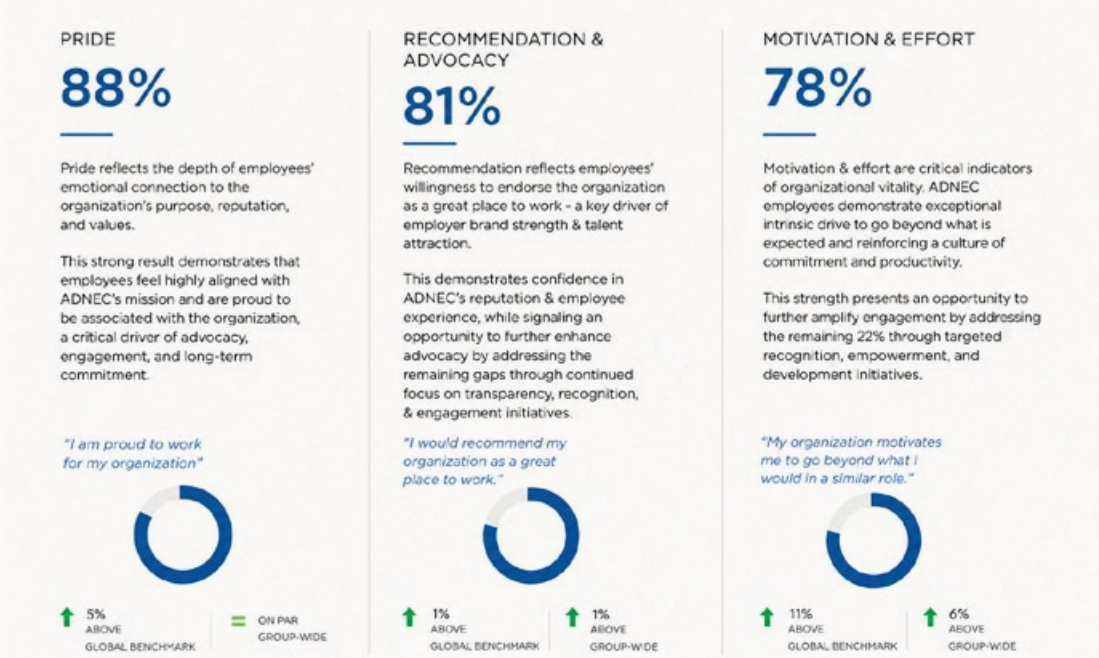
Key Highlights:

- 76% of employees strongly agreed or agreed to the 5 engagement questions, demonstrating solid organizational commitment.
- Thirteen questions scored above 80%, with standout areas including Alignment & Strategic Clarity (92%, +3%), Pride & Commitment (88%, +5%), and strong results in Leadership & Management (85% and 86%), Enablement (82%, +9%), and Learning & Development & Advocacy (81%, +8% and +1%) compared to global benchmarks.



Engagement Drivers & Key Strengths

Feedback is confidentially collected and directly informs continuous improvements in employee well-being, engagement, and organisational practices.



Engagement Drivers & Key Strengths

Training & Development		2020	2021	2022	2023	2024	2025
404-1	Total Training (hours)	9,050	8,813	10,451	10,213	16,451	19,254
404-1	Average Training per employee per year (hours)	NA	NA	21.3	18.0	19.0	19.0

Employee Recognition and Investment in People

ADNEC Group actively values and recognises employee contributions. Committed to employee investment, the Group provides resources, training, and support to drive employee success. The globally recognised **Investors in People (IIP)** accreditation affirms ADNEC Group's dedication to continuous improvement, employee development, and workplace engagement.

Human Capital		2020	2021	2022	2023	2024	2025
405-1	Male / Female Ratio (Full Time Employees)	2.5	2.4	1.9	4.6	5.0	6.1
405-1	Voluntary Turnover Rate (%)	4.6	4.2	3.6	4.2	9.3	9.8
405-1	Accommodation Facilities (#)	NA	NA	NA	11	14	26
405-1	Average Employee Age (#)	NA	NA	NA	41.6	34.4	34.2
405-1	** No. of Trainings Programmes Conducted (#)	442	473	407	201	* 1,283	1,001
405-1	Employee Related Legal Cases (#)	NA	NA	NA	0	0	0

* Introduction of LinkedIn Learning Platform

** Training Programmes include behavioural, technical, leadership, organisational, knowledge sharing & coaching workshops and sessions

Nationalisation and Emirati Talent Development

ADNEC Group remains deeply committed to empowering UAE Nationals to become future leaders within its sectors. Initiatives designed to foster Emirati talent include:

- **Leadership Development Programme:** Structured pathways for Emirati employees' career progression.
- **UAE National Forum:** Regular dialogue platforms directly connecting Emirati employees with senior leadership, promoting transparency and open feedback.

Space to Perform	ADNEC Pioneers Program	IGNITE Program	Integrating Emiratis	Emirati Internship
				
• Hands-on learning and skills development tailored to business tourism industry • 49 Emiratis employees participated in the program since inception in 2009.	• ADNEC's program offers Emirati graduates a year-long rotation across six clusters, fostering skill development and career growth • 4 Emiratis enrolled in 2025	• Program for Emirati National fresh graduates, preparing them for professional success • 7 Emiratis enrolled in 2025	• Integrating Emiratis and increasing their presence across all clusters	• Emirati internship program builds skilled national workforce • 27 interns trained in 2025

These targeted programmes reinforce ADNEC Group's strategic commitment to developing national talent in alignment with the UAE's broader economic and workforce diversification objectives.

Employee Voices: What We Are Doing Well

Human Capital		2020	2021	2022	2023	2024	2025
405-1	* UAE Nationals Among Full Time Workforce (#)	123	119	147	206	270	250
405-1	Nationals In Senior Management Positions and Above (#) ** L1 & L2	6	6	6	7	7	6
405-1	Nationals In Senior Management Positions and Above (#) ** L1, L2 & L3	21	19	20	20	19	18

* Figures include white-collar employees only

** L1: Managing Director & Group CEO

** L2: C-Level Suite – Direct Reports to Managing Director & Group CEO

** L3: Direct Reports to C-Level Suite and/or Managing Director & Group CEO



Human Capital Performance and Leadership Development

In 2025, ADNEC Group continued strengthening its people and leadership capabilities through targeted talent development, succession planning, employee engagement, and leadership development initiatives aligned with its long-term organisational growth objectives.

The Group achieved strong performance across multiple human capital indicators during the reporting year, exceeding internal targets in key areas including succession planning effectiveness, employee development effectiveness, and employee engagement. These results reflect the continued focus placed on talent development, workforce capability enhancement, leadership pipeline strengthening, and employee experience improvement across the organisation.

ADNEC Group continued working closely with business units and leadership teams to identify and develop successors for critical positions and strategically important roles, strengthening organisational resilience and long-term talent continuity. Employee development programmes also continued delivering strong outcomes through structured learning initiatives, targeted training programmes, and enhanced employee participation across development activities.

Employee engagement levels also exceeded organisational targets during 2025, supported by continuous workforce engagement initiatives, regular employee feedback mechanisms, and enhanced communication and support programmes implemented across the Group.

Demonstrating ADNEC Group's commitment to leadership capability development, all executive leadership positions, including C-suite executives and their direct reports, successfully participated in leadership development programmes during the reporting year. These programmes focused on strengthening strategic leadership capabilities, organisational effectiveness, succession readiness, and long-term leadership development across the Group.

Community

Community Engagement and Social Responsibility

Over the past decade, ADNEC Group has transitioned from traditional corporate social responsibility (CSR) practices toward a more strategic and inclusive approach to community engagement. This shift prioritises meaningful partnerships and direct community outreach, creating long-term, positive social impacts.

Key Initiatives

- Food Parcel Distribution**
Through Capital Catering, ADNEC regularly organises Iftar meal distributions at labour camps during Ramadan, fostering compassion, social solidarity, and community cohesion.
- Blood Donation Campaigns**
ADNEC has consistently held blood donation drives for five consecutive years, encouraging employees to support public health and embrace the spirit of giving.
- 'STOP AND DONATE' Campaign**
This initiative invites local community members to donate unwanted items for reuse (via the Red Crescent) or recycling, promoting sustainability, circular economy principles, and community generosity.

ADNEC Group - Community Engagement and Investment

In 2025, ADNEC Group continued strengthening its commitment to social responsibility through strategic community engagement programmes, volunteering initiatives, charitable partnerships, and targeted social impact activities aligned with the Group's values and broader contribution to society. Moving beyond traditional corporate social responsibility approaches, ADNEC Group continued focusing on long-term, meaningful initiatives that support community well-being, inclusion, cultural preservation, and social development across Abu Dhabi.

During the reporting year, ADNEC Group provided **AED 41.98 million** in discounted and in-kind services supporting local organisations, social programmes, charitable causes, and community-focused initiatives. These contributions demonstrate the Group's continued commitment to leveraging its venues, operational capabilities, partnerships, and hospitality services to create positive social impact and support wider community priorities.



Employee volunteering and community participation also continued growing during 2025, with employees collectively contributing 130,650 volunteering hours across a wide range of initiatives including food distribution campaigns, blood donation drives, sustainability awareness activities, charitable events, and community engagement programmes hosted across ADNEC Group venues and operations.

As part of its community engagement activities, ADNEC Group participated in a large-scale volunteering initiative organised in partnership with the Authority of Social Contribution - Ma'an during the Holy Month of Ramadan, alongside strategic partners including Waha Capital and TAQA. The initiative supported low-income families across Abu Dhabi through the preparation and distribution of "Meer Boxes" containing essential food and household supplies. The programme brought together volunteers from multiple organisations and demonstrated strong participation across different community groups, including families, senior citizens, and People of Determination, reinforcing the principles of inclusion, collaboration, and social solidarity.

In addition, ADNEC Group and Capital Catering supported several cultural and social initiatives coordinated through Ma'an, including the "E7 Banat Community Reunion" hosted at Emirates Foundation in Abu Dhabi. The initiative brought together women impact leaders and programme partners to celebrate community achievements and support the relaunch of the programme during the UAE National Day period. ADNEC Group supported the initiative through the provision of Emirati hospitality and culturally representative catering services, helping promote Emirati heritage, cultural identity, and women empowerment initiatives within the community.

Through these initiatives and partnerships, ADNEC Group continued contributing to Abu Dhabi's social development priorities while strengthening community resilience, promoting volunteerism, supporting vulnerable groups, and advancing inclusive and sustainable social impact across the Emirate.

Community Engagement and Investment		2020	2021	2022	2023	2024	2024
413-1	Discount / Free Services to Community (AED)	430,000	3,256,000	6,928,000	8,895,023	7,903,784	41,987,891
413-1	Number Of Employee Volunteers (#)	18	16	17	23	29	11
413-1	Number of Employee Volunteering Hours (#)	24,480	10,840	4,658	13,453	20,016	130,650

Ramadan 2025 Community Fridges Campaign

During Ramadan 2025, Capital Catering actively supported the UAE’s Ne’ma national initiative for reducing food loss and waste by participating in the “Community Fridges” campaign. This successful programme redistributed 1,920 surplus meals to underprivileged community members across Abu Dhabi, directly addressing food insecurity and social equity. The campaign also diverted approximately 1,250 kg of edible food from landfill, effectively preventing around 3,175 kg of CO₂e emissions.

ADNEC Group Economic Impact

ADNEC Group plays a pivotal role in driving Abu Dhabi’s and the broader UAE’s economic development by directly contributing to strategic sectors such as tourism, healthcare, education, agriculture, and energy. By attracting diverse international audiences, including event organisers, exhibitors, trade professionals, and corporate and association delegates, ADNEC Group generates significant business activity and sector-specific growth.

The Group assesses its economic impact across three dimensions:

- **Direct Impact:** Core event and venue operations.
- **Indirect Impact:** Spending throughout the broader supply chain.
- **Induced Impact:** Increased household spending arising from employment supported by ADNEC-related activities.

In 2025, ADNEC Group achieved its highest-ever economic contribution, generating AED 9.2 billion in Gross Value Added (GVA) and supporting over 70,000 jobs within the UAE. These achievements reflect ADNEC’s expanding role as a catalyst for economic growth, job creation, and Abu Dhabi’s emergence as a global hub for business tourism, knowledge exchange, and strategic events.

Economic Impact		2020	2021	2022	2023	2024	2025
203-1	ADNEC Economic Impact GVA (AED Billion)	1.4	2.4	3.6	7.4	8.6	9.2
203-2	Jobs Supported (#)	7,591	13,392	21,000	51,461	62,138	70,000+

Capital Events: Delivering Impactful, Inclusive, and Impactful Exhibitions

In 2025, Capital Events continued to deliver a diverse portfolio of internationally recognised exhibitions and conferences that generated strong economic, social, and environmental value across the UAE. Through strategic event curation and responsible event management practices, Capital Events reinforced Abu Dhabi’s position as a global destination for innovation, culture, sustainability, and knowledge exchange.

Major events such as Abu Dhabi International Hunting and Equestrian Exhibition celebrated Emirati heritage, wildlife conservation, falconry traditions, and equestrian culture through immersive workshops, educational experiences, and interactive programming involving more than 2,000 exhibitors and brands from 68 countries.

Innovation and future economy themes remained central to the 2025 portfolio. Events including Bitcoin MENA 2025 brought together global leaders, investors, regulators, and technology innovators to advance discussions around blockchain, digital finance, cybersecurity, and emerging technologies, further strengthening Abu Dhabi’s position as a regional innovation hub.

In parallel, food resilience and sustainable supply chain development remained a strategic focus through platforms such as Global Food Week, which united policymakers, agritech innovators, food manufacturers, and global suppliers to support food security, sustainable agriculture, and responsible sourcing initiatives aligned with the UAE National Food Security Strategy.

Across its events portfolio, Capital Events continued implementing ESG-focused operational practices, including expanded digital visitor journeys, reduction of single-use plastics through compostable and plant-based alternatives, increased waste segregation and recycling infrastructure, support for SMEs and local suppliers, and collaboration with social enterprises and community stakeholders.

Through these initiatives, Capital Events continued aligning its exhibitions and conferences with ADNEC Group’s ESG and sustainability strategy, contributing to economic diversification, cultural preservation, innovation, and long-term community impact.

Excel London: Inclusive Growth and Social Value

Excel continues to act as a key community anchor in the Royal Docks, delivering a broad programme of social impact initiatives.

Local Charity Partnerships

Excel maintains long-term partnerships with five core charities, providing funding, in-kind support, and volunteering:

- Newham All Star Sports Academy – supporting youth development through sport
- Bonny Downs Community Association – delivering community-led wellbeing and support services
- Every Child Online – tackling digital exclusion through device donations
- INSPIRE – supporting employability and skills development
- Custom House Community Bookshop – promoting literacy and wellbeing

Additional support was provided to The Boleyn Trust, enabling local young people to access cultural and educational opportunities.



Free Community Events & Education

In 2025, Excel hosted 14 free events for local communities, helping remove barriers to access and support social mobility. Key initiatives included:

- STEM in Aviation (with London City Airport).
- INSPIRE Career Carousel and Early Connect Apprenticeship events.
- Student engagement days with Falmouth University and Vives School of Event Management.
- Community sessions with Ascension Eagles youth charity.
- East London Meet the Buyers and Royal Docks Living Wage Forum.
- Citizens UK training and Caramel Rock education initiatives.
- One Day at Christmas community event for elderly residents.
- Every Child Online distribution event, providing over 100 refurbished laptops.

Excel also funded participation in INSPIRE's World of Work Week, providing local school children with hands-on career learning experiences.

Employee Volunteering & Community Engagement

Excel continues to actively encourage staff and partners to participate in volunteering and community engagement initiatives that deliver tangible local impact:

- Formula E partnership: Facilitated community engagement through the allocation of 100 places for local charities and community members at the pre-race Inspiration Hour, alongside wider ticket distribution to charity partners, increasing access to major live events.
- Custom House Community Bookshop volunteering: Co-hosted a dedicated volunteer day where Excel staff supported improvements to the community space, including painting a large-scale mural in the garden, enhancing a key local learning and social environment.
- One Day at Christmas: Continued support for this annual initiative providing social connection and festive hospitality for elderly members of the local community, with staff and partners contributing time and support to event delivery.
- Ongoing employee engagement: Volunteering opportunities are embedded within Excel's broader community programme, enabling staff to contribute directly to local charities and projects aligned with education, wellbeing, and inclusion priorities.

Accessibility & Inclusion

Excel remains committed to creating an inclusive and welcoming environment through:

- Continued implementation of the Hidden Disabilities Sunflower Scheme.
- Ongoing work of the Accessibility Governance Forum and Disability Taskforce.
- Commitment to the London Living Wage, extended across its supply chain.

BDC: Our People

The BDC's strong people-centric culture is evidenced by its high B Corp Workers score of 25.4 points (2023) and extensive initiatives supporting employee well-being, professional growth and workplace inclusion. In 2025, this was also evidenced by the venue being included in The Sunday Times Best Place to Work (Small Organisation) list, the UK's biggest study of employee engagement.

Employee Wellness Initiatives

Employees at BDC benefit from comprehensive wellness offerings including:

- Free weekly yoga classes.
- Quarterly chair massages.
- Biannual sound-bath meditation sessions.
- Fresh fruit provided daily in offices.
- Subscriptions to mindfulness apps (Calm/Headspace).

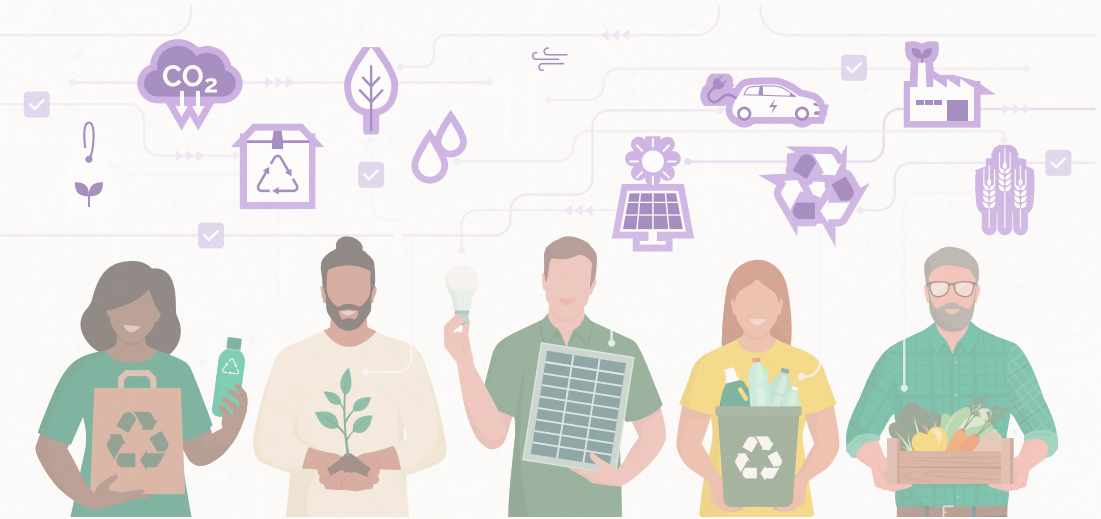
These wellness initiatives complement a robust benefits package offering:

- Private healthcare coverage.
- Health cash plans.
- Cycle-to-work and travel loan schemes.
- Free eye tests and flu vaccinations.
- Housing deposit loan programme.

2025 saw the introduction of new policies:

- Neonatal Care Leave – In line with the Neonatal Care (Leave and Pay) Act 2023.
- Jury Service – Now including new wording in line with judges' recommendations.
- Sexual Harassment.
- Data Protection – Updated in line with the GDPR Data Protection Act.
- Positive Work Environment Policy.
- Employee Welfare Policy.
- Whistleblowing Policy – Aligned to Excel's own policy.

Lastly, staff were offered an annual 1-2-1 session with the BDC's pension advisor, Royal London, to discuss all aspects of their pension plans in confidence.



Professional Development and Employee Engagement

The BDC emphasises continuous professional growth through tailored training programmes and structured personal development goals across all departments. The venue's affiliation to industry-renowned membership groups, including Women in Exhibition, isla and the Association of Event Venues (AEV), also offers optional learning sessions. In line with its long-standing environmental sustainability goals, some team members also had the opportunity to complete Carbon Literacy Training in 2025.

Regular all-staff meetings, such as company breakfasts, alongside various social events, foster cross-team engagement. Staff are also encouraged to set a personal environmental KPIs as part of their annual review.

Throughout 2025, the venue welcomed one new staff member, while also continuing its internship programme with one university student joining the team for a one-year placement as Venue Services Coordinator. Reflecting the organisation's strong culture of recognising, developing and retaining talent from within, the BDC also recognised long-service awards for 5 team members, who celebrated 30, 25, 15 and 10 years at the company.

Diversity, Equity & Inclusion (DEI)

By recognising that its people remain its greatest asset in delivering sustainable, innovative events, the BDC proactively empowers its staff by promoting autonomy, adaptability and mutual support.

It also continuously commits to fostering workplace diversity, equity, and inclusion, and collaborates with its community of business tenants to regularly celebrate cultural events including Diwali, Eid and Black History Month.

Understanding the importance of DEI, the BDC is committed to investing time in 2026 to ensure additional initiatives are explored and implemented – this will include relaunching the DEI Working Group (now ESG Working Group), creating a dedicated Wellness Facility with the support of a third-party wellness organisation, achieving the status of Dementia Friendly .

Venue and aligning neurodiversity and accessibility features throughout the venue, especially in light of new and existing DEI-focused shows, NeuroPlaces 2026 and The ADHD & Autism Show 2026.

Community Engagement & Impact

In 2025, the BDC continued to demonstrate a strong commitment to community engagement, focusing on delivering meaningful local economic impact, charitable contributions, volunteerism, and civic involvement.

Charitable Giving & Philanthropy

In 2025, BDC continued to donate to various community initiatives, funding youth arts education and mental health programmes and providing extensive in-kind support - including free venue space, publicity and staff resources for charitable activities.

Venue staff actively engaged in volunteer efforts, with over 50% of team members contributing to the delivery of impactful community programmes across over 350 hours:

- Participated in numerous fundraising events, including a company-wide Twilight Walk that raised £2,330 for The Brain Tumour Charity.
- Organised charity quiz nights involving tenant companies and contributed resources to Run Kids Run helping raise over £3,000 for local community groups.
- Took part in Christmas Jumper Day, raising over £100 in donations.
- By supporting The Power of Events (London School Engagement Programme), a number of BDC staff members became programme ambassadors and visited local schools to present career opportunities to pupils.
- Hosted the BDC's 3rd annual "One Day at Christmas" event, providing 385 elderly or isolated Islington residents who may otherwise spend Christmas alone with a festive meal and entertainment.
- Hosted Islington Giving's Corporate Cracker Building Day and contributed to making over 1,600 Christmas crackers in support of ending loneliness in Islington.
- Took part in Sticky Wicket, an annual industry charity event on behalf of the Lord Taverners Charity, supporting young people in sport with disadvantaged backgrounds.

Local Economic Development & Procurement

Beyond direct philanthropy, the BDC actively supports local economic growth by prioritising ethical and local sourcing in its procurement practices. It engages local suppliers, small businesses and social enterprises, actively encouraging clients and tenant companies to participate in initiatives such as the BDC's Donate Not Waste programme.

As a member of the Angel Islington Business Improvement District (BID) and its Responsible Business Network, the venue collaborates with local enterprises pursuing community improvements and shared net-zero ambitions. Its longstanding approach integrates financial support, volunteerism, in-kind aid and strategic local partnerships, firmly establishing its reputation as a committed, community-centric business.



GOVERNANCE

ADNEC Group maintains a robust governance framework built upon the highest standards of ethical conduct, risk management, and transparency, ensuring accountability and sustained value creation for stakeholders. Clear governance structures oversee ESG strategy, compliance, risk management, data protection, and internal control processes.

Sustainability Governance and Reporting

Sustainability Reporting and Disclosure:

ADNEC Group publishes an annual ESG report aligned with the **Global Reporting Initiative (GRI) Standards**. All sustainability data is rigorously reviewed and verified internally, supported by clear audit trails for key metrics. Currently, ESG data is publicly accessible via ADNEC Group's digital platforms. Beginning in 2025, ESG reports will undergo external assurance by a certified third-party provider, enhancing transparency and credibility.

ESG Strategy and Framework:

ADNEC Group's ESG strategy sets out the Group's long-term vision and material issues, supported by defined governance mechanisms and an integrated Net Zero roadmap.

Prevention of Corruption

ADNEC Group is firmly committed to preventing corruption, embedding integrity and ethical standards deeply within its operational practices. Key anti-corruption measures include:

- **Zero-Tolerance Policy**
Clearly articulated through the *Fraud Control Policy* and *Ethics and Anti-Corruption Policy*, demonstrating the company's uncompromising stance against fraudulent or corrupt activities.
- **Enhanced Policy Framework**
Recently updated using insights from international best practices such as *ISO/AWI 37003*, a globally recognised standard for fraud control management.
- **Comprehensive Code of Conduct and Business Ethics**
Supported by dedicated policies on Anti-Bribery & Corruption, Conflict of Interest, and Whistleblowing, ensuring all business activities meet high ethical standards.
- **Mandatory Staff Compliance**
Annually, employees formally acknowledge their understanding and adherence to the Code of Conduct and related governance policies via declaration forms. New employees confirm compliance upon onboarding, supported by regular training and refresher sessions.

ADNEC Group clearly defines corruption as any dishonest or abusive action for personal gain, including bribery, inappropriate gifting, illicit gratuities, hidden transactions, economic extortion, and undisclosed conflicts of interest. The universal staff certification of these principles' underscores ADNEC Group's unwavering commitment to integrity, accountability, and ethical governance across all levels of the organisation.

Anti-Corruption Practices

ADNEC Group employs robust measures to prevent corruption and uphold integrity across all operations. Key practices include:

- **Risk Analysis and Disclosure**
Regular reporting and disclosure on the percentage of business units analysed for corruption-related risks.
- **Mandatory Compliance Sign-off**
Annual signing of the Code of Conduct and Conflict of Interest declaration by all employees, reaffirming their commitment to ethical standards.
- **Awareness and Training**
Human Capital, in collaboration with an independent Audit and Governance team, conducts annual training and induction sessions on Anti-Bribery and Corruption Policies, Conflict of Interest management, and Whistleblowing procedures.

Anti-Corruption, Anti-Money Laundering, and Combating the Financing of Terrorism		2020	2021	2022	2023	2024	2024
205-1	Percentage Of Business Clusters Analysed for Risks Related to Money Laundering and The Financing of Terrorism (%)	0	50%	100%	100%	100%	100%
205-2	Percentage Of Workforce Formally Certified and Compliant with The Anti-Corruption Policy (%)	100%	100%	81%	92%	100%	100%
205-1	Percentage Of Operations Assessed for Risk Related to Corruption (%)	33%	33%	33%	33%	33%	33%
205-3	Number Of Corruption Incidents (#)	0	0	0	3	0	0
205-3	Number Of Non-Monetary Sanctions (#)	0	0	0	0	0	0
*ADNEC Group's three-year internal audit cycle covers all operations and assesses them against the full risk universe, which includes corruption-related risks.							

Compliance Reporting

ADNEC Group promotes an internal **"Speak Up" culture**, encouraging employees and stakeholders to openly raise concerns regarding potential violations of the Code of Conduct or clarify its practical application. Internal Audit regularly assesses compliance adherence and conducts systematic reviews to ensure effective implementation.

Whistleblowing

ADNEC Group maintains an independent whistleblowing system managed by a confidential external third party. Employees and stakeholders can securely report concerns, which are then confidentially shared with the Head of Internal Audit and the Chief Human Capital Officer. Concerns are addressed following a clearly defined compliance charter, with complex issues overseen by a dedicated investigation committee comprising representatives from Internal Audit, Human Capital, and Legal Affairs as required.

Fraud Control

ADNEC Group's **Fraud Control Policy** provides employees and stakeholders with clear and comprehensive guidelines designed to mitigate fraud risks across the organisation. The policy enforces a strict zero-tolerance stance on fraud and ensures swift and effective action in addressing any instances of misconduct. Employees are required to formally affirm their compliance annually through a mandatory declaration. Recently, ADNEC updated this policy by incorporating insights from international best practices, notably the ISO/AWI 37003 standard, recognised globally for its robust guidance on organisational fraud control management.

Code of Conduct and Business Ethics

ADNEC Group maintains a robust Code of Conduct and Business Ethics, reviewed and updated annually to ensure alignment with best practices. This comprehensive framework reinforces ADNEC Group's commitment to maintaining the highest ethical standards across all business activities, both within the UAE and internationally.

Prevention of Anti-competitive Practices

ADNEC Group strictly adheres to a clear and structured policy against anti-competitive practices, reinforced by robust reporting and disclosure mechanisms highlighted within its ESG report. This commitment is further supported by the Group's comprehensive Code of Conduct, ensuring fair competition and ethical conduct across all business activities.



Practices to Prevent Anti-Competitive Behaviour

ADNEC Group proactively prevents anti-competitive behaviour through a comprehensive framework comprising clear policies, employee training, secure reporting channels, and regular compliance reviews. Key practices include:

- Clearly Defined Policies:**
ADNEC maintains an explicit **Anti-Competitive Policy**, supported by comprehensive policies on **Anti-Bribery & Corruption, Conflict of Interest and Related Party Transactions**, and **Whistle-blowing**, all underpinned by its **Code of Conduct and Business Ethics**.
- Employment Contract Clauses**
All employee contracts include a specific clause prohibiting anti-competitive conduct, ensuring clear legal accountability.
- Independent Whistleblowing Mechanism**
Established in 2009 and independently managed since 2014, ADNEC provides a confidential, third-party whistleblowing service for employees to securely report concerns or policy violations. There have been no legal actions related to anti-competitive behaviour in recent years.
- Policy Communication and Training**
Employees receive email notifications regarding updated policies, which are accessible on the company intranet. Regular **Policy Awareness Workshops**, typically held once or twice annually by the Human Capital Department, provide opportunities for staff to clarify doubts and enhance understanding.
- Specialised Anti-Competitive Behaviour Training**
Dedicated training sessions on anti-competitive practices and anti-corruption are conducted by the Human Capital Department.
- Employee Onboarding and Annual Declarations**
All new hires sign a formal declaration acknowledging their understanding and compliance with ADNEC's anti-competitive policies. This is reinforced through structured induction sessions and annual refresher training.
- Contractual Integration**
The **Code of Conduct and Business Ethics** forms an official addendum to each employee's employment contract, reinforcing both legal significance and organisational commitment to ethical practices.

Anti-Competitive Behaviour		2020	2021	2022	2023	2024	2025
206-1	Reported Instances or Legal Actions Related to Anti-Competitive Practices (#)	0	0	0	0	0	0
205-2	Percentage of Workforce Formally Certified and Compliant with the Anti-Competitive / Conflict of Interest Policy (%)	100%	100%	100%	100%	100%	100%



Reporting and Communication Channels for Code Violations

ADNEC Group provides secure, confidential, and easily accessible channels for employees to report suspected violations of the Code of Conduct or other ethical concerns. Employees can utilise several internal reporting options, including:

- Direct Line Manager
- Departmental Director
- Compliance Representatives:
 - Head of Employee Relations
 - Ethics Officer (Internal Audit Department)
 - Head of Compliance and Risk
 - Legal Counsel

If an employee feels uncomfortable using internal channels or is unsatisfied with the resolution, they may escalate concerns through ADNEC Group’s independent, confidential, and anonymous whistleblowing platform, available **24/7**:

- Toll-free Hotline (UAE): 800 0320995
- Online Reporting Portal: Accessible via ADNEC’s internal portal “MyWeb”

Both external reporting channels are managed independently by **NAVEX**, a reputable third-party risk and compliance management platform. All submitted reports are simultaneously forwarded to both the **Ethics Officer (Internal Audit)** and the **Head of Employee Relations**, ensuring confidential, timely, and impartial handling.

To foster understanding, confidence, and a speak-up culture, the **Human Capital Department** regularly conducts awareness sessions and training workshops. These sessions clarify policies, explain reporting mechanisms, and reinforce the integrity and confidentiality of the reporting processes. The department also oversees the implementation and continuous management of these policies.

Prevention of Human Rights Violations

ADNEC Group is firmly dedicated to safeguarding human rights throughout its operations and across its supply chain. Aligned with the human rights guarantees enshrined in the **UAE Constitution** and regulations by the **Ministry of Human Resources and Emiratisation (MOHRE)**, the Group maintains comprehensive policies and procedures that comply with international frameworks, including **International Human Rights Law (OHCHR)**.

These human rights commitments are integrated into the Group’s **Code of Conduct**, and reinforced through biannual employee training workshops, ensuring staff remain informed about their rights, responsibilities, and updates in legislation.

Employees are encouraged to promptly report any perceived violations via ADNEC’s confidential and independent whistleblowing platform, accessible **24/7**, ensuring all concerns are handled confidentially, ethically, and thoroughly investigated.

ADNEC Group’s commitment also extends to its supply chain. All suppliers must adhere strictly to applicable human rights laws and MOHRE policies, with compliance requirements explicitly incorporated into the Group’s procurement processes, as outlined elsewhere in this report.

Prevention of Human Rights Violations		2020	2021	2022	2023	2024	2025
406-1	Incidents of Discrimination Reported (#)	0	0	0	0	0	0
406-1	Incidents of Abusive Behaviour Reported (#)	0	0	0	0	0	0
406-1	Incidents of Harassments Reported (#)	0	0	0	0	0	0

Human Rights in the Supply Chain

ADNEC Group takes its responsibility to uphold human rights and safeguard employee welfare throughout its supply chain with utmost seriousness. This commitment is explicitly reinforced during procurement processes, particularly for contracts where manpower provision is central. ADNEC clearly sets out human rights expectations within every contract’s Scope of Work, holding suppliers accountable from the outset.

Supplier Welfare Requirements

ADNEC performs detailed due diligence and regular monitoring to ensure suppliers comply with essential standards, particularly in the following areas:

1. Provision of Food

- Suppliers must provide three balanced and nutritious meals daily for all staff, addressing dietary needs to promote health, productivity, and overall well-being.

2. Accommodation Standards

Accommodation provided by suppliers must meet the following standards:

- Clean, hygienic, and safe facilities.
- Cooking facilities for staff use.
- Laundry facilities for personal hygiene.
- Adequate washroom facilities (toilets, showers, and clean water access).
- Recreational areas, including common rooms and outdoor spaces, to support mental and physical well-being.
- Proximity to the workplace, ensuring manageable commuting distances to reduce fatigue and stress.
- Safe and reliable transportation provided to and from work locations, with vehicles equipped with essential safety features (seatbelts, fire extinguishers).

3. Compensation and Employee Benefits

- Full compliance with UAE minimum wage laws without exception.
- Promotion of equal pay for equal work, ensuring pay parity regardless of gender or role.
- Fair compensation practices that reward employees according to experience and responsibility.
- Medical insurance provided to all employees, ensuring comprehensive healthcare coverage.
- Entitlement to leave travel benefits, including a paid return flight to the employee’s home country every 24 months to support family connectivity and long-term well-being.

4. Uniforms and Personal Protective Equipment (PPE)

- Provision of at least three complete uniforms per worker, including suitable safety shoes for daily use.
- Role-specific PPE provided as required (e.g., catering, cleaning, security, traffic management) to ensure worker safety.

Monitoring and Compliance Mechanisms

Supplier adherence is actively monitored through:

- Pre-contract assessments to validate supplier capabilities and commitments.
- Regular spot checks and unannounced audits during the initial contract period.
- Direct interviews with supplier employees to verify timely salary payments, appropriate working conditions, and the delivery of agreed benefits.
- Enforcement of corrective actions and provision of supplier support in cases of identified non-compliance.

Training and Empowerment of Hired Teams

Training is a critical pillar of ADNEC Group’s commitment to upholding human rights and ensuring the dignity and preparedness of all personnel. This includes:

- **Mandatory Health and Safety Training:** All food handlers working under Capital Catering are required to hold a valid Essential Food Safety Training (EFST) Certificate, issued by the Abu Dhabi Municipality. This is a non-negotiable requirement for anyone handling food, ensuring both compliance and public safety.
- **Workforce Readiness:** Many outsourced personnel, such as security guards, traffic marshals, cleaners, and catering staff, engage with ADNEC venue visitors more frequently than permanent staff. ADNEC Group places strong emphasis on ensuring these individuals are well-prepared, professional, and equipped to represent the organisation confidently and respectfully.
- **Mandatory Work at Height Training:** All personnel involved in work at height or operating Mobile Elevated Work Platforms (MEWPs) must hold valid IPAF certification and have completed Work at Height training.
- **Permit to Work Requirement:** All work activities conducted at ADNEC premises must be authorised through a Permit to Work (PTW) system, which is managed and controlled jointly by the Facilities Management, Health and Safety, and Security teams.

Where training gaps are identified, the Group takes immediate steps to address them. This may include:

- Formal discussions with suppliers to improve onboarding or refresher training processes
- On-the-job briefings conducted by ADNEC Group teams to equip staff with the information and awareness needed to fulfil their responsibilities effectively

Governance at Excel London

ESG-Aligned Governance Framework

Excel operates under a clear, robust governance structure aligned with ADNEC Group’s corporate governance standards and international ESG frameworks. Executive leadership at Excel ensures sustainability targets and ethical considerations are embedded across business decisions. An internal ESG Committee oversees implementation, regularly reporting progress into ADNEC Group’s ESG governance system.



Ethics, Transparency & Accountability

Excel maintains comprehensive policies covering ethics, anti-corruption, diversity and inclusion, health and safety, and data protection. The venue transparently discloses its ESG progress annually and engages proactively with stakeholders through accessible reporting. Regular external audits through ISO certifications (**ISO 14001, ISO 20121, ISO 27001**) provide independent validation, reinforcing trust among clients and partners.

Accessibility Governance Forum: Community Engagement & Accessibility

Excel actively engages its local community through initiatives addressing diversity, economic development, and inclusion. The venue’s Accessibility Governance Forum, co-led by senior management, drives enhancements to inclusivity and accessibility, ensuring it remains responsive and accountable to diverse stakeholder needs.

External Affiliations & Commitments

Excel is committed to global ESG standards as a participant in the United Nations Global Compact (**UNGC**) and aligns its sustainability initiatives with the UN Sustainable Development Goals (**SDGs**). The venue’s Carbon Neutral certification (**PAS 2060**) further underscores its commitment to measurable sustainability action and ongoing transparency.



Internal Audit and Corporate Governance

ADNEC Group maintains a fully independent Internal Audit function that significantly enhances organisational performance, accountability, and transparency. The Internal Audit team provides objective assurance and advisory services, ensuring robust governance, risk management, and effective internal controls throughout the organisation.

Internal Audit Approach

- The Internal Audit function follows an annual audit plan and a comprehensive three-year internal audit strategy; both closely aligned with organisational priorities and risk assessments.
- Regular assessments of ADNEC Group's policies, procedures, and operational effectiveness are conducted, with results reported directly to the Board-level Audit Committee.



Audit Committee Composition

The Audit Committee consists of three qualified members to ensure robust oversight and impartiality:

- One independent, non-executive director
- Two fully independent external members, unaffiliated with ADNEC Group

This structure guarantees independent, rigorous oversight of audit findings, risk management, and governance processes.

Alignment with International Best Practices

ADNEC Group actively aligns its corporate governance practices with internationally recognised frameworks, including:

- UK Combined Code of Conduct
- OECD Principles of Corporate Governance

Regular benchmarking against these global standards guides continuous review, refinement, and improvement of the Group's internal controls and governance mechanisms.

These commitments are formalised within the annually reviewed Corporate Governance Approach, which remains responsive to evolving standards and best practices, ensuring sustained governance excellence and continuous organisational improvement.

Training & Development		2020	2021	2022	2023	2024	2025
205-2	Percentage of Completion of "Conflict of Interest Declarations" By ADNEC Group Employees (%)	100%	100%	81%	92%	100%	100%
2-23 2-29	Percentage of ADNEC Group *Key Governance Documents Reviewed for Annual Update (%)	58%	79%	94%	96%	97%	97%

*Key Governance Documents: (DOA, Governance Approach, Risk Management Approach, Code of Conduct, Whistle Blowing Policy, Fraud Control Policy, Business Continuity Approach, Project Management Approach, etc)

Enterprise Risk Management and Business Resilience

Enterprise Risk Management (ERM)

ADNEC Group's ERM framework aligns with the ISO 31000 standard, providing a structured and systematic approach to identifying, assessing, and managing key business risks. Risk awareness is embedded throughout the organisation at all levels.

Key Features:

- Routine departmental risk assessment workshops proactively identifying compliance, operational, reputational, and strategic risks.
- Regular control effectiveness evaluations conducted alongside Internal Audit.
- Integration of ERM findings into governance processes, annual planning, and performance reviews.

Below is a summary of planned and/or undertake reviews at least once as part of the three-year cycle:

Audits and Follow Ups	Purpose and Scope Brief	Standards Utilized
Health & Safety	Assessment of compliance with applicable health and safety regulations, including OSHAD and Civil Defense requirements.	Abu Dhabi Occupational Safety and Health System Framework (OSHAD-SF)
Facilities Management	Evaluation of building infrastructure, including mechanical, electrical, HVAC systems, fire, and life safety checks.	UAE Fire and Life Safety Code of Practice (2018)
Environment & Cleaning	Review of compliance with environmental regulations, ISO standards, and hazardous material handling protocols.	AD-EHSMS Decree No. 42 and ISO 14000
Security	Audit of compliance with MCC laws and specifications for monitoring and control devices, including x-ray and scanning equipment.	Abu Dhabi MCC Law No. 5 of 2011 and Federal Law by Decree No. 6 of 2009 (Peaceful Uses of Nuclear Energy)
Food Safety	Assessment of compliance with food safety and hygiene standards in catering and venue operations.	Abu Dhabi Emirate Food Law No. 2008/2 (expanded)
Business Continuity	The NCEMA Business Continuity standard ensures organisations in the UAE are prepared to effectively respond to and recover from disruptions, enhancing resilience, safety, and continuity of critical operations.	NCEMA 7000:2021 Standard

Business Resilience

ADNEC Group maintains a robust Business Resilience framework, enabling swift and effective responses to operational disruptions and safeguarding organisational continuity and stakeholder trust.



Governance Structure

- **Chief Operations Officer (COO):** Top management representative for the Business Continuity Management System (BCMS).
- **Head of Health & Safety and Business Continuity:** Leading the development, implementation, and continual improvement of the organisation's Health & Safety and Business Continuity frameworks.
- **Director of Digital & Technology:** Top management representative for the Information Security Management System (ISMS).
- **Dedicated Business Continuity and Information Security Managers** coordinate resilience activities with departmental Resilience Champions.
- **Regular reports** on progress, incidents, and performance metrics delivered to Executive Management, with annual formal management reviews.

Risk Management Integration

- Both BCMS and ISMS are integrated into the ERM framework for consistent risk identification, assessment, treatment, and ownership.
- Risk treatment plans integrated into departmental work programmes and actively managed by Resilience Champions.

Business Continuity Planning

ADNEC Group's **Business Continuity Plans** (BCPs), developed at departmental and organisational levels, fully comply with **NCEMA 7000:2021**, the UAE's national standard. These plans ensure uninterrupted service delivery across scenarios including IT outages, infrastructure failures, safety incidents, public health emergencies, and natural disasters.

Awareness and Training

- An established network of Continuity Champions throughout the organisation.
- Regular training and awareness sessions equip staff to proactively identify, respond to, and report potential risks and incidents.

Incident Management, Conformance, and Continual Improvement

- Systematic identification and investigation of incidents via reporting, audits, and controls.
- Root cause analyses followed by corrective and preventive actions.
- A structured continual improvement process tracking and reviewing all improvement actions.

Promotion of Social & Economic Development		2020	2021	2022	2023	2024	2025
419-1	Total Number of Non-Monetary Sanctions (#)	0	0	0	0	0	0
419-1	Total Number of Cases Brought Through Dispute Resolution	1	0	1	0	0	0

Information Technology: Privacy and Data Security

ADNEC Group prioritises data security, privacy protection, and digital infrastructure resilience, adhering to global best practices and robust regulatory compliance standards.

International Certifications and Standards

- **ISO/IEC 27001 (ISMS):** Certification confirming ADNEC's adherence to global data protection and cybersecurity standards.
- **ISO/IEC 20000-1 (IT Service Management):** Ensuring structured and secure IT service delivery, reinforcing reliability and data integrity.

Policies and Regulatory Compliance

ADNEC complies fully with UAE and international data protection regulations, governed by clearly defined internal policies including:

- **Information Governance Policy**
- **Information Security Policy**
- **Privacy Policy**

Cybersecurity Infrastructure and Monitoring

Privacy and Data Security		2020	2021	2022	2023	2024	2025
418-1	The Percentage of ADNEC Group Companies Monitored By 24/7 Security Operations Centre (%)	0%	0%	0%	100%	100%	100%
103-2	The Percentage of ADNEC Group Companies with ISO 27001 Certification (%)	0%	0%	37.5%	62.5%	100%	100%
418-1	UAE Information Assurance (IA) Regulation Compliance (%)	N/A	N/A	N/A	61.0%	100%	100%

ADNEC implements proactive security measures including:

- Annual Vulnerability Assessment and Penetration Testing (VAPT).
- A 24/7 Security Operations Centre (SOC) managed by an external cybersecurity expert partner.
- Continuous evaluations and audits conducted internally by ADNEC's Cybersecurity team.

Awareness and Training

The Digital Transformation department, in partnership with Compliance and Risk teams, delivers regular cybersecurity awareness sessions covering topics like phishing, safe online practices, and incident response.

External Benchmarking and Maturity Assessments

Annual external cybersecurity assessments benchmarked against:

- UAE Information Assurance (IA) Standards
- Centre for Internet Security (CIS) Critical Controls

Results from these assessments drive continuous enhancements to ADNEC's cybersecurity infrastructure and governance.

Through this comprehensive approach, ADNEC Group ensures robust data protection, operational resilience, regulatory compliance, and sustained stakeholder confidence, reinforcing the organisation's leadership in secure and responsible digital operations.

GRI Index Table



GRI Index Table

GRI Disclosure	DISCLOSURE TITLE	REPORT REFERENCE	NOTES / ADDITIONAL INFORMATION
GRI 2-1	Organizational details	Section 3 – About ADNEC Group	Legal form, location, ownership
GRI 2-2	Entities included in sustainability reporting	Section 1 – About this Report	Lists all ADNEC Group entities included
GRI 2-3	Reporting period, frequency, contact point	Section 1 – About this Report	Covers period: Jan–Dec 2024; contact details provided
GRI 2-4	Restatements of information	Section 1 – Restatements of Information	Changes to baselines and KPIs explained
GRI 2-5	External assurance	Section 1 – External Assurance	Stated that 2025 onward reports will be assured
GRI 2-6	Activities, value chain, relationships	Section 3 – About ADNEC Group	Describes core business clusters and value chain
GRI 2-9	Governance structure and composition	Section 8 – Governance and Control	Governance under Modon Holding outlined
GRI 2-10	Nomination and selection of highest governance body	Governance & Control (paragraph)	Board nomination and appointment noted under UAE law
GRI 2-12	Role of highest governance body in sustainability	Section 8 – Governance and Control	ESG is now a Board agenda item
GRI 2-13	Delegation of responsibility	Section 8 – Roles & Responsibilities	Day-to-day ESG led by Strategy & Sustainability Dept
GRI 2-14	Role of highest governance body in reporting	Governance and Control	CEO accountable for ESG performance and reporting
GRI 2-16	Communication of critical concerns	Whistleblowing Section	Anonymous channels and escalation to leadership
GRI 2-17	Knowledge of highest governance body	ESG Awareness and Training	Executive ESG training described
GRI 2-22	Statement on sustainable development strategy	MD Statement; Strategy Section	Long-term vision and Net Zero targets
GRI 2-23	Policy commitments	Section 7 – ESG Policy	ESG principles integrated across the Group
GRI 2-24	Embedding policy commitments	ESG Strategy Map & ESG Policy	Supplier code of conduct, staff declarations, training
GRI 2-26	Raising concerns	Whistleblowing Section	24/7 confidential reporting via NAVEX
GRI 2-28	Memberships and initiatives	Section – National and International Mandates	Lists UNGC, NZCE, SBTi, SDGs, EFQM, etc.
GRI 2-29	Stakeholder engagement	Materiality Section; Stakeholder Wheel	Stakeholder mapping and engagement methodology
GRI 3-1	Process to determine material topics	Materiality Assessment	Methodology with 3 weighted dimensions
GRI 3-2	List of material topics	Materiality Matrix	Full list and most material topics provided
GRI 3-3	Management of material topics	ESG Strategy Map; ESG Policy	Goals, implementation actions, KPIs
GRI 203-1	Infrastructure investments and services supported	Economic Impact	GVA contribution and sectors impacted
GRI 203-2	Significant indirect economic pacts	Economic Impact	Jobs supported, local economic impact
GRI 204-1	Proportion of spending on local suppliers	Suppliers Section	Procurement metrics with localisation

GRI 205-1	DISCLOSURE TITLE	REPORT REFERENCE	NOTES / ADDITIONAL INFORMATION
GRI 205-2	Operations assessed for corruption risk	Governance & Ethics Section	Table provided with % and count
GRI 205-3	Communication and training on anti-corruption	Ethics & Compliance Section	100% certified, policy enforcement
GRI 206-1	Confirmed incidents of corruption	Ethics Section	0 cases reported in 2024
GRI 302-1	Legal actions for anti-competitive behaviour	Anti-Competitive Practices	0 reported cases; internal controls described
GRI 302-3	Energy consumption	Energy Management Section	Group-wide and intensity metrics included
GRI 303-5	Energy intensity	Energy Management Section	Per event metric for venues cluster
GRI 305-1 to 305-3	Water consumption	Water Management	Group-wide water data and intensity explained
GRI 305-4	GHG emissions Scope 3 ,2 ,1	Decarbonisation Section	Full carbon footprint by scope and cluster
GRI 306-3	GHG emissions intensity	Decarbonisation	Per employee figures reported
GRI 306-4	Total waste generated	Waste Management	Recyclable vs. non-recyclable split
GRI 306-5	Waste diverted from disposal	Waste Management	TerraTile, RVMs, composting, % diverted
GRI 401-1	Waste directed to disposal	Waste Management	Landfill share and plans for reduction
GRI 401-2	New employee hires and turnover	Human Capital	Figures by year; nationalisation tracked
GRI 403-9	Benefits provided to employees	Human Capital – Support for Retirees	Local retirement support for Emiratis
GRI 404-1	Work-related injuries	Occupational Health & Safety	TRIR and LTIR figures disaggregated
GRI 405-1	Training hours	Training Section	Disaggregated by gender, role
GRI 406-1	Diversity of governance bodies and employees	Workforce Overview	Gender, nationality, management roles
GRI 412-2	Incidents of discrimination	Human Rights	0 cases over 6 years; training protocols in place
GRI 413-1	Employee training on human rights policies	Human Rights Section	Biannual training and Code compliance
GRI 416-2	Operations with local community engagement	Community Section	In-kind support, volunteering, Desert Camp
GRI 417-1	Incidents of non-compliance – health/safety	Customers Section	0 complaints; strong satisfaction metrics
GRI 418-1	Requirements for product and service info	Customers Section	Transparency across venues and platforms
GRI 419-1	Customer data breaches	Privacy & Data Security	0 breaches; full ISO 27001 compliance
GRI 419-1	Non-compliance with laws and regulations	ESG Metrics Summary	0 fines/sanctions; legal adherence

ADNEC

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Your Feedback

We welcome your feedback on our sustainability approach and performance. For further details about any of the information you find within this report, please contact ADNEC Group's Strategy and Sustainability team:

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