ADIB مصرف أبوظبي الإسلامي

SUSTAINABILITY REPORT 2025

CHAIRMAN'S MESSAGE

Dear Stakeholders,

As a leading Islamic financial institution, ADIB plays a central role in advancing a sustainable economy. Through our Sustainable Finance commitment of **AED 60 bn by 2030, with AED 20.3 bn achieved thus far in 2025,** and our Net Zero ambition with our sector and interim targets, we continue to integrate climate, social, and governance considerations into our strategy, risk management, and financing decisions, supporting the transition to a low carbon and more resilient future. Our approach reflects a disciplined commitment to responsible banking—one that enables sustainable growth while contributing meaningfully to long term environmental and societal outcomes.

Our sustainability strategy is closely aligned with the UAE's national priorities and transition agenda. ADIB supports the country's broader sustainability ambitions by mobilising Shari'a compliant capital toward sectors that enable economic diversification, climate mitigation and transition finance.

Islamic finance principles and strong governance remain the foundation of ADIB's ESG approach. Guided by ethical conduct, risk awareness, and accountability, our governance structure provides robust oversight and strategic clarity. Dedicated Board committees and an experienced management team ensure that ESG is implemented consistently across the organisation.

> "This disciplined approach underpins our resilience and was reflected in ADIB's recognition during the year as the Safest Islamic Bank Globally and Best Bank in the UAE by Global Finance magazine."

We remain focused on delivering sustainable performance over the long term. As we progress in our 2035 Vision, we are strengthening our capabilities across sustainable finance, digital innovation, customer experience and talent development. These priorities are underpinned by a balanced approach that integrates financial performance with responsibility, inclusion and measurable impact.

Chairman
H.E. Jawaan Awaidha Suhail Al Khaili

GROUP CEO'S MESSAGE

ADIB continues to advance the execution of its Sustainability Strategy (2023–2026), making tangible progress in embedding environmental, social, and governance principles across the organisation. During 2025, we delivered further momentum across key initiatives, while maintaining a disciplined and structured approach to sustainable growth.

A core focus of the year has been the continued expansion of our sustainable finance activities, which remain a key growth driver for the Bank. We are progressing steadily towards our long-term targets, supporting both institutional and retail clients with Shari'a-compliant solutions that contribute to the transition to a more sustainable and low-carbon economy. Our Green Sukuk and broader financing initiatives demonstrate our ability to mobilise capital at scale and respond to increasing market demand for responsible investment opportunities.

At the same time, we continued to develop transition finance solutions aligned with customer needs, sector realities, and national priorities. This reflects our commitment to supporting our clients in their own sustainability journeys, while ensuring that financing decisions remain commercially sound and risk-conscious.

Effective execution is underpinned by the full integration of ESG considerations into our governance, risk management, and business processes. ESG is embedded across management structures, supported by the ESG Management Committee, dedicated teams, and a growing ESG Champions Network. Climate-related risks, including scenario analysis and stress testing, are incorporated into our risk frameworks, credit assessments, and portfolio monitoring, ensuring a consistent and disciplined approach to managing emerging risks.

We also continued to strengthen our alignment with evolving regulatory and international standards. During the year, we enhanced our ESG risk assessment capabilities and expanded coverage across our portfolios, while advancing our reporting readiness in line with global disclosure frameworks. These efforts are essential to maintaining transparency, strengthening stakeholder trust, and ensuring consistency in how ESG risks and opportunities are measured and managed.

Our approach reflects a clear balance between growth ambitions, financial discipline, and environmental and social responsibility. We believe that sustainable long-term performance is best achieved when commercial outcomes are aligned with positive societal impact, anchored in our Shari'a principles and purpose-driven business model.

Building internal capabilities remains a key priority. During 2025, we delivered comprehensive ESG and sustainable finance training across business and risk functions, strengthening expertise and enabling more effective execution at scale. We also continue to leverage innovation and data to support the development of impact-driven financing solutions and enhance decision-making. Our people remain central to delivering this strategy. We continue to invest in talent development, leadership capability, and succession planning, with Emiratisation as a strategic focus. By nurturing national talent and fostering an inclusive, high-performance culture, we reinforce organisational resilience and ensure our ability to deliver on our sustainability objectives over the long term.

Our progress is reflected in external benchmarks, including an

MSCI ESG rating of AA

demonstrating alignment with international best practices and investor expectations. At the same time, we recognise that the sustainability transition is complex and evolving, requiring continuous adaptation, collaboration, and disciplined execution.

Looking ahead, ADIB remains committed to strengthening its position as a leading provider of Shari'a-compliant sustainable finance, supporting clients, communities, and the broader economy, while delivering sustainable value for all stakeholders.

GCEO
Mohamed Abdelbary

MESSAGE FROM THE ESG TEAM

In 2025 the ESG Team consolidated its place within the organization with the mandate of executing the Sustainability strategy and embedding it further within departments.

Driving the ESG Strategy with Clarity and Relying on the Highest Standards

ADIB's 2025 ESG Report reflects the ESG Team's continued commitment to engaging stakeholders and advancing a disciplined, transparent sustainability agenda. Central to this approach is the team's ability to navigate and align with evolving international and local standards like UAE Central Bank requirements, the ADX disclosure framework, IFRS and GRI Standards, the UN Principles for Responsible Banking, and Sustainable Finance market guidelines issued by the LMA and ICMA.

Enablement and Operationalisation of the ESG Strategy

Effective delivery of our ESG ambitions is supported by the adoption of a double materiality approach—assessing both ESG risks to the Bank and ADIB's impact on its stakeholders—which is further strengthened our ability to embed ESG across decision making, risk management, and business planning. It allows us to have a comprehensive approach and involve our business teams as much as risk, credit and sustainability teams too.

Credibility Through Accountability and Performance

ADIB strengthens its ESG credibility through clear accountability and proven performance. The ESG team has regular and consistent reporting to the ESG Management and the ESG board committees allowing ADIB to constantly adapt and demonstrate milestones.

Client Engagement and Sustainable Finance Impact

Our Sustainable Finance team has increasingly supported the client coverage team as a core driver of ESG business integration. In 2025, **we mobilised AED 20.3 bn (up from AED 17.3 bn in 2024) in sustainable finance,** supporting clients in transitioning toward lower carbon and more resilient business models. By focusing on key sectors, we actively and efficiently contribute to real economy impact and support the UAE's Net Zero by 2050 ambitions, while aligning sustainable finance growth with prudent risk management.

ESG HIGHLIGHTS

SUSTAINABLE FINANCE FACILITATED	20.3 BN
CSR INITIATIVES	160+
DIGITALLY ACTIVE CUSTOMERS	90%+
DATA BREACHES	0
LOCAL EMIRATIZATION TALENT	49%
LOCAL EMIRATIZATION TALENT- WOMEN	76%
TOTAL WOMEN IN WORKFORCE	44%
NO. OF NATIONALITIES	50+
LOCAL PROCUREMENT SPENDING	1 BN

ADIB'S CORPORATE PROFILE

FACTS AND FIGURES FY 2025

A Leading Islamic Bank

Total Assets

AED 281 bn (USD $76.4 bn)

Among the top islamic financial institutions globally

Market Cap.

AED 75 bn (USD $20.5)

Market cap up 50% YoY

Fastest Growing Retail Bank

Total Retail Assets

AED 112 bn (USD $30 bn)

One of the largest retail bank in UAE, #1 in personal and home finance

Branch Network

+140 Branches 5 Markets

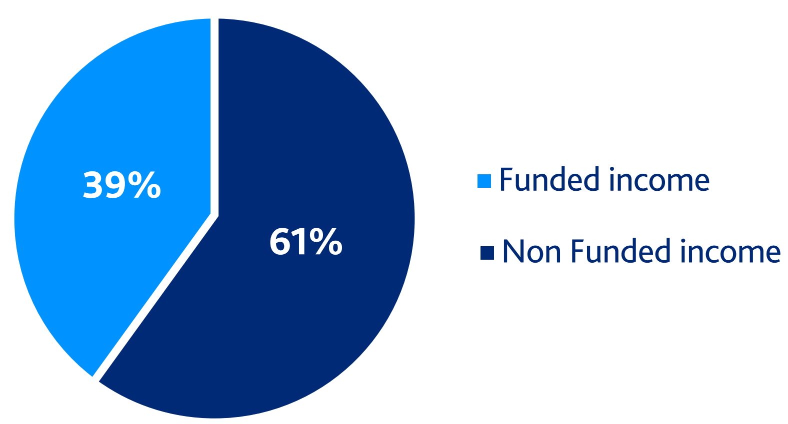
Strong network and digital presence

DIVERSIFIED FRANCHISE

Universal Banking Offering

- Retail Banking
- Wholesale Banking
- Treasury
- Others incl. ADIB Egypt Associates and Subsidiaries

Diversified Business Model



Full Fledge Services

- Payments
- Property Management
- Takaful
- Brokerage
- Asset Management

WHO WE ARE

OUR VISION:

To be the world's most innovative Islamic financial institution

OUR PURPOSE:

We are here to serve as a lifelong partner for our customers, colleagues and our community

OUR MISSION:

Every day, simple banking empowered by people –centric innovation

OUR VALUES

Our values are timeless and universal, driven by the spirit of shari'a

- Mutual Benefit
- Transparency
- Simplicity and Sensibility
- Hospitality and Tolerance

CREATING VALUE FOR ALL OUR STAKEHOLDERS

At ADIB, our strength lies not only in our financial performance, but in the value we create for the people, communities and customers we serve.

Our People

Our employees drive our success. We invest in their growth through targeted development programmes, leadership pathways, competitive rewards, and a culture that prioritises wellbeing and belonging. As a proudly Emirati institution, ADIB remains deeply committed to empowering national talent and cultivating the next generation of financial leaders.

Our Communities

We recognise our role in shaping the social and economic fabric of the UAE. Through responsible financing, community partnerships, education initiatives, and sustainability-driven programmes, ADIB contributes to a diversified, inclusive, and future-focused national economy, reflecting the vision of the country's leadership.

Our Shareholders & Investors

Our commitment to disciplined strategy, prudent risk management, and sustainable performance ensures we deliver resilient returns and long-term value. By balancing growth and stability, ADIB continues to reinforce investor confidence in our trajectory and governance.

Our Customers

Serving more than 2 million customers across retail, SME, corporate, institutional and government segments, ADIB's focus is to protect, grow and enhance their financial wellbeing. We are dedicated to delivering transparent, Shari'a-compliant solutions that meet diverse needs while ensuring exceptional service across both physical and digital channels.

Our Regulators & Government Partners

ADIB maintains an active and constructive dialogue with regulators and government stakeholders to ensure a resilient, forward-looking financial system. We support the UAE's strategic priorities in Islamic finance, digital transformation, and sustainable economic growth through strong compliance, transparent reporting, and responsible operational practices.

Our Partners & Suppliers

ADIB's ecosystem is strengthened by the partners who support our operations. We uphold high standards of fairness, integrity, and collaboration, offering timely payments, growth opportunities, and a relationship approach that reinforces trust and supports broader economic participation.

BUSINESS MODEL

ADIB is one of largest Islamic banks in the world with total assets of

AED 281 billion.
FY 2025

ADIB is a Universal Bank that offers banking solutions for individuals, corporates, government institutions and affluent customers. In addition, the wider ADIB Group provides brokerage, real estate and property management, payment solutions and insurance services.

ADIB has a significant distribution network in the UAE of more than

60 branches
and 600+ ATMs.

Internationally, the bank has a presence in

five
strategic markets

BUSINESS SEGMENTS

ADIB'S BUSINESS IS COMPRISED OF 4 MAIN SEGMENTS

% OF GROUP REVENUE	BUSINESS SEGMENT	DESCRIPTION
49% FY 2025	RETAIL BANKING	**Targets individuals and SME entities with main focus on UAE Nationals and mass affluent segment** Product ranges offered include everyday banking products such as current accounts, deposits, cards, finance, wealth products, etc.
16% FY 2025	WHOLESALE BANKING	**Focuses on large corporates, Governments, GREs and FIs** Product offerings include investment and corporate finance, corporate banking, contracting and commercial banking, transaction banking, liquidity, trade finance, payments and cash management services. ADIB offers wholesale banking internationally in Iraq and Qatar.
7% FY 2025	TREASURY	**Offers risk management; an active investor in the global sukuk market, offering investment opportunities to customers and using debt assets to manage the bank's balance sheet.** Expertise in FX, rates, hedging, money markets, equity and debt execution. Treasury also manages ADIB's balance sheet and asset/liability mix.
28% FY 2025	OTHERS, INCLUDING ASSOCIATES AND SUBSIDIARIES	**ADIB is present in the following countries for the following services:** • ADIB UAE offers private banking and real estate asset class • ADIB Egypt caters to the needs of corporate and retail customers. • ADIB UK offers commercial and industrial real estate asset class

BUILDING THE BANK OF THE FUTURE:

ADIB 2035 STRATEGY

2025 marked the beginning of our ten-year transformation journey. ADIB Vision 2035 articulates our ambition to become the world's most innovative Islamic bank, anchored on three strategic pillars. Our new five-year corporate plan (2026–2030) sets ambitious targets, including growing our client base, achieving high returns, and driving profitability and asset growth.

ADIB 2035

AN AMBITIOUS 10-YEAR VISION POWERED BY GEN AI, CUSTOMER EXCELLENCE & SUSTAINABILITY

Vision

TO BECOME THE WORLD'S MOST INNOVATIVE ISLAMIC BANK

Transformative Pillars

BUILDING THE BANK FOR THE FUTURE

- Harness emerging technologies including AI, Data analytics and digital assets to create new value
- Foster a culture of innovation, collaboration and agility
- Scale ADIB Ventures and ecosystem partnerships to lead the Islamic banking innovation agenda
- Transform the Wealth management franchise into a market-leading, client-centric growth engine

REVOLUTIONIZE CUSTOMER EXPERIENCE

- Expand across key segments with differentiated value propositions
- Leverage Data and AI driven insights to personalize experiences and deepen relationships
- Map, digitize and optimize customers journeys
- Elevate customer experiences through data-driven insights
- Implement right-service model balancing digital convenience with human interaction

ADVANCING SUSTAINABILITY INITIATIVES

- Embed sustainability into every aspect of our business
- Attract, develop and retain top talents while advancing Emiratization and employee wellbeing
- Strengthen governance and control frameworks
- Maintain robust capital ratios
- Optimize our cost base

ESG and sustainability are core to ADIB's 2035 strategy, guiding how the Bank delivers long term, Shari'a compliant value for customers, society, and shareholders. The strategy integrates ESG considerations across governance, risk management, products, and operations—embedding climate and social risk into decision making, expanding sustainable and impact focused Islamic finance solutions, and reinforcing ethical conduct and accountability. ADIB 2035 also prioritizes people and communities through inclusive growth, Emiratization, talent development, and financial inclusion, while strengthening environmental stewardship by supporting the UAE's sustainability ambitions and the transition to a low carbon economy.

ESG FACT AND FIGURES NUMBERS

AWARDS

Global Finance: World's Best Islamic Financial Institutions Awards: Best Islamic Financial institution for ESG globally

Euromoney Islamic Finance Awards 2025: The UAE's Best Islamic Bank for ESG

MEED's MENA Banking Excellence – Corporate & Investment Awards 2025 Best Islamic Bank for ESG)

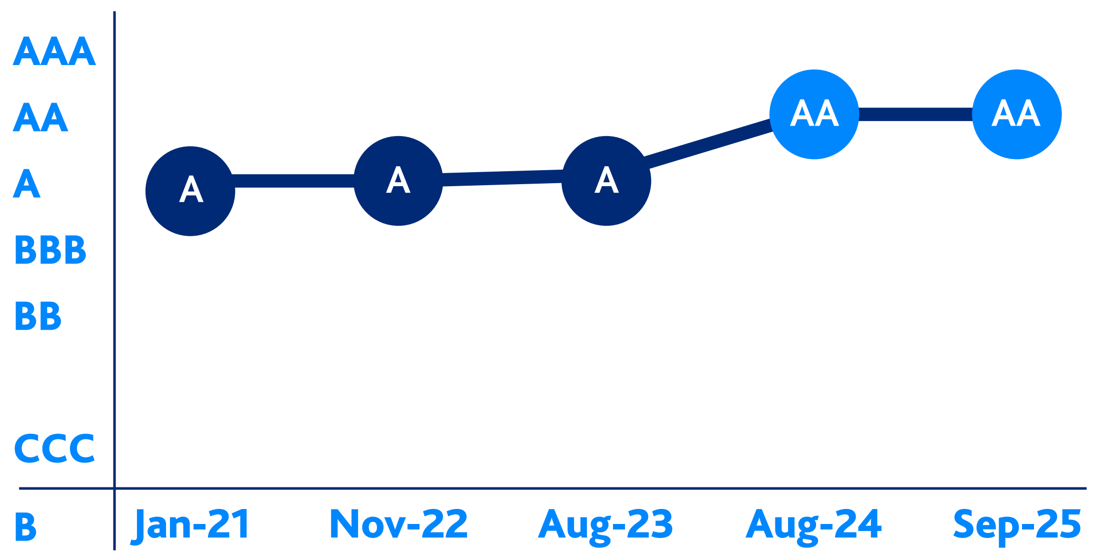
The Asset Triple A Sustainable Infrastructure Awards 2025: Rail Deal of the Year

Forbes Middle East's Sustainability Leaders 2025

RECOGNITION

A. ESG RATINGS

ESG RATING HISTORY



ESG Rating history shows five most recent rating actions

MSCI ESG RATINGS **AA**

CCC	B	BB	BBB	A	AA	AAA

RATING ACTION DATE: SEPTEMBER 12, 2025
LAST REPORT UPDATE: SEPTEMBER 12, 2025

CCC B	BB BBB A	AA AAA
Laggard	Average	Leader
A company lagging its industry based on its high exposure and failure to manage significant sustainability risks	A company with a mixed or an unexceptional record of managing the most significant sustainability risks and opportunities	A company leading its industry in managing the most significant risks and opportunities

ABU DHABI ISLAMIC BANK
Regional Banks
United Arab Emirates ADS:ADIB

ESG Risk Rating

16.8 Last Full Update Sep 5, 2025

-13.3 Momentum

Low Risk

NEGL	LOW	MED	HIGH	SEVERE
0.10	10-20	20-30	30-40	40+

B. KEY PARTNERSHIPS

UNPRB	UN environment programme finance initiative – Principles for Responsible Banking
GCFC	GCFC
UBF	UBF
GRI	Global Reporting Initiative™
ICMA	ICMA
LMA	LMA Loan Market Association

OUR APPROACH TO SUSTAINABILITY

OUR APPROACH

AT A GLANCE

Abu Dhabi Islamic Bank's sustainability strategy is anchored in Shari'a principles, with a focus on delivering positive social and environmental impact in line with these values. As a leading Islamic bank, ADIB is committed to transparent and regular reporting on its ESG performance.

The 2025 ESG Report outlines key goals, achievements, and initiatives, highlighting ADIB's commitment to sustainability and responsible banking.

SUSTAINABILITY STRATEGY

MAXIMISE **POSITIVE IMPACT**

- Launch sustainable/ green finance products
- Develop and implement a net zero strategy including financed emissions
- Integrate ESG considerations and due diligence in investment & finance decisions
- Build internal capabilities and financial solutions to support customers' transition to low carbon economy
- Integrate a sustainable climate considerations into our risk management processes to ensure resilience of our business

BE A LIFELONG **PARTNER**

- Develop financial inclusion policy and programs
- Establish financial literacy programs for retail and SMEs customers
- Develop a gender diversity strategy
- Develop Employee wellbeing plan
- Become an increasingly learning-oriented organisation
- Implement Emiratization strategy
- Drive social responsibilty via community engagements and volunteerism

MAINTAIN HIGH STANDARDS **OF GOVERNANCE**

- Integrate ESG into our governance structure
- Develop a sustainable procurement strategy
- Cultivate ESG driven culture through trainings and Key Performance Indicators
- Attain best-in-class data privacy and cybersecurity
- Report on ESG as per market and legal requirements
- Embed ESG risk framework

SCOPE AND REPORTING PERIOD

The data and information in this report reflect activities undertaken during the 2025 fiscal year (1 January – 31 December 2025) unless stated otherwise. It covers all our activities conducted in 2025 and, where relevant, compares them with those in 2024 and 2023.

The report covers our operations in the United Arab Emirates (UAE), unless otherwise indicated. Statements that make use of the name "ADIB" or "the Bank" in this report refers to our UAE and Egypt operations. Statements within the 'ADIB Egypt' section of this report pertain only to ADIB Egypt, including HR data and details on the ADIB Egypt sustainable finance portfolio segmentation. Statements that apply to ADIB Iraq are mapped out separately in the Appendix.

This ESG report has been prepared in accordance with international and national reporting standards and guidelines, including:

- Rules and principles of Shari'a
- Global Reporting Initiative (GRI) Standards, 2021 (See Appendix for the GRI Index)
- International Sustainability Standards Board (ISSB) International Financial Reporting Standards (IFRS) S1 and S2 (See Appendix)
- ICMA/LMA
- ADX
- United Nations Sustainable Development Goals ("UNSDGs")
- The Abu Dhabi Vision 2030, a government strategy that will guide the next decade of economic, social, and environmental development in the nation

Feedback

ADIB constantly reviews its sustainability reporting methodology. The production of this report is a collaborative process, and we welcome any feedback that may enhance its' development.

For any queries or feedback about the content of this report, please contact: Investorrelations@adib.com

While every effort has been made to ensure the accuracy of the data contained in this report at the time of publication, the report contains forward-looking statements that could be subject to change beyond the control of ADIB. ADIB bears no obligation to publicly update or revise any forward-looking statements included in this report unless required to do so by applicable laws and regulations.

DOUBLE MATERIALITY

In 2024, ADIB conducted a double materiality reaffirming our commitment to transparency, excellence, and alignment with global best practices. This advanced approach is aligned with leading international standards, including the Corporate Sustainability Reporting Standards (CSRD) and the GRI, strengthening both our strategic prioritisation and the robustness of our disclosures. In 2025, we relied on this mapping to embed sustainability considerations into our core business activities and reporting frameworks.

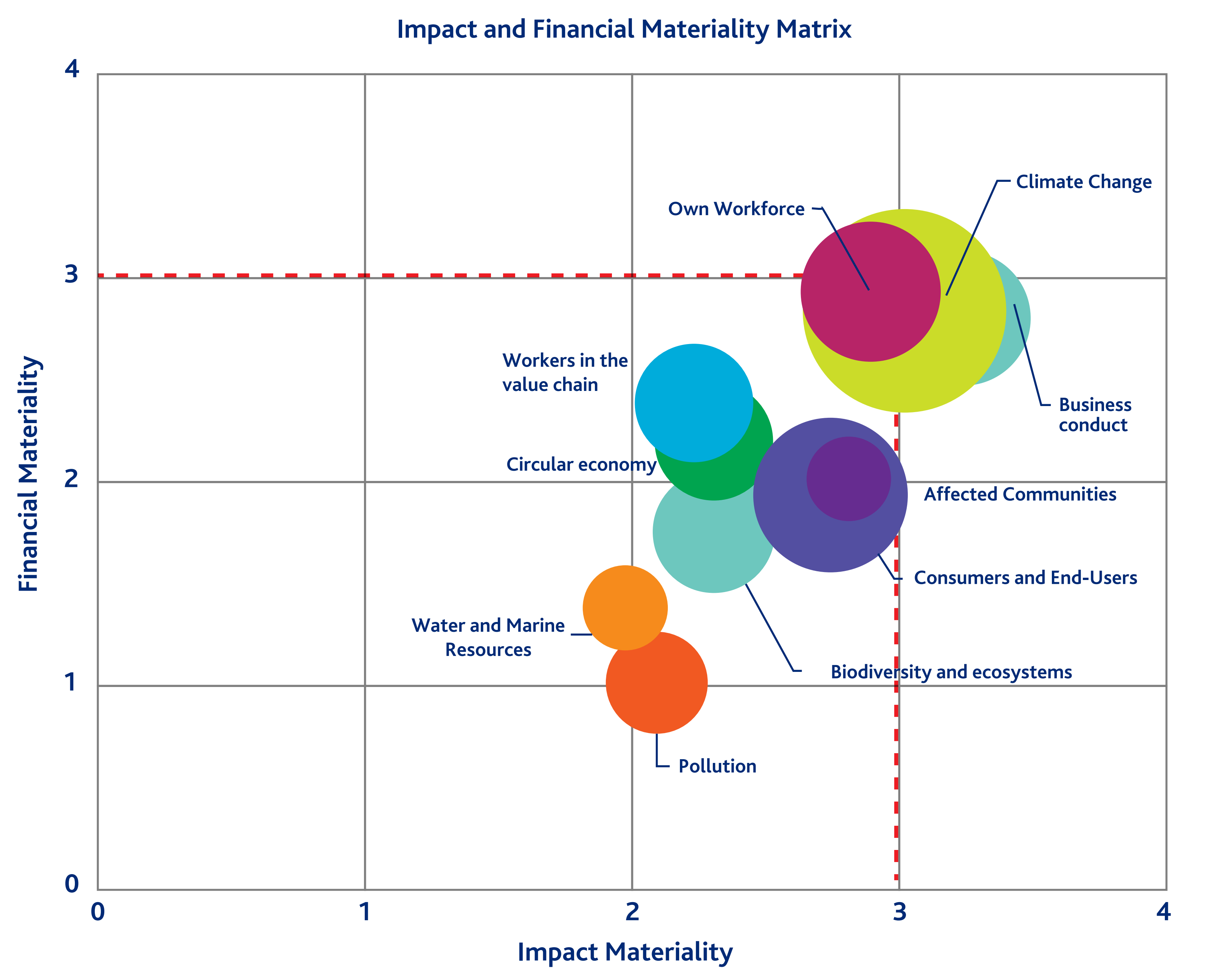
OUR APPROACH :

- Impact Materiality: assessing ADIB's environmental and social impact on stakeholders and society
- Financial Materiality: Evaluating how ESG risks and opportunities impact our financial performance and long-term value creation

This approach ensures that all risks and opportunities with potential material relevance to the Bank are comprehensively assessed. By integrating both dimensions, ADIB prioritises the most significant factors impacting its operations, strengthening its capacity to effectively manage risks and capitalise on opportunities that drive long-term value creation.

THE DOUBLE MATERIALITY WAS CONDUCTED IN A 4-STEP APPROACH

- Understanding: Analysing ADIB's business activities and their impacts across the value chain
- Identification : Identifying key ESG impacts, risks, and opportunities
- Assessment: Assessment of relevant impacts, risks and opportunities
- Determination: Final list of material ESG topics for strategic management



MATERIAL TOPICS

ADIB maintains continuous engagement with its key stakeholders, recognising their integral role in informing and refining the Bank's strategic direction. Key stakeholders are identified based on both the extent to which they are impacted by ADIB's operations and their ability to influence them, including management, investors, customers, employees, partners, communities, and regulators. Through a range of structured and proactive engagement channels, ADIB ensures ongoing dialogue, enabling the Bank to effectively understand, respond to, and address stakeholder expectations. Insights derived from this engagement are systematically incorporated into ADIB's assessment of material ESG factors, guiding the development of targeted initiatives that align with stakeholder priorities and support sustainable long-term growth.

MATERIAL TOPIC	SUB-TOPIC	IMPACT	POSITIVE IMPACT	NEGATIVE IMPACT
CLIMATE CHANGE	Climate change adaptation	ADIB provides financing to energy intensive sectors that have high greenhouse gas emissions. Such impacts in the long term could result in both risks (strategic, credit, reputational and compliance risks) and opportunities (sustainable finance and transition to low emissions activities).	Supports long-term client transitions to low-emission operations, creating opportunities for green financing and enhancing ADIB's sustainable finance portfolio.	Continued financing of high-emission sectors may expose ADIB to long-term climate-related financial and reputational risks.
	Climate change mitigation	ADIB engages with multiple clients within businesses to support their transition to becoming low carbon at varying stages of their transformation. This is a major step in climate mitigation action and an opportunity.	Strengthens ADIB's position as a key partner in climate mitigation and enhances the banks reputation in sustainable finance leadership.	Inconsistent client progress in transition plans may pose reputational and credit risks if expectations are not met.
	Energy	The nature of the energy sector and the pressure to transition to sustainable methods can increase compliance costs on energy companies, impacting their creditworthiness, capital access, and reputation. This will have a potential impact on collateral value and default risk for ADIB.	Supports ADIB's contribution to energy transition goals by driving more responsible financing practices and aligning with national climate targets.	Increased client compliance costs may affect their repayment capacity and collateral value, heightening credit risk for ADIB.
RESOURCE USE AND CIRCULAR ECONOMY	Resource inflows, including resource use	The shift to eco-friendly solutions and circular economy principles can disrupt non-sustainable industries, leading to declining asset values and financial distress for companies that fail to adapt. These changes can increase credit risks, affecting collateral values and default rates, potentially raising capital charges for ADIB.	Encourages clients to adopt sustainable practices, opening new financing markets and improving ADIB's sustainability credentials.	Clients unable to transition may suffer financial losses, increasing default risk and weakening ADIB's financing portfolio quality.
BUSINESS CONDUCT	Corporate culture	ADIB places a high degree of importance on the enforcement of its Code of Conduct which integrates the Bank's values into business activities to enable best practice behaviours. This greatly contributes to transparency and responsible business practices and makes us Shari'a complaint.	Promotes ethical behaviour and reinforces a culture of integrity, aligning with Shari'a values and enhancing stakeholder trust.	Inconsistent implementation across departments may dilute intended impact and expose the bank to ethical or compliance risks.
	Protection of whistle-blowers	ADIB has principles outlined within its Code of Conduct promoting a "speak up" culture that safeguards whistleblowers' anonymity which encourages individuals to report suspicious or illegal activities.	Enhances transparency and employee trust, strengthening ADIB's ethical culture and compliance monitoring.	Failure to effectively protect whistleblowers may result in suppressed reporting, internal misconduct, or reputational damage.
	Corruption and bribery	ADIB has established and enforced an Anti-Money Laundering programme (AML) to outline procedures and controls which prevent the facilitation of corruption and illegal financing activity in the financial system.	Reduces risk exposure related to financial crime, improves internal compliance, and reinforces market and regulatory trust.	Inadequate enforcement could lead to regulatory breaches or association with unethical financial practices.

MATERIAL TOPICS

MATERIAL TOPIC	SUB-TOPIC	IMPACT	POSITIVE IMPACT	NEGATIVE IMPACT
OWN WORKFORCE	Working Conditions	Ensuring a high standard of working conditions is critical for employee wellbeing and development and retention of talent. ADIB places a high priority on ensuring compliance with relevant laws, enforcement of its Code of Conduct for ethical business practices, community engagement, and competitive remuneration and benefits to attract and retain talent.	Boosts employee engagement, retention, and productivity, and strengthens ADIB's employer brand as a responsible and caring organization.	Failure to meet evolving expectations on workplace conditions could lead to disengagement, attrition, or reputational damage.
	Equal Treatment and opportunities for all	ADIB has established and enforced an Anti-Money Laundering Program (AML) to outline procedures and controls which prevent the facilitation of corruption and illegal financing activity in the financial system. • Gender equality and equal pay for work of equal value: ADIB closely tracks pay equity, using adjusted and raw metrics which promotes gender equity and maintains accountability for equal pay. • Training and skills development: ADIB offers a range of resources to support employee upskilling across a breath of topics (including environmental and social issues) which contributes to employee career development and equips them with the skills to address prioritized issues and conduct responsible banking practices. • Employment and inclusion of persons with disabilities: ADIB participates in a variety of initiatives to support the inclusion of persons of determination. This helps reduce the stigma surrounding such individuals and delivers supporting resources to those in need. • Measures against violence and harassment in the workplace: The Bank also, through its Code of Conduct, outlines principles for not tolerating harassment of any kind which promotes a safe and respectful workplace and protects workers from such harm • Diversity: ADIB's Code of Conduct outlines principles for embracing diversity and inclusion which is intended to provide professional development opportunities and a collaborative environment for all employees and comply with all laws regarding fair employment and practices and non-discrimination.	Reduces risk exposure related to financial crime, improves internal compliance, and reinforces market and regulatory trust. • Drives inclusivity, equal opportunity, and staff empowerment, resulting in a more resilient, innovative, and loyal workforce. • By promoting gender equality, fair pay, and inclusion of people of determination, ADIB strengthens its culture of diversity, which can improve collaboration, innovation, and employee satisfaction • Strong diversity and inclusion (D&I) practices position ADIB as an employer of choice in the UAE and globally, making it more competitive in attracting and retaining top talent. • Investment in training and upskilling, especially on ESG-related topics, ensures that employees are equipped to manage emerging risks and contribute to the bank's sustainability goals. • Clear anti-discrimination and anti-harassment policies help prevent misconduct and align with international labour standards. • ADIB's approach supports compliance with UAE labour laws, Shari'a principles, and international frameworks such as the UN Global Compact and SDG 5 (Gender Equality).	Inadequate enforcement could lead to regulatory breaches or association with unethical financial practices. • Lack of sustained monitoring or gaps in implementation could result in inequality, employee dissatisfaction, or non-compliance with labour laws. • Risk of implementation gaps: Inconsistent application of D&I policies across departments or geographies could result in unequal experiences for employees, undermining the bank's overall ESG objectives. • Potential backlash or resistance: Cultural or organizational resistance to D&I initiatives can hinder progress and create internal friction, particularly if changes are perceived as top-down or lacking in local context. • Reputational risk from misalignment: Public scrutiny of pay equity or diversity metrics could harm ADIB's reputation if internal practices do not align with public commitments or stakeholder expectations. • Resource intensity: Maintaining robust programs for monitoring, training, and supporting inclusion may require significant resources, which could strain budgets or deprioritize other ESG initiatives if not well-aligned with strategic goals. • Dependence on data accuracy and transparency: The credibility of pay equity and inclusion initiatives depends on accurate data and transparent communication; weaknesses in HR data governance could undermine trust in reported progress.

GOVERNANCE

A Core Sustainability Pillar

ROBUST GOVERNANCE : OUR CORE SUSTAINABILITY PILLAR

ADIB **strongly believes that a robust governance framework** is critical to the effectiveness of a sustainability strategy because it provides the structure, discipline, and accountability needed to translate sustainability ambitions into measurable outcomes.

ADIB acknowledges the pivotal role of the financial sector in enabling a sustainable and inclusive economy. Guided by this responsibility, the Bank's strategy provides a clear ESG direction for action and is aligned with both national priorities and global sustainability frameworks. These efforts support the UAE's

Net Zero

by 2050 ambition, UAE Vision 2031

and the United Nations Sustainable Development Goals (UN SDGs), underscoring ADIB's commitment to driving a more resilient, inclusive, and low carbon economy. As such, ADIB has set up best in class corporate governance practices that strengthen our sustainability and Sustainable Finance plan.

Sustainability at ADIB is a journey of continuous improvement, grounded in accountability to stakeholders and stewardship of the environment. By embedding sustainability across its operations and aligning with global and regional commitments, ADIB remains at the forefront of sustainable Islamic banking, focused on generating enduring positive impact and this is rooted in our governance structure.

Since the publication of its inaugural sustainability report in 2017, ADIB has progressed through a period of strategic maturity marked by key milestones. This journey culminated in the formalisation of the Bank's ESG strategy in 2023, which serves as a blueprint for integrating ESG principles into core business activities. Since, ADIB has published its Net Zero pathway, an impact report and continues to provide transparent and innovative ESG information all with oversight by our Board.

ADIB VISION 2035

Vision

To become the World's Most Innovative Islamic Bank

Corporate Transformative pillars

Building the Bank for the future

- Harness emerging technologies including AI, Data analytics and digital assets to create new value
- Foster a culture of innovation, collaboration and agility
- Scale ADIB Ventures and ecosystem partnerships to lead the Islamic banking innovation agenda
- Transform the Wealth management franchise into a market-leading, client-centric growth engine

Revolutionize Customer Experience

- Expand across key segments with differentiated value propositions
- Leverage Data and AI driven insights to personalize experiences and deepen relationships
- Map, digitize and optimize customers journeys
- Elevate customer experiences through data driven insights
- Implement right-service model balancing digital convenience with human interaction

Advancing Sustainability Initiatives

- Embed sustainability into every aspect of our business
- Attract, develop and retain top talents while advancing Emiratization and employee wellbeing
- Strengthen governance and control frameworks
- Maintain robust capital ratios
- Optimize our cost base

Key Pillars of ADIB's ESG Strategy

Maintain High Standards of Governance

- Fully integrate ESG into our governance structure
- Develop a sustainable procurement strategy
- Build a strong ESG-driven culture through trainings and KPIs
- Achieve best-in-class data privacy and cybersecurity
- Align ESG reporting with market and legal requirements
- Embed ESG risk framework through proprietary ESG risk due diligence toolkit

Maximise Positive Impact

- Launch Shari'a-compliant sustainable and green finance products
- Implement a Net Zero Strategy including financed emissions
- Integrate ESG considerations into investment & finance decisions
- Support customers in transitioning to low-carbon economy
- Integrate climate considerations into our risk management processes to ensure resilience of our business

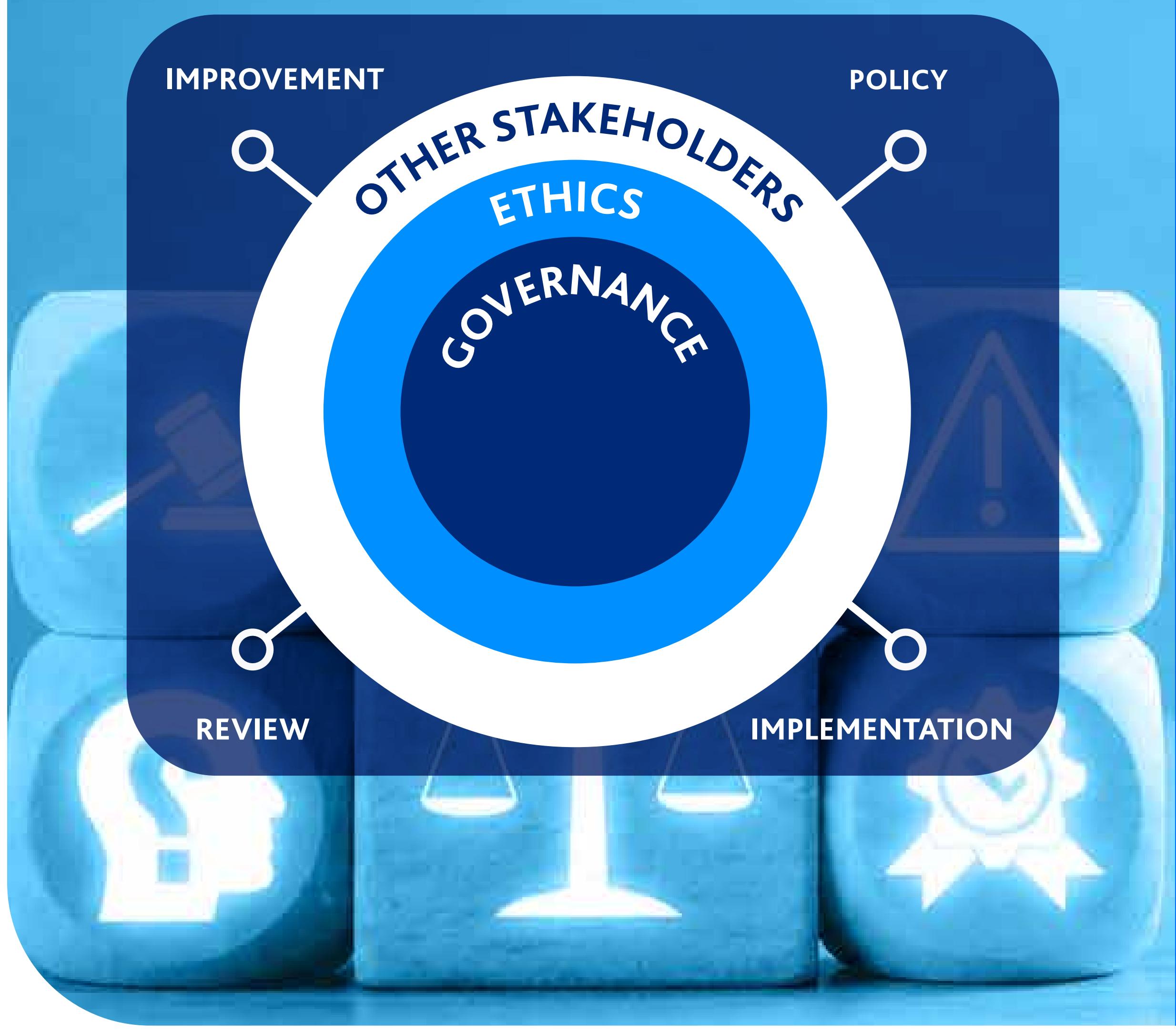
Be a Lifelong Partner

- Develop financial inclusion policy and programs
- Establish financial literacy programs for retail and SME customers
- Develop a gender diversity strategy
- Implement Employee wellbeing plan
- Foster a learning-oriented culture
- Drive Emiratization and career development
- Champion social responsibility through community engagement

CORPORATE GOVERNANCE

ADIB has established a robust corporate governance framework aligned with the CBUAE Corporate Governance Regulations No. 83 of 2019, fostering a resilient, high performing, and accountable culture that supports sustainable long term financial growth. The framework is applied consistently across the Group to enhance alignment and collaboration and is embedded through intra group service level agreements, Group wide policies, and effective representation on subsidiary boards, ensuring comprehensive and integrated governance oversight.

Environmental, Social, and Governance (ESG) considerations are embedded within ADIB's corporate governance framework through Board level oversight, Group wide policies, and integrated risk management and decision making processes. This ensures that sustainability and Shari'a aligned ESG principles are systematically incorporated into strategy, performance management, and stewardship across the Group.



KEY CORPORATE GOVERNANCE HIGHLIGHTS & ACHIEVEMENTS – 2025

Strengthening Governance:

In 2025, ADIB advanced its Corporate Governance Framework through targeted initiatives aimed at enhancing efficiency, aligning with regulatory requirements, and reinforcing operational effectiveness. Over the course of the year, several key policies were reserved for Board approval, ensuring alignment with evolving regulations and global best practices.

Furthermore, collective efforts throughout 2025 were made in reviewing and developing the policies and procedures, which includes the Fitness and Propriety Policy and Procedures. This initiative was undertaken to ensure ADIB's full compliance with the CBUAE Fitness and Propriety Regulation and standards, which was released at the end of 2024.

This endeavor demonstrates ADIB's unwavering commitment to adhering to the laws and regulations set forth by the legislators. It is a testament to ADIB's dedication to maintaining the highest standards of integrity and propriety in all our operations.

In line with its commitment to consumer protection, ADIB maintains a comprehensive plan to align with CBUAE Consumer Protection Regulations and Standards. This includes reviewing and enhancing consumer-facing documents, uplifting systems and infrastructure, and revising policies and procedures to ensure better alignment with regulatory expectations and to enhance customer confidence and experience.

These efforts collectively demonstrate ADIB's dedication to maintaining a robust Corporate Governance Framework that fosters transparency, efficiency, and resilience while meeting the needs of stakeholders and adhering to regulatory obligations.

Driving Digital Transformation

In 2025, ADIB prioritized digital transformation as a core driver of operational efficiency, customer engagement, and long-term growth. Digital initiatives focused on integrating advanced tools and leveraging data-driven insights to streamline processes, enhance risk management, and improve customer experiences. These efforts enabled the Bank to manage increased transaction volumes effectively while maintaining a robust control environment.

ADIB Ventures, continued fostering fintech partnerships and accelerating the development of innovative digital solutions. This initiative reflects ADIB's commitment to staying at the forefront of technological advancements and creating value through collaboration.

As part of ADIB 2035 Vision, there is an increased focus on Generative AI, automation, and digital solutions. These pillars are central to ADIB's strategy to drive efficiency, deliver exceptional customer experiences, and unlock growth opportunities in an increasingly digital world. By embracing cutting-edge technology, ADIB is positioning itself as a forward-looking institution prepared to adapt to the evolving needs of the financial services sector.

Throughout the year, ADIB continued with its commitment to digitization through various programmes launched by the CBUAE. These programmes are aimed at transforming the financial infrastructure of the UAE to become a digital and financial hub and a centre of excellence for innovation and digital transformation.

Regulatory Compliance

In 2025, ADIB reinforced its commitment to regulatory excellence by actively engaging with the CBUAE to address findings from thematic reviews. The reviews covered critical areas such as Credit Risk Management Standards, Pillar 2, Common Reporting Standards, Audit, Market Conduct Risk, Asset Quality, Strategy, Emiratization, Regulatory Compliance and Internal Audit, Retail Credit and Wealth Management and Market Conduct.

ADIB developed and implemented comprehensive remediation plans to address the outcomes of these reviews, ensuring enhanced alignment with regulatory expectations and bolstering the Bank's operational resilience. These efforts extended beyond compliance, focusing on integrating best practices to strengthen governance, risk management, and internal controls across the Bank.

The Bank's progress in this area was evidenced by a consistent improvement in its CBUAE quarterly dashboard ratings, reflecting enhanced regulatory confidence and recognition of ADIB's proactive approach to addressing key regulatory priorities. These achievements underscore the Bank's focus on maintaining a robust governance framework that supports sustainable growth and risk mitigation.

Looking forward, ADIB remains committed to embedding a culture of compliance that prioritizes transparency, accountability, and adaptability. By continuously refining its frameworks and aligning with regulatory advancements, ADIB is well-positioned to meet the evolving expectations of regulators, stakeholders, and the industry at large.

Regulatory Committees

In 2025, ADIB continued to maintain and improve strong ESG governance with dedicated ESG committees at both the executive management and Board levels, to provide clear oversight, accountability, and decision-making on bank-wide ESG matters. ESG and sustainability risks are integrated into risk management through updates to the Bank's Risk Management Policy and a comprehensive ESG Risk Management Policy, as well as through scenario analysis and stress testing exercises. ADIB's proprietary ESG due diligence toolkit rates transactions, triggers mitigation and escalation where needed, and restricts activities posing unmitigated ESG risks. ADIB also continues to set its sight on improving disclosures with the completion of a full IFRS S1 and S2 gap assessment, positioning us on the path to reporting against the IFRS Sustainability Standards.

Transparency and market recognition continued to strengthen: ADIB maintained MSCI AA ("Leader") and improved its Sustainalytics ESG Risk Score to 16.8 (low risk) from 34.1 (high risk), emphasizing ADIB's leading ESG rating position in the region among banks. As a signatory to the UN Principles for Responsible Banking—with its inaugural PRB report released in mid-2025—and a board member of the Global Climate Finance Center in Abu Dhabi, ADIB is active in positioning the UAE capital as a leading hub for sustainable finance. This milestone highlights ADIB's continued focus on integrating environmental, social, and governance principles into its operations and strategic decision-making.

ADIB also maintained its leadership in sustainable finance, with consistent progress against the AED 60 Bn by 2030 target the bank has set for mobilizing sustainable finance. With the issuance of ADIB's inaugural Green Sukuk impact and allocation report, the bank demonstrates strong transparency in our sustainable finance activities, and our commitment to mobilizing capital to aid the energy transition.

In continuing our commitment to being a lifelong partner to our community, we have continued highlighting Islamic values, showcasing the UAE's culture and heritage, partnering and volunteering with local programs and charities, and creating impact on community development through educational and healthcare related activities.

GOVERNANCE STRUCTURE

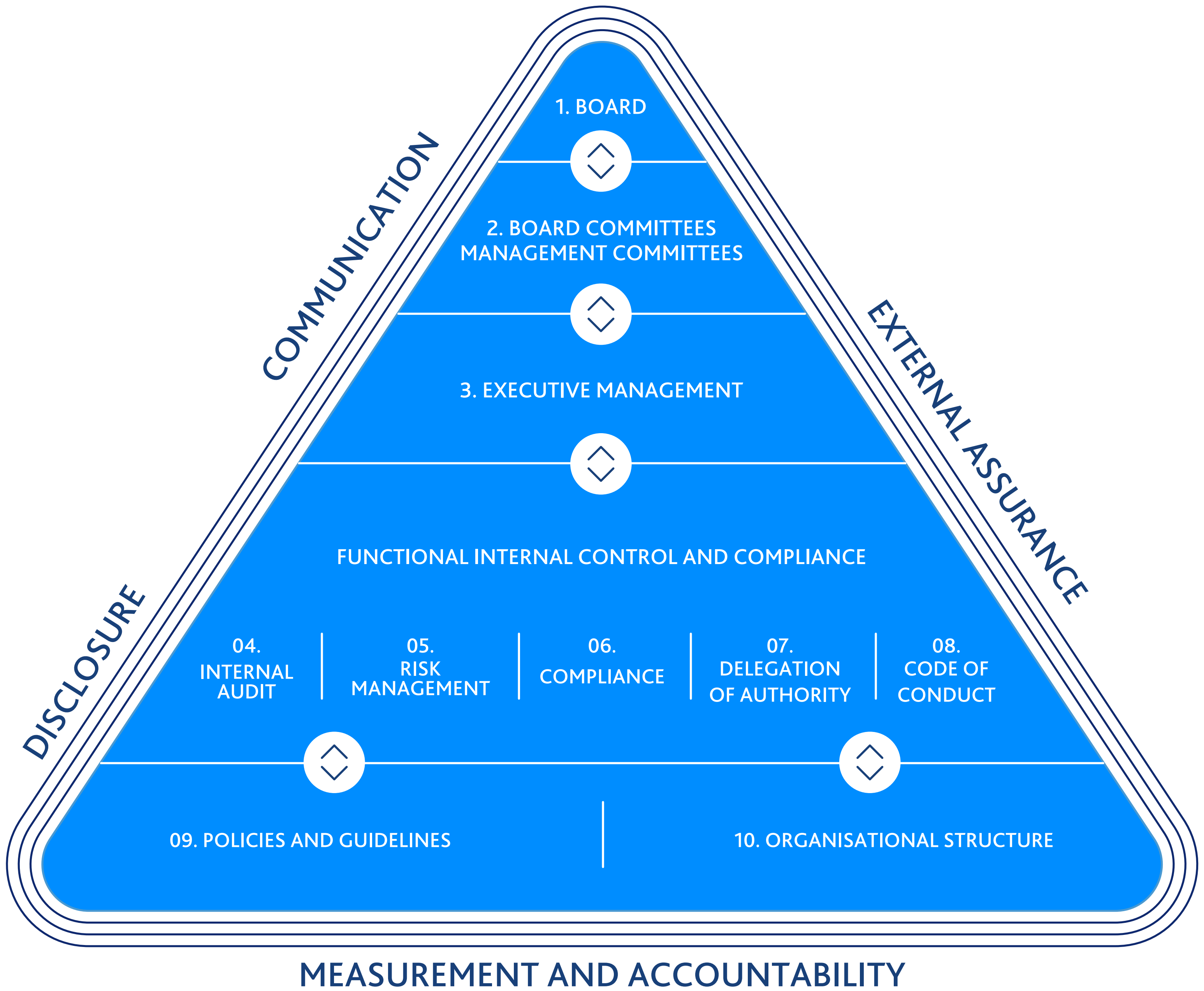
The foundation of ADIB's consistent history of significant operational and financial success has been its commitment to a solid corporate governance culture. The faith and confidence of ADIB's investors, clients, business partners, and communities have in the Bank is strengthened by its dedication to honesty and disciplined culture, grows the strategy and long-term goals are based on this dedication.

ADIB has embedded a robust corporate governance framework in line with CBUAE Corporate Governance Regulations and Standards No. 83 / 2019, to supports a resilient, high-performing, and accountable culture, to enable achievement of long-term financial and franchise growth. The framework is implemented across the Group's entities to provide confidence to our stakeholders to continue investing in the institution.

To promote collaboration and alignment, the governance framework is implemented by intra-group service level agreements, group-wide policies, delegation to management committees and effective representation on the boards of ADIB's subsidiaries and entities.

ADIB regularly reviews its policies, focusing on corporate governance, risk management, internal controls, compliance, internal audit, financial reporting, external audit, and outsourcing, to ensure they meet regulatory requirements. During 2025 ADIB Board of Directors and its committees reviewed and approved several policies and procedures as part of the periodic reviews.

COMPONENTS OF ADIB'S CORPORATE GOVERNANCE FRAMEWORK



01 Board

The Board is responsible for setting the strategic direction and goals for an organization and to provide effective oversight management on the execution and achievement of those goals through the setting and monitoring of performance expectations.

02 Board Committees and Management Committees

The Board establishes committees to assist in discharging its responsibilities effectively and efficiently. Management Committees are responsible for ensuring good governance and that effective systems and processes are in place to shape, enable and oversee the management of ADIB.

03 Executive Management ("Management")

Management personnel are appointed by the Board/Board Committee to implement processes and to execute day to day affairs in accordance with the strategic direction, tone and expectations set by the Board.

04 Internal Audit

To provide a level of monitoring activity over risk and to support in the identification of process improvements and efficiency gains.

05 Risk Management

The Risk Management Framework establishes expected business practices for the effective identification, assessment and management of risk.

06 Compliance

To promote ethical conduct and compliance with rules, regulations and internal standards that govern how ADIB conducts its business.

07 Delegation of Authority

A delegation of authority is established to delegate the Board's authority and powers downward and to assist employees in understanding their authority to make decisions on behalf of the organization. The above facilitates effective and accountable decision making and reduces ambiguity.

08 Code of Conduct

A code of conduct establishes a common understanding of the standards of behavior and values expected of all Board members and employees.

09 Policies and Guidelines

Policies and guidelines are established to allow ADIB employees to clearly understand their roles and responsibilities and to guide all major decisions making processes and actions within predefined limits.

10 Organizational Structure

ADIB structure should reflect the organization's main operational objectives and do so in a coherent way while at the same time being flexible enough to respond to changes in the ADIB's strategy or mission.

BOARD GOVERNANCE

Board Composition

ADIB's Board of Directors composition adheres to the regulatory requirements mandated by the Central Bank of the UAE's Corporate Governance Regulation and Standards and the Securities and Commodities Authority (SCA) Corporate Governance Guidelines ("Corporate Governance Regulations"), ensuring effective governance and representation. The key elements of the Board's composition include:

Gender Diversity:

Reflecting national gender diversity goals and regulatory requirements, ADIB, during its 2025 Annual General Assembly, has re-appointed Ms. Maha Al Qattan as an Independent Director in March 2025. As of 2025, women representation on ADIB's Board continues to align with the Corporate Governance Regulations representing 14% of the Board, demonstrating the Bank's continued commitment to fostering gender diversity at the highest levels and compliance with the applicable laws and regulations. This commitment extends across the organization, with women comprising 44% of ADIB's workforce, an increase from 39% from 2024.

Independence:

All Board of Directors are non-executive directors, with five (5) out of seven (7) Directors being Independent Directors. The assessment of the independence of ADIB's Board took into account the CBUAE independence criteria, as further provided below.

a. The Director or any of his/her first-degree relatives should not have been employed by the bank or its subsidiaries during the past two years.

b. The Director should not have conducted any consulting services for the bank, or its subsidiaries, or acted in such capacity, either directly or indirectly, during the past two years.

c. The Director should not have had any personal services contracts with the bank or its subsidiaries during the past two years.

d. The Director should not be affiliated with any non-profit organisation that receives significant funding from the bank or its subsidiaries.

e. The Director and/or any of his/her first-degree relatives (individually or collectively) should not own, directly or indirectly, 10% or more of the bank's share capital or be a representative of a shareholder who owns, directly or indirectly, more than 10% of the banks' share capital.

f. The Director, or any of his/her first-degree relatives, should not be a partner or employee of the bank's auditor for the past two years.

g. The Director or any of his/her first-degree relatives, should not have direct or indirect interest in any contracts and/or projects of the bank or its subsidiaries, where the total of such transactions exceeds the lower of 5% of the bank's paid share capital, or AED 5 million, or an equivalent amount in foreign currency, during the past two years, unless such relationship is part of the nature of the bank's business and involves no preferential terms.

National Representation:

The Chairman and the majority of the Board of Directors are UAE nationals, in compliance with the Corporate Governance Regulations and the Bank's commitment to national representation and leadership within the Bank.

Board Expertise:

ADIB's Board brings together a broad and diverse skill set, enabling it to effectively guide the Bank's strategic direction. Members possess expertise across key areas, including credit, investment, risk management, strategic planning, capital markets, financial analysis, Shari'a compliance, audit, corporate governance, sustainability and ESG, and digital and technological innovation. The Board remains collectively aligned with the evolving needs of the Bank and the financial sector and continuous professional development with a dedicated training and awareness program to address any areas for enhancement.

Sector-Specific Expertise of the Board

Islamic Finance Experience	✓	✓	✓	✓	✓	✓	✓
Credit & Investment Experience	✓	✓	✓	✓	✓		✓
Strategy & Leadership	✓	✓	✓	✓	✓	✓	✓
Information Technology	✓	✓	✓	✓	✓		✓
Risk Management	✓	✓		✓	✓	✓	✓
Human Resources	✓	✓			✓	✓	✓
Corporate Governance and Legal (Including Shari'a Governance)	✓	✓	✓	✓	✓	✓	
Marketing	✓	✓	✓		✓	✓	✓
Audit & Compliance	✓		✓	✓		✓	✓
ESG	✓	✓	✓	✓		✓	

Fitness, Skills and Qualification Review:

During 2025, the Board of Directors, in compliance with the Fitness and Propriety Regulation and Standards (No. 4/2024) approved a comprehensive Fitness and Propriety Policy to ensure the Board are fit and proper, and meet the standards of integrity, ethical behaviour, competence, independence and professionalism. The newly drafted Fitness and Propriety Policy is read with the Director Selection Policy and Procedures, among other key governance policies. This rigorous process evaluates candidates' qualifications, experience, integrity, and independence, ensuring they are well-equipped to fulfil their fiduciary duties.

Board Member and Tenure

Board Leadership & Governance

During 2025, the Board of Directors re-appointed H.E. Jawaan Awaidha Suhail Al Khaili, as the Chairman of ADIB's Board of Directors, with the responsibility of ensuring its effectiveness and leadership. The Chairman's responsibilities are set out under the Board Charter, with the following key responsibilities:

- Leadership of the Board, ensuring its effectiveness, setting its agenda and chairing its meetings
- Acting as the primary representative of the Board in interactions with senior management, shareholders, and regulators.
- Promoting informed decision-making and fostering an environment where critical discussions and dissenting views are encouraged.
- Ensuring sound governance practices in line with the Board Charter.

Further, each Board member's role is clearly delineated, as are their joined responsibilities, facilitating collective responsibility for effective decision-making.

Board Selection, Appointments and Re-appointments

ADIB acknowledges the importance of a well-structured and balanced Board of Directors to uphold strong governance practices, drive the success of the ADIB Group, and safeguard the interests of all stakeholders.

ADIB ensures that the appointment and re-appointment of the Board of Directors remains in accordance with ADIB's Articles of Association, Corporate Governance Regulations, Fitness and Propriety Policy and the Director Selection Policy and Procedures. The Board Nomination and Compensation Committee play a pivotal role to ensure the process of selection and appointment of the Director remains in accordance with the foregoing governance documents to ensure the Board remains appropriate to the size, complexity and risk profile of ADIB Group.

During the 2025 Annual General Assembly held on 10 March 2025, the entire Board of Directors were re-appointed for another three (3) consecutive years. This re-appointment reflects the confidence of the shareholders in the Board's leadership and ensures continuity in governance and strategic oversight to support ADIB Group's long-term objectives.

In the event of a vacancy in the Board, the Board Nomination and Compensation Committee is required to identify and propose a suitable replacement within 30 days, in line with the Articles of Association and Corporate Governance Regulations. The proposed appointee assumes the role on an interim basis and is formally elected at the forthcoming AGM to confirm their position.

The Board Nomination and Compensation Committee, in line with its mandate and in accordance with the Fitness and Propriety Policy, regularly reviews the composition of the Board to ensure it reflects the optimal mix of skills, expertise, and diversity needed to navigate the complexities of the financial sector, meet stakeholder expectations, and comply with regulatory requirements. This ensures that ADIB's Board remains equipped to provide effective leadership, governance, and strategic oversight.

BOARD GOVERNANCE

Succession Planning

ADIB maintains a robust succession planning process, enabling the Board to act promptly in appointing representatives to the boards of Group entities whenever vacancies arose during 2025.

External Directorships

In line with ADIB's Directors Conflict of Interest Policy, the Board reviews any external directorships held by its members to ensure full compliance with applicable Corporate Governance Regulations and internal policies. This process includes verifying that such appointments adhere to the requirements outlined in the Directors Conflict of Interest Policy, do not create any actual or perceived conflicts, and do not compromise the Director's ability to dedicate sufficient time and attention to their fiduciary duties. The Board also considers the cumulative impact of multiple external roles to safeguard the integrity, independence, and effectiveness of its decision-making. Key provisions the Board considers:

- Director may hold memberships in the boards of up to five (5) Public Joint Stock Companies ("PJSC") in the UAE, to include PJSC's inside the banking Group.
- A Director may hold memberships in the Board of only one (1) bank in the UAE and up to four (4) banks outside the UAE.
- External appointments require prior Board approval and must not create any conflict of interest.
- Directors must annually confirm they have sufficient time available to manage the time commitments required from the role in the Group.
- The Board Secretariat monitors compliance, maintaining transparency and alignment with regulatory expectations.

Board Induction, Training & Awareness Program

Board Induction

The Board Nomination and Compensation Committee ensures that newly appointed Board Members undergo a comprehensive induction program to ensure their alignment with their fiduciary responsibilities.

This process is given the necessary resources, in regard to time, and monetary or non-monetary resources. This induction fully informs new members on their rights, duties, and responsibilities. The Group's corporate strategies, financial profile, risk management, compliance and governance activities are all included. Further, the Director Code of Conduct is addressed, along with that of the Group employees. Any regulatory compliance information is also incorporated.

Board Trainings & Awareness Program

In line with the Fitness and Propriety Policy, and as part of the annual assessment of Board skills and expertise, the Board has identified a set of subjects that require further refreshers/ awareness sessions. These development initiatives form part of the Board's continuous professional development obligations and ensure ongoing compliance with the Corporate Governance Regulations, the Fitness and Propriety Regulations and Standards, as well as international best practices.

Accordingly, the Board has identified and held the following training/awareness sessions during 2025:

1. **AI evolution - adoption, impact on banking industry;**
2. **Risk & ESG;**
3. **Corporate Governance;**
4. **Financial Crime Compliance; and**
5. **Shari'a Governance.**

Board Evaluation for Effectiveness

The Board conducts an internal evaluation annually and an external independent evaluation every five years, in line with Corporate Governance Regulations. Accordingly, pursuant to the Directors' Performance Evaluation Policy, the Board of Directors has completed the internal evaluation for the year 2025. This evaluation addressed critical areas, including the Board's contribution to the Bank's financial performance, its risk management and control framework, and its overall safety and soundness. It also assessed the Board's effectiveness in overseeing and monitoring management's performance and activities, ensuring transparency and accountability to shareholders, depositors, and all stakeholders, and fulfilling its responsibilities as outlined in the Corporate Governance Framework, the Board and Board Committee Charters, and other applicable requirements.

The Board of Directors has delegated the responsibility of the Board evaluation to the Board Nomination and Compensation Committee (NCC), with the assistance of the Board Secretary.

The evaluation focuses on critical areas, including but not limited to:

- **Board structure and composition.**
- **Board of Director performance.**
- **Strategic oversight and alignment with the Bank's objectives.**
- **Governance and internal controls.**
- **Risk management and compliance.**
- **The effectiveness of Board Committees in fulfilling their mandates.**

Summary of Results of the 2025 Internal Board Evaluation

The Board of Directors conducts annual evaluations to assess its performance and governance effectiveness in alignment with the Board Assessment Policy. The 2025 evaluation focused on assessing the strength and resilience of corporate governance practices across five key areas:

1. **Board Structure and Practices**
2. **Strategic Planning and Performance**
3. **Governance and Internal Controls**
4. **Risk Management**
5. **Board Committee Structures and Practices**

The evaluation highlighted key achievements, including a well-aligned governance framework, effective oversight structures, and a commitment to continuous improvement.

Highlights of the Evaluation

Board Structure and Practices

The evaluation reaffirmed that the Board is composed of individuals with diverse expertise and skills, ensuring effective governance. Processes for member selection, conflict of interest management, and ongoing training are robust and continuously refined. Independent evaluations are conducted every five years to benchmark against industry standards, reinforcing best practices.

Strategic Planning and Performance

The Board continues to demonstrate strong strategic oversight, with clear objectives and actionable plans. Strategic initiatives are regularly reviewed, and performance metrics are aligned with the Bank's long-term goals. The Board's approach emphasizes balancing risks and rewards to support sustainable growth.

Governance and Internal Controls

Governance and internal controls remain a cornerstone of the Bank's operations. The evaluation noted:

- A well-defined and periodically updated Corporate Governance Framework.
- Effective oversight of succession planning and adherence to the Code of Ethics.
- Streamlined decision-making processes supported by timely and well-prepared materials.

Risk Management

The Board's active engagement in risk oversight was underscored by:

- A comprehensive Risk Governance Framework aligned with the Bank's risk appetite.
- Enhanced reporting mechanisms that provide clear visibility of enterprise risks.
- Periodic reviews and discussions to ensure alignment with strategic objectives.

Commitment to Continuous Improvement

Opportunities for enhancement identified during the evaluation are being actively addressed through action plans and performance improvement initiatives. These efforts ensure that the Board remains adaptive to evolving challenges and well-positioned to support ADIB's strategic goals.

Governance Culture

Board Management of Corporate Culture

ADIB places strong emphasis on fostering a robust corporate culture that reflects its core values of transparency, accountability, and Shari'a compliance. Under the leadership of the Board, the Group CEO and Senior Management play a pivotal role in embedding this culture across the organization by modelling ethical behaviour and ensuring adherence to the Group Code of Conduct.

ADIB has established robust mechanisms, including a Whistleblowing policy and Conflict Management frameworks, to empower employees and stakeholders to confidentially report any violations of ethical standards without fear of retaliation. Disciplinary actions are enforced as necessary to uphold the Bank's values and maintain the highest standards of integrity.

Employee Code of Conduct

All employees at ADIB are required to adhere to a comprehensive Group Code of Conduct that sets clear expectations for ethical behaviour and integrity. The Code mandates employees, at the time of joining and annually throughout employment to (i) declare any conflicts of interest with the Bank, its customers, and suppliers; (ii) declare insider ownership and comply with the Group Market Abuse and Insider Dealing Policy; and (iii) declare any outside business interests amongst other matters that may constitute a conflict of interest. In all instances, ADIB employees are required to identify current, perceived, or potential conflict of interest, in accordance with ADIB's relevant policies.

Whistleblowing

ADIB Group entities are committed to providing a respectful and inclusive environment for its employees, where they are encouraged to raise concerns in behaviours and actions that have no place in ADIB. This commitment, embedded in the Group's values, ensures employees can report behaviours and actions in complete confidence, and confident that appropriate action will be taken. A variety of confidential channels are available for employees to report concerns, including:

- The Group's confidential whistleblowing platform
- A Dedicated email and hotline for whistleblowing inquiries

ADIB Group entities adhere to leading international practices by conducting all business activities with honesty, integrity, and compliance with applicable laws against corporate wrongdoing, corruption, fraud, and bribery. Employees across the Group are expected to uphold the highest ethical standards and report any suspected or actual misconduct in good faith.

To support this, the Board has implemented a robust Whistleblowing Policy, establishing clear protocols for addressing concerns. The Board Audit Committee is responsible for overseeing the policy's effectiveness and ensuring its consistent application throughout the organization.

Heads of Department are tasked with ensuring that their teams are well-informed about the Whistleblowing Policy and process. Any training needs arising from the policy's application are addressed through induction programs and mandatory annual e-learning refresher courses, ensuring an adequate level of awareness across all employees.

By maintaining strong governance practices and providing accessible, confidential reporting channels, ADIB demonstrates its unwavering commitment to integrity, transparency, and accountability across all levels of the organization.

BOARD GOVERNANCE

Conflict of Interest

ADIB is committed to maintaining the highest standards of governance by effectively identifying, disclosing, and managing conflicts of interest. To this end, the Bank has implemented, in accordance with the Corporate Governance Regulations, a comprehensive Director's Conflict of Interest Policy, ensuring that any actual, potential, or perceived conflicts involving Directors are addressed in the best interests of the Group, its shareholders, and other stakeholders.

Directors are required to disclose all actual or potential conflicts of interest upon their appointment and on a quarterly basis thereafter. These disclosures, submitted through written declarations, are reviewed by the Board, which ensures that other commitments of the Directors do not conflict with their duties and maintained in a register held by the Board Secretariat Department. Where conflicts arise, the Board ensures appropriate policies and controls are in place to mitigate associated risks.

A governance process is established within ADIB to ensure that any transactions or arrangements in which a director or a related party has or may have a potential interest is presented to the Board for review and approval to ensure full alignment with the Corporate Governance Regulations. Any Director with a conflict in relation to such matters is required to declare the nature of the conflict at a Board meeting, and this is duly recorded in the meeting minutes. To preserve the integrity of the decision-making process, the conflicted Director does not participate, directly or indirectly, in discussions or voting on the relevant resolutions.

The Board Secretariat Department maintains a Register of Interests of all declarations made by the Board of Directors. This register is regularly reviewed to ensure alignment with the Corporate Governance Regulations, the Board of Directors Manual and ADIB's Corporate Governance Framework. Additionally, the policy ensures that Directors avoid any activities or engagements that could create conflicts and, when in doubt, promptly disclose such matters to the Board or the Board Secretary for resolution.

Related Party Transactions

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operational decisions, or one other party controls both, as further detailed under the Corporate Governance Regulations.

Significant related party transactions during the year ended 31 December 2025 and the compensation of key Senior Management are included in the consolidated income statement of the Financial Statements. During the 2025 business cycle, the Board approved significant transactions with related parties including the Group Entities', entities with connections to directors and senior executive management on the recommendation of the Credit and Investment Committee, in line with established policy and procedures. Further details of the related party transactions are included in the consolidated financial report.

Access and Reporting to the Board Committees

In accordance with the Corporate Governance Regulations, the Group Head of Audit and Head of Internal Shari'a Audit shall report directly to the Board Audit Committee. The Acting Group Head of Compliance reports to the GCEO and has direct access to the Board Audit Committee. The Group Chief Risk Officer (GCRO) primarily reports to the Board Risk Committee and a secondary executive reporting line to the GCEO.

The roles of the Chairman and the GCEO are distinct and separate, with a clear division of responsibilities. The Chairman leads the Board and ensures the effective engagement and contribution of all directors. The GCEO has responsibility for all ADIB Group businesses, including their strategy, policy and operational management, and he acts in accordance with the authority delegated by the Board.

Director's Interests & Shareholdings

As of the year ended 31 December 2025, the Board of Directors dealings in the Bank's shares, are as follows:

S.No	Type of Directorship	Name	Number of shares as of 31 December 2024	Number of Shares as of 31 December 2025	Change in Shareholding
01	Chairman	HE Jawaan Awaidha Suhail Al Khaili	64,158,605	64,158,605	0
02	Vice Chairman	Dr. Faisal Al Shuaibi	0	0	0
03	Board Member	Khalifa Al Mheiri	257,381	257,381	0
04	Board Member	Najib Fayyad	0	0	0
05	Board Member	Abdulla Al Ahbabi	0	0	0
06	Board Member	Abdul Wahab Al-Halabi	0	0	0
07	Board Member	Maha Al Qattan	0	0	0

The Board of Directors remained aware of and complied with the requirements, throughout the year, of their duties and obligations set out under the Director Share Dealing Policy.

Board Remuneration

The total Board remuneration paid in 2025, for the year ended 31 December 2024 is a total of AED 16,100,000 which represents the total Board remuneration, inclusive of Board sitting fees amounting to AED 3,000 for each Board committee meeting attended.

The total proposed Board Remuneration, inclusive of Board sitting fees for the year ending 31 December 2025 shall be AED 16,100,000 to be presented at the forthcoming AGM to be held in 4 March 2026.

Board related Governance Documents:

During the year, the Board of Directors have reviewed, updated and approved the renewal of its following key Board governance documents ("Board Policies"):

01 Board Performance Evaluation Policy
02 Directors Conflict of Interest Policy
03 Directors Selection Policy and Procedures
04 Board Self-Assessment Policy
05 Director Share Dealing Policy
06 Directors Code of Conduct
07 Directors Access to Independent Professional Advice

Accordingly, the Board Policies have been renewed for three (3) years.

GROUP BOARD COMMITTEES & SUBCOMMITTEES

Board Responsibilities

The Board holds the ultimate responsibility for the Group, which includes authorizing and supervising the execution of the Group's strategic goals, adhering to all applicable laws and regulations, and maintaining corporate culture and governance. The Board leads the formulation and execution of the Group's vision and mission and oversees the general direction, management, oversight, and control of its corporate operations. The Board is also in charge of supervising Senior Management, ensuring they execute the strategic objectives effectively and efficiently. The Board also oversees the Group's operations and financial stability and ensures that the interests of regulators, consumers, employees, shareholders, and other stakeholder groups are served. The Board carries out these duties by preserving the accuracy of the Group's financial and accounting records, establishing sufficient internal controls and monitoring the performance of the Group's business.

More specifically:

- The Board's role is to encourage the entrepreneurial leadership of the Group within a framework of prudent and effective controls which enable risk to be assessed and managed. The consistent practice of high ethical standards will enhance the credibility and trustworthiness of the Group.
- The Board of Directors will provide effective governance over the Group's affairs for the benefit of its Shareholders, and to balance the interests of its diverse constituents, including its customers, employees, suppliers, regulators, local communities, and others. In all actions taken by the Board, the Directors are expected to exercise their business judgment in what they reasonably believe to be in the best interests of the Group and to comply with relevant laws, regulations, rules, and best banking practices. In discharging that obligation, Directors may rely on the honesty and integrity of the Group's senior executives and its outside advisors and auditors.
- The Board is responsible for strategic direction, management supervision and adequate controls with the ultimate objective of promoting the success and long-term value of the Group. The Board must ensure that management balances the promotion of long-term growth with the delivery of short-term objectives. The Board will review the Group's long-term strategic plans and the principal issues that it expects the Group may face in the future during at least one Board meeting each year.
- The Board should be clear about the Group's purpose and set its values and ethical standards and ensure that management behaves with integrity and that the Group's obligations to its Shareholders and other stakeholders such as customers, employees, suppliers, regulators, local communities and others are understood and met. The Board of Directors will approve and oversee the Group's strategic objectives and corporate values that are communicated throughout the Group.
- The Board will determine the corporate governance guidelines for the way in which it wants the Group to be managed and controlled and will review and approve the corporate governance framework of the Group. In addition, the Board will establish a mechanism for monitoring Shari'a Compliance within the Group.
- The Board will ensure that there are policies and procedures to identify, avoid or manage and appropriately disclose potential conflicts of interest. Such policies will include lending to Directors and Staff of the Group, and transactions and other contractual relations between related companies or other counterparties such as Shareholders or Directors. Ultimately, the Board will seek to ensure that activities that might give rise to conflicts of interest are carried out with a sufficient degree of independence from each other. Conflicts between the personal interests of Directors and those of the Group or its customers will also be identified, managed and disclosed.

BOARD GOVERNANCE

- The Board of Directors must ensure that the Group has robust corporate governance polices and processes commensurate with its risk profile and systemic importance. The Board must also establish, review and monitor the effectiveness of the Group's processes for corporate governance in accordance with the applicable regulations and best international practices, with due regard to the Group's Stakeholders and its role in the community.

- The Board must ensure to maintain a clear governance framework appropriate to the Group's operational structure and the risk that it poses. The Board must also approve policies for the delegation of authority and the actual delegations to executives, particularly in respect of the financial and administrative affairs of the Group.

- The Board must determine the nature and extent of the significant risks it is willing to undertake to achieve the strategic objectives of the Group. The Board would develop and monitor the Group's risk appetite statement, risk policies, risk limits, and ensure adherence to them.

- The Board of Directors must ensure that the Group is in full compliance with Shari'a rules and must establish a sound and effective Shari'a governance framework with the key mechanisms and functionalities to ensure effective and independent Shari'a oversight as per the requirements set out by the Central Bank and / or the Higher Shari'a Authority. The expected Shari'a governance framework is expected to incorporate three lines of defences approach comprising the business line, the support and control functions and internal Shari'a audit function.

- The Board must ensure that adequate resources are dedicated and provided to meet the objectives of Shari'a compliance and Shari'a governance.

- The Board in coordination with the Internal Shari'a Supervisory Committee, ensure the development, approval and implementation of internal policies related to the Group compliance with Islamic Shari'a. Further, the Board shall also develop a performance assessment plan on the Internal Shari'a Supervisory Committee.

- The Board must maintain effective communication with the Internal Shari'a Supervisory Committee and ensure that meetings with the committee are held at least one meeting per financial year.

- The Board must refer to the Internal Shari'a Supervisory Committee for all Shari'a matters related to the Group activities, operations and code of conduct.

- The Board must ensure that the annual Shari'a report issued by the Internal Shari'a Supervisory Committee is submitted to the Higher Shari'a Authority for review and approval before sharing it with the shareholders at the general assembly.

- The Board is responsible to nominate the members of the Internal Shari'a Supervisory Committee and obtain the Higher Shari'a Authority's approval on such members prior to presenting the nomination to the general assembly.

- If a position of the Internal Shari'a Supervisory Committee member becomes vacant, the Board shall nominate / appoint a substitute member either in case such appointment will be approved by the general assembly or not.

- The Board shall be responsible to appoint the Shari'a Controller (head of Internal Shari'a Audit Division) as required under the Shari'a Governance Standards as well as the head of Internal Shari'a Control Division.

- The Board is responsible to set out a process to follow up of previous action points and reporting of any breach or failure to comply. Following up on action points would help prevent any delay and manage the affairs on time.

- Conduct Risk Oversight: The Board is overall responsible to define, set out strategies, manage and play an active role to ensure that the relevant committees in general and the Board Risk Committee in particular have developed systems and procedures in place to identify and manage the conduct of the business across the Group. As part of its conduct risk supervision strategy, the Board will oversee the Risk Committee to make sure that the following strategic goals are achieved:

A. To take proactive steps to identify the conduct risks inherent within the business;

B. To encourage the individuals who work in front, middle, back office, control and support functions to feel and be responsible for managing the conduct of the business;

C. To provide the necessary support (broadly defined) to enable the staff to improve the conduct of the business or functions; and

D. To assess whether there are any other activities that should be undertaken and that could undermine strategies put in place to improve conduct.

In addition, the Board shall ensure in relation to the conduct risk oversight that:

i. To hold the senior management accountable for conduct risk failings and accordingly, to encourage the establishment of strong conduct risk framework as an important tool in protecting senior management from any relevant liability;

ii. The Board Risk Committee to define the conduct risks that the Group is exposed to, such as, insider dealing, conflicts of interest, product design or miss-selling, etc.;

iii. The Board Risk Committee shall have controls in place to monitor and mitigate the conduct risk on an on-going basis;

iv. The Board Risk Committee shall ensure that a gap analysis should be conducted to assess any additional controls that need to be put in place;

v. The Board Risk Committee shall carry out any changes that need to be made within the Group from a cultural/values perspective and ensure that it is tracked;

vi. A clear relationship between conduct risk and business strategy should be established;

vii. The Group should be able to demonstrate/evidence how conduct risk matters are driving business strategy and decision making; and

viii. Clear lines of responsibility and accountability for conduct risk should be established including reporting line to relevant senior manager if not him/herself is a senior manager.

Board Meetings:
Statement of the Chairman of the Board:

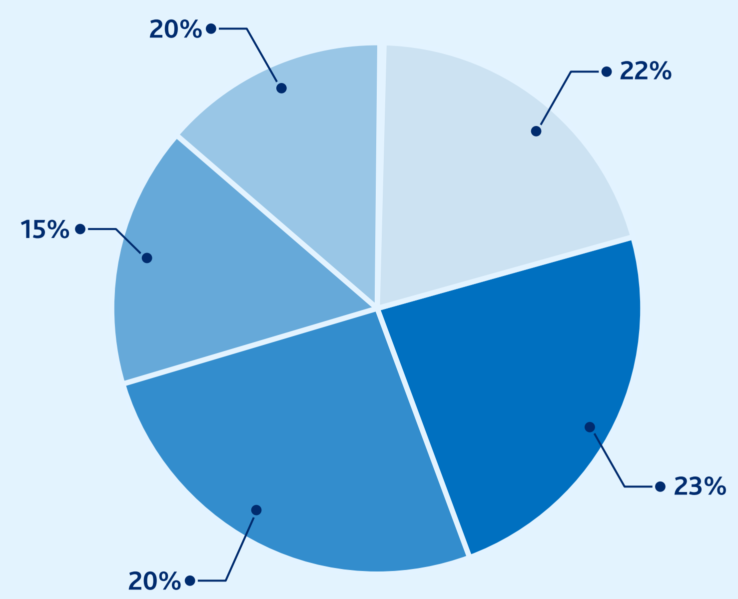
> **"H.E. Jawaan Awaidha Suhail Al Khaili, Chairman of the Board of Directors, acknowledges his responsibility to discharge the responsibilities of the Board of Directors under its Charter and ensure its effectiveness."**

During 2025, the Board remained focused on guiding ADIB's strategic direction, and its committees regularly discussed topics that are fundamental to the direction of ADIB, including business performance, long-term planning, strategy, ESG, digital transformation, risk appetite and management, succession planning, and human resources.

In 2025, the Board and its committees dedicated their efforts to a robust calendar of activities reviewed over 77 meetings to address the activities across risk governance, business and credit management, strategy, compensation, succession planning, internal control framework of the Group and any other matters mandated under the Board or respective Board committee charters. The Board and its committees worked continuously to provide direction to Senior Management and set the tone for balanced approach to performance in line with the strategic objectives. The Board and its committees also invested significant efforts to enhance their effectiveness. This was achieved by way of obtaining the guidance of the CBUAE, subject matter experts and the Group's external auditors. The Board also demonstrated a willingness and capability to be kept fully informed in areas essential to making a significant contribution to overall board governance by attending awareness sessions.

Date of Board Meeting	Number of Director Attendees	Number of Board Resolutions Passed	Number of Circular Resolutions Passed
January 28,2025	7	08	14
March 12, 2025	7		
April 23, 2025	7		
July 03,2025	7		
July 23,2025	7		
August 25,2025	7		
October 22, 2025	7		
November 18,2025	7		

TIME ALLOCATION FOR 2025 BOARD MEETING



- Credit Facilities
- Business, Operational and Strategic updates.
- Update of BAC and Compliance with regulatory requirements
- Shari'a Governance Oversight
- Reviewing the financial performance of the Bank, annual budget plan for the year

Board Committees Details & Meetings

The Board has established seven specialized committees including a sub-committee to assist in carrying out its duties and ensuring effective decision-making processes. These Board Committees play a critical role in supporting the Board by distributing its workload and enabling focused oversight of the Group's operations. Through their specialized nature, the committees are able to investigate and analyse complex matters, including technological and operational issues, and recommend actions or changes for final Board approval.

Each committee is chaired by a non-executive director with relevant areas of expertise, in line with best practices and the Corporate Governance Regulations. The committees operate under clearly defined committee charters which set out their scope, responsibilities, and objectives. The committees are required to meet as frequently as necessary to fulfil their mandates, ensuring adequate time for discussions, presentations, deliberations, and decision-making.

By leveraging the expertise and active participation of committee members, ADIB's Board Committees contribute significantly to the effective governance and oversight of the Group's operations, ensuring alignment with the strategic goals and regulatory requirements.

BOARD GOVERNANCE

Board Strategy Committee (BSC)

Endorsement from Chairman of Strategy Committee:

> **Dr. Faisal Al Shuaibi, Chairman of the Board Strategy Committee, acknowledges his responsibility to discharge the responsibilities of the Strategy Committee under its charter and ensure its effectiveness.**

The Strategy Committee guides ADIB's Executive Management in the execution of the Group's strategic objectives and business strategy within the limits of the Board Risk Appetite. The Committee also serves as a conduit between the Board and Senior Management on business issues.

The Committee has following major responsibilities:

- Guide the Group's Executive Management to develop the Group's strategic objectives and business strategy.
- Conduct periodic review on achievement of strategic objectives and business plans.
- Advise corrective actions wherever required.
- Act as a conduit between the Board and Senior Management on business issues.
- Review, consider, discuss, and challenge the recommendations submitted by the executive management regarding business strategy, budgets and annual plans.
- Work with management to make recommendations to the Board on the business strategy and long-term strategic objectives of ADIB, including all subsidiaries and affiliates.
- Review the performance of each business group on a quarterly basis and make recommendations should action be required; and
- Review proposals from management for the establishment or disposal of branches, subsidiaries and new joint ventures, referring them to the Board Risk and the Board Investment and Credit Committee for approval.

Members of the Strategy Committee:


Faisal Al Shuaibi
Chairman

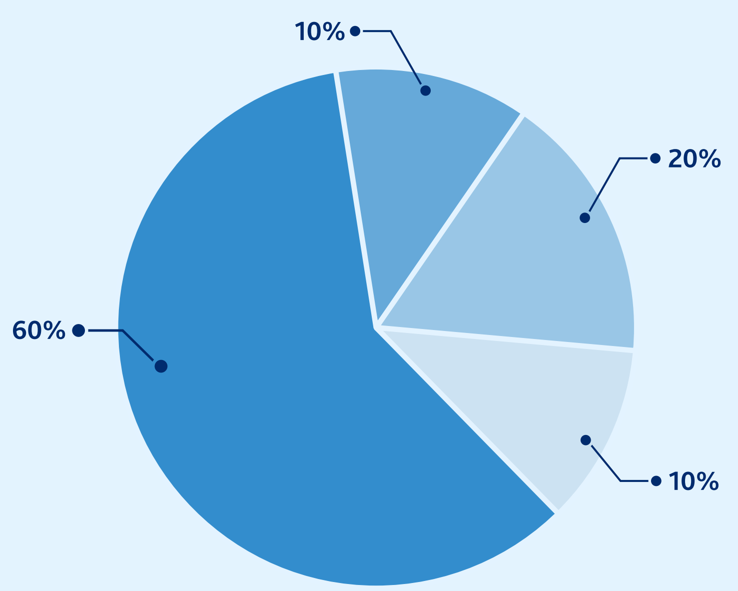

Najib Fayyad
Vice Chairman


Abdul Wahab Al Halabi
Member


Khalifa Al Mheiri
Member


Maha Al Qattan
Member

The BSC held 4 meetings, during the course of 2025, discussing critical points such as assessment results, governance updates, the strategic direction of upcoming projects, and the strategy plans for subsidiaries and affiliates. A significant focus was placed on prioritizing the digital transformation of the bank, ensuring that technological advancements and digital initiatives were at the forefront of their strategic planning to enhance operational efficiency and customer experience.



TIME ALLOCATION FOR 2025 STRATEGY COMMITTEE MEETINGS

- Assessment Results
- Governance Updates
- Strategy Plan of Subsidiaries & Affiliates
- Strategic Initiatives and Business Performance Updates (Including Projects)

Date of Committee Meetings	Number of Member Attendees
February 20, 2025	5
April 15, 2025	4
June 26 ,2025	5
September 23, 2025	5

Board Audit Committee (BAC)

Endorsement from Chairman of Audit Committee:

> **Mr. Abdul Wahab Al Halabi, Chairman of the Board Audit Committee, acknowledges his responsibility to discharge the responsibilities of the Audit Committee under its charter and ensure its effectiveness.**

The Board Audit Committee assists the Board in fulfilling its oversight responsibilities with respect to financial reporting and the adequacy of the Internal Controls Framework, which is assessed by External Auditors, Group Internal Audit, Group Compliance, and Internal Shari'a Audit Departments. Its major responsibilities are:

- Adequacy of the consolidated financial statements.
- Compliance with applicable laws and regulations by the Group.
- Effective Risk management covering emerging risks in coordination with Board Risk Committee.
- Competence and independence of the external auditors.
- Performance by Audit and Risk Review (Internal Audit) of its duties and maintenance of its independence.
- Performance review of Compliance function and assuring its independence.
- Adequacy and effectiveness of the internal control system.

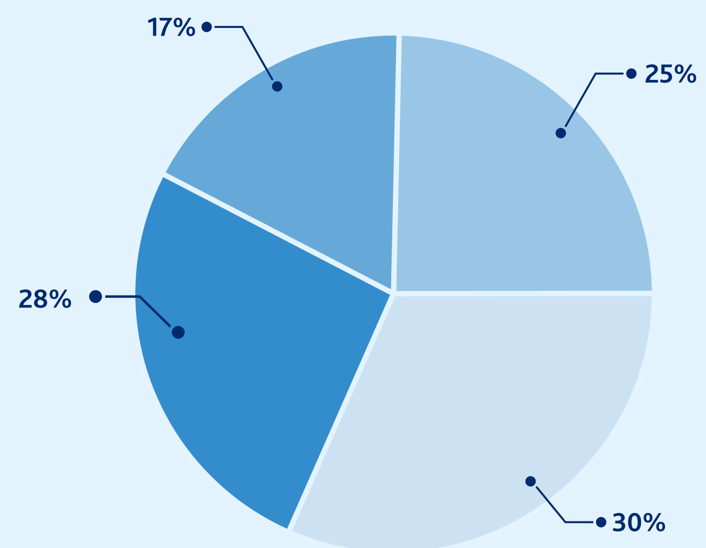
Members of the Audit Committee:


Abdul Wahab Al Halabi
Chairman


Abdulla Al Ahbabi
Member


Najib Fayyad
Member

The Board Audit Committee held 4 meetings, during the course of 2025, to address several critical areas such as the quality and integrity of the Bank's financial statements, financial reporting, and disclosures, ensuring the effectiveness of the internal control framework. During these meetings, they reviewed and discussed audit committee reports, which included detailed evaluations of the institution's internal controls and risk management processes. Compliance updates were also a key focus, ensuring adherence to regulatory requirements and internal policies. The Committee examined financial results, analysing the bank's financial statements, performance metrics, and overall financial health. Additionally, they reviewed updates from the whistleblowing committee, which involved assessing reports of potential misconduct or unethical behaviour, ensuring that appropriate investigative and corrective actions were taken.



TIME ALLOCATION FOR 2025 AUDIT COMMITTEE MEETINGS

- Review of policies and Governance related matters
- Financial Results
- Compliance update (including regulatory updates)
- Review of internal controls and Shari'a Governance related matters

Date of Committee Meetings	Number of Member Attendees
January 28, 2025	3
April 23, 2025	3
July 23, 2025	3
October 22, 2025	3

BOARD GOVERNANCE

Profit Equalisation Sub-Committee

The Profit Equalisation Committee is a sub-committee to the Board Risk Committee constituted in accordance with the Standard regarding Profit Equalisation for Islamic Banks set by the CBUAE. The primary role of the Committee is to manage and oversee the Profit Equalisation Reserve (PER) and Investment Risk Reserve (IRR). The PER is a reserve set aside from the profits before they are distributed to investment account holders and the bank, ensuring consistent and competitive returns even during periods when the investment pool's profits are below market expectations. The IRR is a reserve created from the income of investment account holders, after allocating the mudarib's share, to cushion the effects of future investment losses. These reserves are instrumental in stabilizing returns for investment account holders and mitigating potential future investment losses, thereby significantly enhancing the bank's financial stability and resilience.

The Committee is responsible for:

- Setting aside amounts from the profits before allocation between the Investment Account Holders (IAH) and the bank. This reserve is used to smooth out the returns for IAHs during periods when the investment pool's profits are below market expectations monitoring the utilization of reserves like the PER and Investment Risk Reserve (IRR).
- Developing and implementing methodologies to identify, monitor, measure, and report the impact of Displaced Commercial Risk (DCR). This involves ensuring that the bank can voluntarily pay a return that exceeds the rate earned on the assets financed by IAH's funds when necessary.
- Ensuring that the management of the Profit Equalisation Reserve (PER) and Investment Risk Reserve (IRR) complies with regulatory requirements and guidelines set by the CBUAE and the Higher Shari'a Authority (HSA). This includes developing and updating policies and procedures related to profit Equalisation.
- Deciding on the allocation and utilization of the PER and IRR to balance the interests of the bank, shareholders, and IAHs. This involves making strategic decisions to optimize returns and manage risks.
- Transparent reporting and communication regarding the PER and IRR to stakeholders. This ensures clarity on how the reserve is managed and utilized.

Board Credit & Investment Committee (BCIC)

Endorsement from Chairman of Credit & Investment Committee:

> **"H.E. Jawaan Awaidha Suhail Al Khaili, Chairman of the Credit & Investment Committee, acknowledges his responsibility to discharge the responsibilities of the Credit & Investment under its charter and ensure its effectiveness."**

The Board Credit & Investment Committee considers and approves ADIB's risk exposures, high value transactions and major items of capital expenditure. In addition, this Committee is also responsible for monitoring credit portfolio quality and provisions. The Committee has the following major responsibilities:

- Review and approve credit exposures.
- Review the credit portfolio on a periodic basis to assess alignment with the approved credit strategy and risk appetite of the Group.
- Review actions undertaken by management regarding remedial activities.
- Monitor general and specific provisions.
- Approve significant and high value transactions regarding acquisitions and divestures, new business initiatives and proprietary investments, international business and merger and acquisitions.
- Approve high value transactions in respect of capital expenditure, IT projects and procurement of equipment and materials for the Bank's operations.
- Review and make recommendations to the Board on any material non-credit related party transactions.

Members of the Credit & Investment Committee:

Jawaan Al Khaili
Chairman

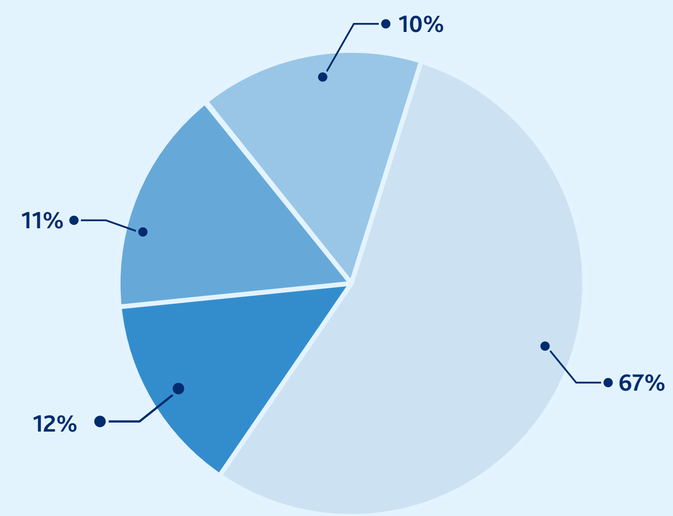
Khalifa Al Mheiri
Vice Chairman

Abdulla Al Ahbabi
Member

Abdul Wahab Al Halabi
Member

Najib Fayyad
Member

The Board Credit & Investment Committee, held 40 meetings, during the course of 2025, to discuss several key areas, including the approval of credit and investment-related matters, ensuring that all proposals met the institution's risk and return criteria. They conducted comprehensive portfolio reviews to assess the performance and risk profile of the bank's credit and investment portfolios, adjusting as necessary to optimize returns and manage risks. Quarterly updates were also a significant part of their discussions, providing regular insights into market conditions, economic trends, and the performance of existing investments. Through the Committee, the Bank was able to meet key objectives while reinforcing the tolerances set in the Board-approved risk appetite in line with CBUAE credit risk management requirements for retail and corporate lending. The Board Credit & Investment Committee also approved significant strategic investments required for ADIB to remain agile and maintain its competitive advantage within a competitive market.



TIME ALLOCATION FOR 2025 BCIC COMMITTEE MEETINGS

- Approval (Credit & investment related matters)
- Credit Limit review & Approvals (including investment related matters)
- Quarterly Updates (Including regulatory updates) & Porfolio Reviews.
- Settlement & Write-offs

BOARD GOVERNANCE

Date of Committee Meetings	Number of Member Attendees
January 09, 2025	4
January 16, 2025	4
January 23, 2025	4
January 30, 2025	4
February 06 , 2025	4
February 13 , 2025	4
February 20,2025	4
February 27, 2025	4
March 06, 2025	4
March13, 2025	4
March 20,2025	4
March 27,2025	4
April 10,2025	3
May 01, 2025	3
May 08 2025	4
May 15, 2025	3
May 22, 2025	4
May 29 ,2025	4
June 12 ,2025	3

Date of Committee Meetings	Number of Member Attendees
June19 ,2025	4
June 26 ,2025	4
July 03,2025	4
July 10, 2025	4
July 23,2025	4
August 07 2025	4
August 14, 2025	4
August 21,2025	4
September04 , 2025	4
September 11 2025	4
September 18, 2025	4
September 30,2025	4
October 09 , 2025	4
October16, 2025	4
November 13, 2025	4
November 20,2025	4
November 27,2025	4
December 11,2025	4
December 25,2025	4

Board Nomination & Compensation Committee (NCC)

Endorsement from Chairman of Nomination & Compensation Committee:

> **“H.E. Jawaan Awaidha Suhail Al Khaili, Chairman of the Nomination & Compensation Committee, acknowledges his responsibility to discharge the responsibilities of the Nomination & Compensation Committee under its charter and ensure its effectiveness.”**

The Board Nomination and Compensation Committee assists the Board in fulfilling its oversight responsibilities in respect of the following for the Group:

- Review the selection criteria and number of executive and employee positions required by ADIB; approve the overall manpower of ADIB based on reports submitted by the GCEO, taking into consideration the advice of an independent and recognized consulting firm.
- Review on an annual basis the policy for the remuneration, benefits, incentives and salaries of all ADIB employees, including Bank and non-Bank subsidiaries and affiliates, as submitted by the GCEO, taking into consideration the advice of an independent and recognized consulting firm.
- Identify and nominate, for approval of the Board, candidates for appointment to the Board
- Recommend the succession plans for Directors.
- Input on renewal of the terms of office of non-executive Directors.
- Assist with membership of Board committees, in consultation with the Board's Chairman and the Chairmen of such committees.
- Guide on matters relating to the continuation in office of any Director at any time.
- Recommend the appointments and re-appointments to the Boards of major subsidiaries and controlled affiliated companies.
- Ensure the independence of the independent directors and any qualified subject matter expert appointed to a Board committee; and
- Regularly review the structure, size and composition (including the skills, knowledge and experience) required of the Board and make recommendations to the Board regarding any changes.

Members of the Nomination & Compensation Committee:

Jawaan Al Khaili
Chairman

Faisal Al Shuaibi
Member

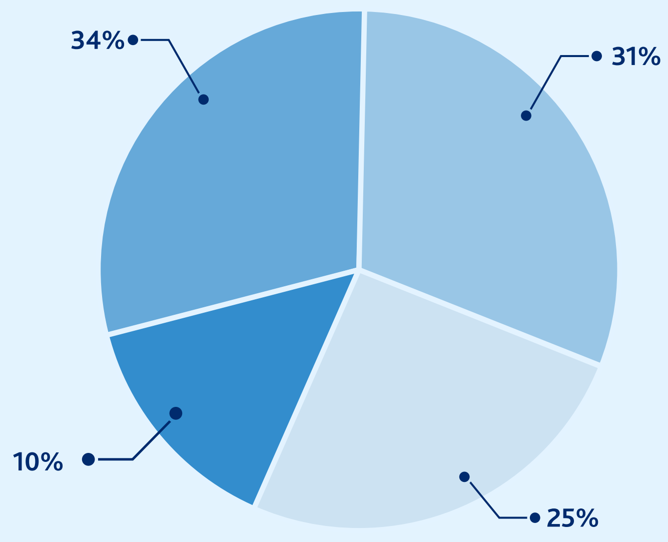
Khalifa Al Mheiri
Member

Najib Fayyad
Member

Maha Al Qattan
Member

The Board Nomination and Compensation Committee held 10 meetings, during the course of 2025, to address several pivotal areas. They discussed governance and board-related matters, ensuring that the board's composition and operations adhered to best practices and regulatory standards. Compensation discussions included comprehensive reviews of bonus structures and salary adjustments, aiming to maintain competitive and equitable remuneration for employees. Human resources topics covered employee survey results and satisfaction levels. The Committee also emphasized learning and development initiatives, focusing on continuous professional growth and skill enhancement for employees. Policy reviews were conducted to ensure that all HR and compensation policies remained current and effective.

TIME ALLOCATION FOR 2025 NCC COMMITTEE MEETINGS



- Compensation (including Bonus & Salary review)
- Learning & Development
- Human Resources
- Governance & Board related matters (including policy reviews)

Date of Committee Meetings	Number of Member Attendees
January 27 , 2025	5
February 03, 2025	5
February 27, 2025	5
May 6, 2025	5
May 13, 2025	4

Date of Committee Meetings	Number of Member Attendees
June 16, 2025	3
August 25, 2025	5
September 15, 2025	5
October 07,2025	5
December 09,2025	4

BOARD GOVERNANCE

Relation between Board Audit Committee and External Auditors

Recommendation of Appointment/Re-appointment and Oversight of the External Auditor by the BAC

ADIB has a structured policy governing the selection, engagement, and oversight of its external auditors, with robust assessment and rotation procedures managed by the BAC. The appointment of the external auditor is subject to shareholders approval at the Annual General Assembly meeting (AGM), with KPMG appointed as ADIB's external auditor for 2025. In accordance with regulatory requirements, the AGM appoints the external auditor for a one-year term, with a maximum tenure of six consecutive years and must rotate the external audit firm's partner in charge every three years.

The Board Audit Committee conducts an annual review of the external auditor's quality, performance, and independence, providing recommendations to the Board regarding reappointment or change. This assessment considers factors such as service quality, institutional knowledge and experience, resource adequacy, communication effectiveness, independence, objectivity, and professional scepticism.

For the financial year ended 31 December 2025, the Board Audit Committee reviewed and discussed ADIB's audited financial statements with the management and the external auditor, including management's assessments and the auditor's evaluation of ADIB's internal control over financial reporting. The Board Audit Committee confirmed the external auditor's independence, having received all required disclosures and correspondence in line with the International Ethics Standards Board for Accountants (IESBA) Code and other applicable ethical standards.
By adhering to these stringent policies and procedures, ADIB ensures that its external audit process remains transparent, accountable, and aligned with the highest standards of corporate governance.

External Audit Reservations

No reservations were raised by the external auditor in respect to the annual Audit for the year ending on 31 December 2025.

Management of Non-Audit Services

Permitted non-audit services are those allowable under the International Ethics Standards Board for Accountants (IESBA) Code of Ethics for Professional Accountants and may be performed by ADIB's Statutory Auditor. For such services, the scope and fees are proposed and approved by the BAC. It is ensured that the nature of these services does not create a conflict of interest or compromise the auditor's objectivity and independence.

External Auditor fees

Annual Audit and Quarterly Review Fees

Charges incurred for the professional services rendered by external auditors in auditing and reviewing the financial statements of ADIB, ensuring compliance with regulatory requirements and accounting standards.

Other fees

Fees for services provided by the external auditors that do not fall under "Annual Audit and Quarterly Review Fees" and required to be performed by auditors according to applicable regulatory requirements.

Fees (AED)	2025
Annual audit and quarterly review fees	AED 3,510,000
All other fees	AED 840,000
Total fees	AED 4,350,000

Board Risk Committee (BRC)

Endorsement from Chairman of Risk Committee:

> **"Mr. Khalifa Al Mheiri, Chairman of the Risk Committee, acknowledges his responsibility to discharge the responsibilities of the Risk Committee under its charter and ensure its effectiveness."**

The Board Risk Committee assists the Board in fulfilling its oversight responsibilities including:

- Review of the risk profile of the Group at the enterprise level and recommendations on appropriate calibration of this profile, in line with the applicable regulatory standards, rating consideration and business strategy.
- Review of the risk management frameworks for the Group and recommend the same to the Board, in alignment with the requirements of the Basel Committee on Banking Supervision, and in compliance with all local regulatory requirements.
- Review the Risk Strategy covering Risk appetite, Risk management framework encapsulating risk infrastructure, framework for risk policies and procedures, adequacy of risk staffing and implementation plan. In addition, any major changes in the risk rating approaches followed by the Group will also be reviewed and recommended to the Board.
- Review of portfolio limits relating to the key risk exposures undertaken by the Bank.
- Monitor the alignment of ADIB's risk profile with its approved risk strategy and risk appetite.
- Receive regular reports from the Group Chief Risk Officer (GCRO) on the Group's major risk exposures, monitor significant financial and other risk exposures; and review the steps taken by the management to control such risks within the approved risk appetite of the Group.
- Review annual Internal Capital Adequacy Assessment Process (ICAAP) plan and recommend its approval to the Board.
- Review and recommend key risk policies including credit risk, market risk, trading risk, liquidity risk, and operational risk.
- Review reports from regulatory agencies or internal audit relating to risk issues and monitor management's responses.

Members of the Risk Committee:

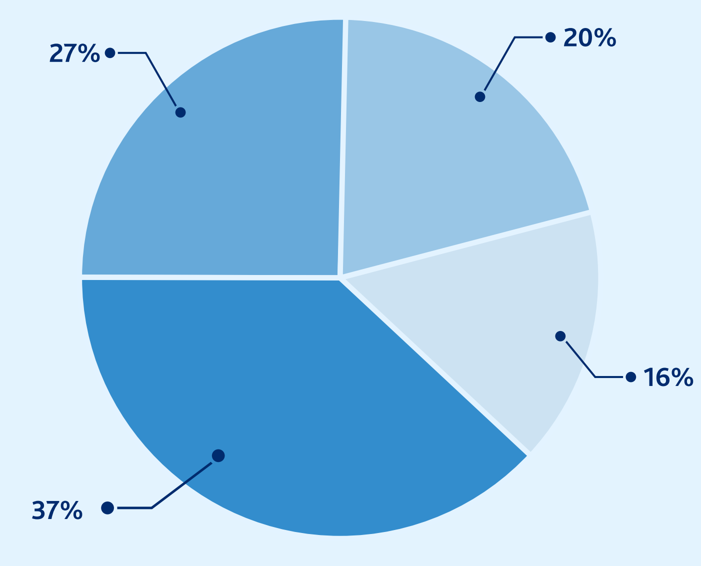

Khalifa Al Mheiri
Chairman


Najib Fayyad
Member


Abdul Wahab Al Halabi
Member


Faisal Al Shuaibi
Member

The Board Risk Committee held 7 meetings, during the course of 2025, to ensure that the Bank's enterprise risk management framework, related policies, systems and practices are fully aligned with regulatory expectations and the Board approved strategy and risk appetite. The Committee conducted performance evaluations to assess their effectiveness and identify areas for improvement. They examined group risk standard reports and the risk appetite statement, which define the level of risk the bank is willing to accept in pursuit of its objectives. Updates from international branches were discussed to ensure consistent risk management practices across all locations. Regulatory updates were reviewed to ensure compliance with evolving legal and regulatory requirements. The Committee also evaluated risk-related policies to ensure they are up-to-date and effective. Additionally, stress testing reports were analysed to assess the bank's resilience under various adverse scenarios, ensuring preparedness for potential risks.



TIME ALLOCATION FOR 2025 RISK COMMITTEE MEETINGS

- Risk review
- Risk Framework - policy review and approval
- Interntional Branches updates
- Regulatory updates & Stress Test Reports

Date of Committee Meetings	Number of Member Attendees
February 26, 2025	4
May 01, 2025	4
June 23, 2025	4
September 04, 2025	4
September 25, 2025	4
November 04,2025	4
December 09,2025	3

RISK MANAGEMENT AND COMPLIANCE

ADIB has implemented an integrated Group wide Risk Management Framework designed to actively identify, assess, manage, and mitigate risks across all operations. The framework is operationalised through clearly defined principles, policies, governance structures, delegated approval authorities, and robust processes for risk measurement, oversight, and control. It ensures that risk management practices are systematically embedded into business activities, decision making, and day to day operations across the Group.

The framework is executed through a well established Three Lines of Defence model, which provides a structured and proactive approach to risk ownership, oversight, and assurance:

First Line of Defence – Business Units and Relationship Management:

As risk originators, business units are responsible for the frontline identification, assessment, and ongoing monitoring of ESG related risks, ensuring that the ESG Risk Policy is effectively applied in customer engagement and transactional activities.

Second Line of Defence – Credit, Risk Management and Compliance:

The second line operationalises risk oversight by setting the ESG risk appetite, embedding ESG risk requirements into policies and procedures, reviewing ESG risks at both customer and portfolio levels, and providing advisory guidance to the first line to support consistent policy implementation and compliance.

Third Line of Defence – Group Internal Audit:

The third line provides independent assurance by evaluating the effectiveness of ESG risk management controls and reviewing the quality of credit and investment portfolios, ensuring alignment with ADIB Group policies, procedures, and regulatory expectations.

This implementation approach is aligned with CBUAE Corporate Governance Regulations and ensures clear accountability, effective controls, structured monitoring, and transparent reporting, proportionate to the Bank's size, complexity, and regulatory environment

The Board Risk Committee (BRC)

During 2025, the Board Risk Committee (BRC) convened seven times to actively oversee the implementation and ongoing enhancement of the Bank's enterprise risk management framework. These meetings focused on ensuring that risk related policies, systems, and practices are effectively aligned with regulatory requirements, the Board approved strategy, and the Group's risk appetite. As part of strengthening regulatory compliance, the BRC approved the establishment of a Profit Equalization Subcommittee to operationalise full adherence to the CBUAE Standard on Profit Equalization for Islamic Banks, in accordance with the Risk Management Regulations.

ADIB manages a broad spectrum of risks in line with the Group Risk Appetite Statement, which is approved by the Board and translated into defined thresholds and operating limits to guide risk taking activities and ensure disciplined execution within appetite.

The Board's oversight is further reinforced through a comprehensive internal control framework that is embedded across both financial and non financial operations, supported by internal and external audit functions that provide independent assurance on the effectiveness of controls, risk management, and governance practices.

To reinforce accountability and continuous improvement, the Committee conducted performance evaluations to assess the effectiveness of the risk management framework and identify areas requiring enhancement. It reviewed comprehensive Group risk reports and the Risk Appetite Statement, which establish clear thresholds and limits governing the level of risk the Bank is willing to accept in pursuit of its strategic objectives.

The Committee also examined updates from international branches to ensure consistent application of risk standards and controls across all jurisdictions, reflecting a disciplined and uniform approach to risk management. Regulatory developments were closely monitored to maintain compliance with evolving legal and supervisory requirements, and risk related policies were reviewed to ensure they remain current, effective, and fit for purpose.

In addition, the Committee analysed stress testing outcomes to assess the Bank's resilience under severe yet plausible adverse scenarios, reinforcing preparedness, capital discipline, and the Bank's commitment to sound, conservative risk management practices.

OUR CORE APPROACH OF ESG GOVERNANCE

ADIB's core strategic priority is to uphold the highest standards of corporate governance, a commitment that sits at the heart of the Bank's corporate strategy and decision making framework. This strong governance foundation enables the effective integration of Environmental, Social, and Governance (ESG) considerations into ADIB's business operating model, ensuring that sustainability is embedded in how the Bank is governed, managed, and operated.

To support this ambition, ADIB has established a structured, three layer ESG governance model that combines strong Board level oversight with executive leadership and organisation wide implementation.

Top down governance and oversight are provided through:

The Board ESG Committee,

Comprising three members, which is responsible for overseeing the Bank's ESG strategy, policies, and priorities, and for ensuring alignment with regulatory requirements, Shari'a principles, and national and international sustainability agendas.

The Executive ESG Committee

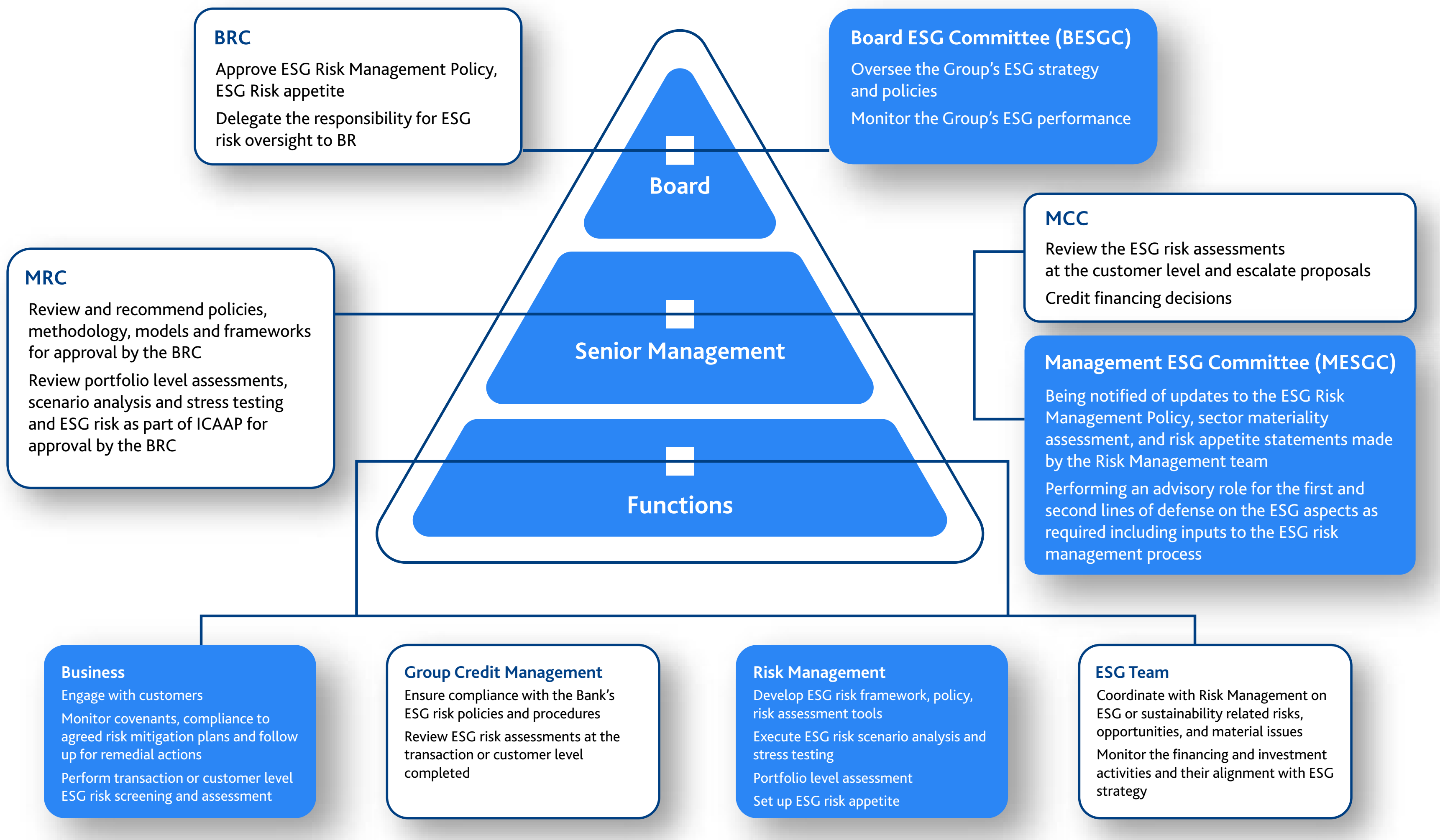
Comprising senior management representatives, which is accountable for translating strategic ESG priorities involving all our stakeholders into actionable plans, monitoring performance, and driving coordination across the Group.

Bottom up implementation and engagement are enabled through:

The ESG Champions Taskforce

A cross functional network representing all key departments, which supports the practical embedding of ESG considerations into day to day operations, business processes, and decision making, while fostering awareness, ownership, and continuous improvement across the organisation.

Together, these interconnected layers ensure that ESG is governed from the top, embedded through management, and implemented across the Bank, reinforcing ADIB's commitment to responsible, resilient, and Shari'a compliant sustainable growth. In order to drive these changes, ADIB has a full time ESG team responsible for building and executing the ESG and Sustainable finance strategy.



Environmental, Social, & Governance Committee (ESG)

Endorsement from Chairman of ESG Committee:

> **"Ms. Maha Mohammed Al Qattan - Chairman of the ESG Committee, acknowledges her responsibility to discharge the responsibilities of the ESG Committee under its charter and ensure its effectiveness."**

The key objectives of the Committee are:

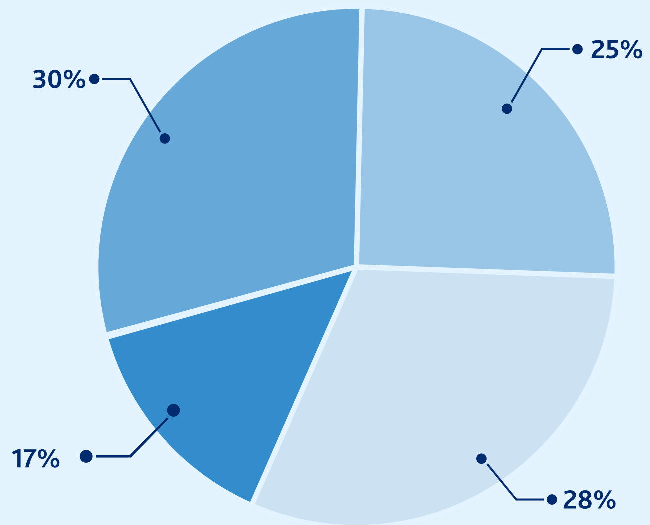
ESG / Sustainability goals, targets, policies, strategies, initiatives, programmes, and related plans (e.g.: short-term and long-term) proposed by the ESG department; taking into consideration the following:

- ADIB's ESG / Sustainability targets and annual budget requirements.
- Alignment with ADIB's corporate strategy.
- Actions related to ESG / Sustainability-related risks, opportunities, and material issues.
- Recommendations proposed by the ESG Department to enhance ADIB's ESG / Sustainability-related progress.
- Approve the Group ESG Policy and any related Group sustainability policies.

Members of the ESG Committee:

Maha Al Qattan	Abdulla Al Ahbabi	Abdul Wahab Al Halabi
Chairman	Member	Member

The ESG Committee held 2 meetings, during the course of 2025, to discuss Environmental, Social, and Governance (ESG) and sustainable finance strategy , ensuring that these initiatives align with the bank's strategic objectives and sustainability goals. The committee reviewed ESG ratings, and Group ESG updates were provided to ensure consistency and progress across all branches and subsidiaries. Additionally, the committee reviewed and updated ESG policies to ensure they remain relevant and effective.



TIME ALLOCATION FOR 2025 ESG COMMITTEE MEETINGS

- ESG Rating & Gap Assessments (including regulatory requirements)
- ESG policies
- Group ESG Update
- ESG Sustainable Finance Strategy

Date of Committee Meetings	Number of Member Attendees
January 15, 2025	3
October 21, 2025	3

Scope of ESG oversight cover all departments and topics covered bt double materiality and ESG rating agencies

ESG Strategy (ex oversight)	SG Strategy (ex oversight)	ESG rating	ESG update	Policies (Net Zero, SF)

ESG STRATEGIC MANAGEMENT

ADIB recognises the importance of integrating environmental, social, and governance (ESG) considerations into Shari'a compliant financing and investment decisions in order to identify and manage material ESG risks and opportunities. Guided by this approach, the Bank has developed and implemented a comprehensive ESG Policy Framework, supported by a dedicated ESG Risk Management Policy and framework, to embed sustainability practices across all organisational functions. Together, these frameworks form the backbone of ADIB's ESG risk governance and ensure a consistent, structured approach to ESG integration.

ESG POLICY

ADIB's Environmental, Social, and Governance (ESG) Policy Framework sets out how the Bank operationalises ESG across its banking activities. It translates national and international sustainability principles—such as UNEP FI, the Equator Principles, and guidance from the Basel Committee on Banking Supervision on climate related financial risks—into practical requirements that inform policies, processes, and decision making.

The framework establishes the guiding principles and implementation philosophy required to embed ESG considerations within Shari'a compliant financing, ensuring that all financing activities are conducted in a responsible, sustainable, and ethical manner. The detailed application of these principles is set out in ADIB's ESG Policy document.

ESG RISK MANAGEMENT POLICY

ADIB's Environmental, Social, and Governance (ESG) Risk Management Policy is designed to systematically integrate ESG related risks arising from credit counterparties and investee exposures into the Bank's enterprise risk management framework. This ensures that ESG risks are assessed, managed, and monitored in line with the ADIB Group's defined risk appetite and overarching ESG strategy. The Policy is aligned with leading national and international standards, including Shari'a principles, the Equator Principles, International Finance Corporation (IFC) Performance Standards, guidance from the Basel Committee on Banking Supervision, and the European Bank for Reconstruction and Development (EBRD).

Applicable across all entities of the ADIB Group, the Policy sets out the principles and processes for identifying, assessing, and managing indirect ESG risks and impacts associated with customers and investments, while excluding direct environmental and social risks stemming from the Bank's own internal operations. Implementation of the ESG Risk Management Policy is being carried out through a phased approach across relevant financial segments to ensure effective integration and operational readiness.

SOME OF ITS KEY OBJECTIVES OF THE RISK MANAGEMENT POLICY INCLUDE:

- Incorporating material ESG risks into the overall risk appetite framework of ADIB Group
- Establish an effective ESG risk governance structure
- Creating a common definition for ESG risks across the Group.
- Define the framework to identify, assess, monitor and report material ESG risks
- Promote capacity development ESG risk management
- Developing ESG risks awareness and understanding at all levels.

The policy outlines ADIB Group's ESG risk governance, strategy, appetite identification, assessment, mitigation and reporting methodologies. The Policy also includes as annexures, the ESG exclusion list, ESG restricted list and ESG high sector list.

ESG RISK MANAGEMENT POLICY

ADIB has assessed ESG related risks and opportunities across multiple time horizons and evaluated how these risks may translate into traditional risk categories, including credit and market risks. ESG risks are managed through a structured, three tier approach encompassing **transaction and customer level, portfolio level**, and **enterprise level,** including stress testing and scenario analysis.

At the **portfolio level,** ADIB conducts ESG materiality assessments to identify exposures to high risk sectors and material ESG issues relevant to stakeholders and investors. The outcomes of these assessments inform portfolio oversight and credit decision making, particularly through the identification and monitoring of sectors with elevated ESG risk profiles.

At the **customer and transaction level,** ESG risks are identified, assessed, and managed within financing and investment processes. Front line units conduct initial screening against defined exclusion lists and ESG restricted activities, followed by a structured ESG risk assessment to determine potential exposure. Transactions are assessed using a proprietary ESG due diligence toolkit aligned with global standards and best practices, enabling consistent ESG risk scoring and informed decision making.

At the **enterprise level,** ESG considerations are integrated into ADIB's overall risk management framework through stress testing, scenario analysis, and risk appetite alignment. The ESG Risk Management Policy embeds ESG risk identification, assessment, monitoring, and reporting into bank wide risk management practices, supported by a clearly defined governance structure with established roles and responsibilities.

ESG TRAINING

We have tailored ESG training to support our employees in building skills and awareness related to sustainability, ESG and related topics. We believe that knowledge and training on ESG topics facilitate the effective implementation of our ESG strategy across the organization. We have made these trainings mandatory for all employees within the ADIB Group.

ADIB Group regularly conducts ESG-related training for its staff in accordance with the training calendar developed by the Group Learning and Development in agreement with business and other functions. Tailored training is conducted for the audience depending on their role in the ESG and ESG risk management process.

BEYOND CORPORATE GOVERNANCE

BUSINESS CONTINUITY

The primary objective of ADIB's operational framework is to identify and effectively manage risks that could disrupt business continuity. Business continuity considerations are embedded across the Bank's operations to ensure the uninterrupted delivery of critical services. Potential disruptions may arise from a range of events, including natural disasters, security incidents, or major technology failures. ADIB's governance framework is designed to proactively identify, assess, and manage such risks before they threaten operational continuity.

This approach is supported by a comprehensive business continuity framework, complemented by a structured crisis management plan and formal incident reporting procedures. These measures ensure preparedness, timely response, and effective recovery in the event of disruption, enabling customers to continue to rely on ADIB's services. All business continuity arrangements are regularly tested, reviewed, and enhanced to strengthen organisational resilience and readiness in the event of a major crisis.

BUSINESS ETHICS AND COMPLIANCE

ADIB Group entities operate in line with leading international best practices, conducting all business activities with honesty, integrity, and full compliance with applicable laws and regulations relating to corporate wrongdoing, corruption, fraud, and bribery. All employees are expected to uphold the highest ethical standards and are encouraged to report any suspected or actual misconduct in good faith.

The Board of Directors is responsible for overseeing the effective implementation of compliance across the Group and ensuring adherence to regulatory requirements, including those issued by the Central Bank of the UAE (CBUAE), as well as relevant national and international laws. ADIB maintains a strict zero tolerance approach to non compliance, with compliance matters reported on a quarterly basis to the Compliance and Control Committee, reinforcing transparency and regulatory accountability.

To support a strong culture of compliance, ADIB provides mandatory annual training to all employees and new hires through the ADIB Academy, complemented by role based training to ensure staff remain up to date with the Bank's policies, procedures, and regulatory obligations. In addition, the Group has dedicated policies covering Anti Money Laundering and Counter Terrorist Financing (AML/CTF), Anti Bribery and Anti Corruption, and whistleblowing, aligned with the Bank's Code of Conduct. These frameworks protect the integrity and reputation of the Group, enable the timely identification and escalation of misconduct, and support effective mitigation and prevention of future risks.

BEYOND CORPORATE GOVERNANCE

CODE OF ETHICS AND PROFESSIONAL CONDUCT

ADIB is committed to fostering an ethical, professional, and values driven work environment across the Group, guided by the principles set out in the Employee Code of Ethics and Standards of Professional Conduct. This framework promotes integrity, responsibility, and ethical behavior in all aspects of the Bank's operations. Oversight of the Code's effectiveness and consistent application is provided by the Board Audit Committee (BAC), ensuring accountability at the highest level of governance. The framework applies to UAE based employees and ADIB Group companies.

The Code of Ethics is fully aligned with UAE Federal Law and clearly defines the Bank's approach to identifying and addressing misconduct, including the application of appropriate disciplinary measures. It establishes clear expectations for employee behaviour across key areas such as data protection and confidentiality, conflicts of interest, use of Group assets, fair treatment in the workplace, discrimination, workplace conduct, communications, and the acceptance of gifts and benefits.

All employees are required to formally acknowledge their compliance with the Employee Code of Conduct, reinforcing a shared commitment to ethical standards. In the current year, 100% of the workforce completed this acknowledgement, demonstrating strong organisational alignment with ADIB's ethical values and conduct expectations.

THE FRAMEWORK COVERS THE FOLLOWING OFFENCES:

- Offences concerning conduct
- Offences concerning proprietary ADIB information
- Offences concerning medical information
- Offences related to Uniforms / Dress Codes
- Offences concerning electronic systems and e-mail
- Offences concerning attendance, official working hours, unauthorized absences and other
- Offences concerning ADIB property
- Fraud-related Offences
- Offences concerning work performance
- Offences concerning ADIB accommodation
- Financial Offences
- Offences concerning security, health and safety regulations and instructions
- Gifts and Entertainment Policy breaches

BEYOND CORPORATE GOVERNANCE

WHISTLE BLOWING AND GRIEVANCE MECHANISM

ADIB has established a dedicated Grievance Committee to enable employees to raise concerns in a safe and confidential environment, without fear of retaliation. This is complemented by a formal Whistleblowing Policy that applies across the ADIB Group, including all branches, subsidiaries, management, and extended stakeholders such as consultants, third parties, and service providers. Where local laws or regulations differ, branches and subsidiaries are required to comply with the more stringent applicable requirements.

The Whistleblowing Policy is supported by secure and, where required, anonymous reporting channels to promote transparency and protect individuals who raise concerns in good faith. These channels include a dedicated hotline email, as well as access through ADIB's internal and public platforms.

Once a grievance or disclosure is received, a preliminary assessment is conducted to determine whether a full investigation is warranted and to assign appropriate responsibility. Whistleblowers are informed of the outcome of their disclosure and, where applicable, the findings of any investigation, in line with confidentiality requirements. All reportable cases are investigated by the relevant investigation team following approval by the Whistleblowing Committee, ensuring due process, independence, and accountability.

NUMBER OF CASES

Number of whistleblowing cases filed	48
Number of these whistleblowing cases addressed or resolved	48

BEYOND CORPORATE GOVERNANCE

ANTI-MONEY LAUNDERING AND ANTI-CORRUPTION

The Group's Anti Bribery and Anti Corruption (ABAC) Policy establishes the guiding principles that set the ethical standards of conduct to ensure compliance with all applicable laws and regulations related to bribery and corruption. Bribery and corruption are defined as offering, giving, receiving, or soliciting anything of value, directly or indirectly, to improperly influence a business decision or secure an undue advantage. This includes facilitation payments, kickbacks, and improper inducements involving public officials or private counterparties. The policy sets out a comprehensive framework grounded in a zero tolerance approach to bribery and corruption, clearly prohibiting improper gifts, hospitality, facilitation payments, and donations, while establishing robust due diligence requirements for third parties and intermediaries. It also defines clear reporting obligations and escalation mechanisms for suspected breaches, supported by proportionate disciplinary measures for non compliance. The policy applies to all employees, management, and relevant third parties acting on behalf of the Bank, ensuring consistent standards of ethical conduct across its operations.

The Bank applies a risk-based methodology to identify, assess, and mitigate financial crime risks across customer segments, products, geographies, and delivery channels. Higher-risk relationships are subject to enhanced controls, including increased monitoring and periodic review cycles.

Ultimate responsibility resides with the Board of Directors and its delegated Committees, which provide strategic direction and oversight. Executive Management is responsible for effective implementation through Group Compliance and relevant Departments within the Bank, ensuring alignment with regulatory requirements and industry best practices. Day to day controls are embedded within business units as part of the first line of defense, supported by independent second line oversight and assurance provided through periodic internal audit reviews.

Regular ethics and conduct related assessments are conducted on an annual basis in line with ADIB's Ethical Policies and Procedures. These assessments are embedded within the Bank's broader control and assurance framework and form part of the Business Compliance Risk Assessment, internal control self assessments, as well as internal and external audit reviews. Collectively, they are designed to evaluate the effectiveness of controls related to bribery and corruption, conflicts of interest, and overall ethical conduct across the Bank.

Employees are provided with multiple formal and readily accessible channels to obtain and understand the Bank's ethics and anti corruption policies, including continuous access through the internal policy portal and intranet, mandatory compliance training delivered during onboarding and reinforced through annual refresher programs, as well as targeted internal communications and awareness initiatives. These mechanisms ensure that policies are available at all times and are complemented by ongoing guidance and support from the Compliance and Human Resources functions.

During the reporting period, no material regulatory breaches or enforcement actions related to AML/CFT were identified. The Bank continues to maintain robust controls to detect, prevent, and report suspicious activities in line with regulatory expectations.

Number of business units analysed for risks related to AML and CTF	11
Business units analysed for risks related to AML and CTF (%)	100

BEYOND CORPORATE GOVERNANCE

GROUP ANTI MONEY LAUNDERING AND COUNTER TERRORIST FINANCING (AML/CFT) POLICY

The Anti Money Laundering and Counter Terrorist Financing (AML/CFT) Policy articulates the Bank's firm commitment to preventing the misuse of its products and services for money laundering, terrorist financing, proliferation financing and related financial crimes.

It establishes a comprehensive, risk based framework aligned with applicable regulatory requirements, encompassing customer due diligence and enhanced due diligence measures, ongoing transaction monitoring and sanctions screening, as well as robust processes for identifying, escalating, and reporting suspicious activities to the relevant authorities.

The policy also reinforces strong record keeping standards, mandatory staff training, and independent testing to ensure ongoing effectiveness. It is implemented consistently across all applicable business units and jurisdictions, while appropriately reflecting local regulatory obligations.

Effective management of financial crime risks contributes to the Bank's broader ESG objectives by promoting financial integrity, preventing illicit financial flows, and supporting transparent and ethical economic activity.

HUMAN RIGHTS

At ADIB, we remain committed to upholding the principles of the UN Convention on Human Rights and Sustainable Development Goal 8, promoting decent working conditions and ensuring full compliance with UAE labour laws.

This commitment is embedded within our Human Resources policies and ESG Policy Framework, which address instances of discrimination, and reinforce a zero tolerance approach to human trafficking and child labor notably. The Bank also continues to actively support and advance women's rights within the UAE.

To strengthen awareness and implementation, training on human and labour rights is made available to all employees through ADIB's LinkedIn Learning platform.

BEYOND CORPORATE GOVERNANCE

TAX

The Bank determines its current income tax obligations in accordance with the tax laws of the jurisdictions in which it operates. It regularly reviews its tax positions to ensure ongoing compliance with applicable legislation and makes appropriate provisions for any potential tax liabilities. Deferred tax is recognised in respect of temporary differences arising between the carrying amounts of assets and liabilities in the financial statements and their corresponding tax bases, reflecting potential future tax consequences.

GOODWILL, DEFERRED TAX AND THRESHOLD DEDUCTIONS:

AED 462,871,000

ECOMOMIC PROSPERITIES

ADIB delivered a strong economic performance in 2025, reflecting sustained growth and disciplined strategic execution. Total assets increased to AED 281 billion, underpinned by a a robust 26% growth expansion in customer financing. This growth highlights the Bank's continued strengthening of market share across both retail and corporate banking segments.

The expansion was further supported by a significant 25% increase in customer deposits up to AED 229 billion underscoring strong customer confidence and franchise resilience. Our customer base expanded at record levels, with approximately 283,000 new customers joining ADIB in 2025 reflecting continued momentum in customer acquisition and engagement.

This performance supports transparent reporting of economic value generated and distributed, reinforcing accountability and highlighting the Bank's positive contribution to broader economic outcomes.

BUILDING THE BANK OF THE FUTURE DIGITALIZATION AND AI

Over
70%
New Customers Acquired Digitally

LEVERAGING DIGITAL & AI TO ACCELERATE GROWTH, EFFICIENCY AND CUSTOMER VALUE

ADIB made significant progress toward becoming a future- ready bank. Building on the Group's 2035 vision, ADIB continued to elevate the customer experience, improve operational efficiency, and strengthen resilience through large scale digital modernisation. Digital transformation now spans every segment of the Bank from Retail, Wholesale Banking, Operations, Technology, and ADIB Ventures, positioning ADIB as a leading innovator in the Islamic banking sector.

Key Highlights

More than 120 new features were introduced to the App

Roll- out of new AI Use cases

Launch open finance framework

In 2025, ADIB accelerated the rollout of digital journeys and platforms across the Group, contributing to increased productivity, improved cost to serve, and higher customer engagement. More than 120 digital projects delivered in 2025 with initiatives focused on broadening the scope of digital solutions available to customers and simplifying the user experience, while ensuring continued progress on innovation processes to reduce 'time to market'.

Digital adoption surpassed 92%.

Branch transactions declined by 16%, while call center volumes dropped by 12%, driven by service digitization and improved app capabilities.

Cost to serve reduced by 17% year-on-year, reflecting the impact of mobile first strategies.

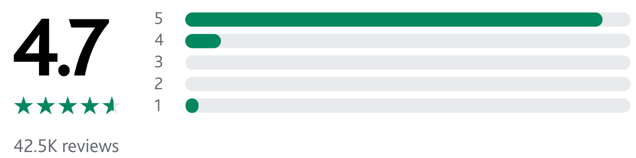
Major regulatory digital programs progressed, including Aani, Open Finance, Wage Protection System (WPS) and strong Anti-Fraud controls.

Retail Banking Transformation

ADIB continued to expand its digital ecosystem with a clear focus on simplicity, speed, and intelligent experiences.

Key Achievements in 2025

- Completed major journeys across Cards, Personal Finance, Yusr, and CASA.
- Launched New to Bank Covered Cards with Emirates ID–based onboarding and 90%+ STP
- Expanded Home Finance with an Approval-in-Principle pilot
- App Store ratings remained among the industry's highest at 4.7 on both iOS and Android.



Transforming Wholesale Banking Through Digital Innovation

2025 saw strong momentum in building end to end digital capabilities for corporate clients.

Transformational Projects Delivered

- Digital Corporate Onboarding went live, enabling instant access to ADIB Direct with digital signatures, EFR verification and auto document validation.
- API Banking released in multiple phases, providing real time account, payments, biller, virtual account, and bulk upload capabilities, positioning ADIB ahead of the market in embedded banking and client connectivity.
- Corporate Service Requests Digitization: Nine services, including trade license updates, Emirates ID, passport updates, and balance confirmations are now fully digital.
- Major progress in Supply Chain Finance and Online Trade Finance solutions enabling paperless, Shariah compliant financing across Murabaha, Istisna, Ijara, and Wakala structures.

Cloud, Resilience & AI Readiness

ADIB advanced its digital resilience and intelligent automation, laying the foundation for AI driven growth.

2025 Highlights

- Strengthened real time monitoring across digital channels to improve stability and customer experience.
- Expanded data driven automation across onboarding, credit scoring, and customer servicing.

These enhancements will allow ADIB to scale digital services faster, improve personalization, support Open Finance, and reduce operational friction.

Strategic Priorities for 2026

- Scale Wealth and Home Finance digital platforms
- Advance Financial Super App roadmap
- Expand digital journeys outside owned channels (partners, aggregators, marketplaces)
- Continue service digitization across all segments
- Accelerate API-led corporate banking and open finance use cases
- Strengthen resilience, stability and AI governance frameworks
- Build ADIB Ventures' capability as a future growth engine

ADIB VENTURES – BUILDING THE ISLAMIC INNOVATION ECOSYSTEM

2025 was a breakout year for ADIB Ventures as it established itself as a strategic catalyst for fintech collaboration and innovation.

Ecosystem Leadership

- Flagship participation in major global events including **Dubai Fintech Summit, Money 20/20, GITEX, Singapore Fintech Festival**, and **Abu Dhabi Finance Week**.
- Launched fintech challenges, partnerships and POVs with leading startups such as **Lean Technologies, Deep Opinion, InvoiceMate, Foodics, and others**.
- Progress on the **Data Insights Platform, Developer Portal**, and **CRM modernization** to enable future AI and open banking capabilities.

Embracing 'Open Finance'

In 2025, the UAE has introduced a pioneering Open Finance Framework under the country's Financial Infrastructure Transformation (FIT) Programme. This new regulatory landscape aims to enhance innovation and efficiency across the financial sector, enabling secure data sharing through application programming interfaces (APIs). This initiative extends beyond traditional banking, covering a wide range of financial products. For consumers, open finance promises enhanced transparency, tailored financial services, and greater control over their financial data, while fostering a more competitive market.

To embrace this strategy , ADIB became the First Islamic Bank to Implement Open Finance with the Support of the CBUAE's Open Finance Initiative AlTareq, demonstrating its commitment to continually enhancing customer experience through innovation, strong partnerships, and seamless digital banking. This move will unlock new opportunities for customers to access and manage their financial services, supporting the CBUAE's efforts to advance the digital ecosystem under its 2023–2026 strategy. To date, the first phase has been successfully implemented covering regulatory and technical requirements, with financial transactions processed through secure, CBUAE-certified API frameworks.

Looking ahead, ADIB will continue to expand customer journeys enabled by Open Finance to strengthen financial transparency, improve customer decision-making, and deliver a seamless digital experience across accounts, products, and institutions.

ADIB's Approach to Artificial Intelligence (AI)

Artificial intelligence (AI) is reshaping financial services globally, and ADIB is advancing confidently in this space, integrating AI across core business areas to enhance efficiency, elevate customer experience, empower employees, and stimulate innovation across the Group.

In 2025, ADIB intensified efforts to embed AI into digital journeys, operations, and decision-making processes, ensuring that every AI deployment supports the Bank's ambition to lead in digital Islamic banking while maintaining the highest standards of Shari'a governance and regulatory compliance.

ADIB's AI strategy is purpose-built to strengthen the Bank's competitiveness and accelerate digital transformation. It is structured around five pillars:

01
Profitability & Productivity: Leveraging AI to streamline operations, automate manual processes, enable faster decisioning, and reduce cost-to-serve.

02
Hyper-Personalised Customer Experience: Using data and intelligent models to tailor products, recommendations, and servicing, delivering experiences that are contextual, relevant, and timely.

03
Data-First Culture: Ensuring data quality, accessibility, and governance so that AI solutions can scale safely, accurately, and efficiently.

04
Agility & Innovation: Accelerating time-to-market through AI-enabled journey design, enhanced testing, and automation across digital delivery pipelines.

05
An Integrated Islamic Banking Ecosystem: Expanding AI applications across retail, corporate, while supporting new fintech and open-banking partnerships through ADIB Ventures.

To operationalize these pillars, ADIB is focusing on foundational priorities:

01
Technology & Data Foundations:
Building modern platforms, data infrastructure, and AI-ready architecture that enable rapid deployment of use cases across the Bank.

02
Operating Model & Talent:
Developing cross-functional teams and upskilling employees to embed AI capability into day-to-day work, ensuring the Bank grows future-ready talent alongside technology.

03
Responsible AI Framework:
Implementing clear governance, controls, Shari'a safeguards, and ethical guidelines to ensure every AI solution is safe, transparent, secure, and compliant.

04
Partnerships & Ecosystems:
Collaborating with fintechs, emerging-tech players, accelerators, and specialist advisors through ADIB Ventures to amplify innovation and unlock new value.

ADIB Money Management Tracker

Overview and Vision

As part of ADIB's commitment to shaping the future of Islamic digital banking, the Bank launched the region's first Personal Finance Management (PFM) tool — the ADIB Money Management Tracker , developed in collaboration with Lune, an Emirati fintech company under the ADIB Ventures innovation ecosystem. This groundbreaking solution represents a major step toward empowering customers with deeper financial insight and supporting them in taking control of their financial well being.

The launch reinforces the Bank's dedication to building customer-centric, data driven, and AI enabled experiences that enhance transparency, financial awareness, and long-term financial planning for individuals across the UAE.

Uniqueness & Innovation

The ADIB Money Management Tracker brings industry leading innovation to personal finance management, combining simplicity, intelligence, and design excellence.

- **Intuitive Financial Visibility:**
  Customers can easily track income, expenses, and spending patterns with a clear, consolidated view of their financial activities.
- **Smart Spending Categories:**
  Transactions are automatically and intelligently organized into categories such as groceries, transport, dining, and entertainment — giving customers meaningful insight into where their money goes.
- **Interactive Cash Flow Visualisations:**
  Dynamic charts and dashboards provide a real time picture of cash inflows and outflows, helping customers identify trends, adjust habits, and improve their budgeting discipline.
- **Supports Both Daily and Long-Term Planning:**
  Whether monitoring day to day spending or planning for life milestones, customers are empowered with the tools to make confident, informed financial decisions.
- **Built Within ADIB's Secure Digital Environment:**
  The tool is embedded within the ADIB Mobile App, ensuring high standards of data privacy, security, and Shari'a compliance.

The 'Innovation in other alternative branchless distribution channels for financial services' data point assesses whether the company demonstrates innovation in alternative, branchless distribution channels (e.g., bancassurance, innovative retail distribution models, partnerships with government/NGOs, etc.).

CYBER SECURITY

As digital solutions become increasingly embedded in everyday life, concerns around data privacy and security breaches continue to intensify. ADIB recognises the critical importance of safeguarding information for both its stakeholders and the Bank, and therefore places data security and customer privacy at the forefront of its operations. In an environment where cybersecurity threats are growing in scale and sophistication globally, robust data protection measures are essential to prevent unauthorised access and breaches of personal and financial information. Strengthening cybersecurity capabilities is fundamental to mitigating these evolving risks and preserving the confidentiality, integrity and trust underpinning our digital ecosystem.

GOVERNANCE MECHANISM AND OVERSIGHT

The Board of Directors at ADIB plays a critical role in overseeing the Bank's cybersecurity framework, ensuring that robust controls are established to safeguard sensitive information and effectively manage potential risks. Through active engagement with the Information Security function and regular updates on emerging cyber threats and industry developments, the Board provides strategic direction and oversight to protect the integrity and confidentiality of the Bank's digital assets. This proactive governance approach enables ADIB to respond confidently to the evolving cybersecurity landscape, while safeguarding both the institution and its customers. Oversight of cybersecurity and data privacy is done at board level (Board Risk Committee).

The Information Security function, led by the Group Chief Information Officer (CIO), is responsible for overseeing the Bank's data privacy and information security programme. This includes the planning, direction and coordination of information security policies, as well as the establishment of procedures and guidelines to ensure that all information systems across the Bank remain secure, resilient and fit for purpose.

ADIB has implemented a dedicated Cybersecurity Strategy designed to systematically identify and address cybersecurity vulnerabilities. This strategy is subject to monthly review and audit by the Compliance and Control Committee. The cybersecurity team comprises specialists across multiple disciplines, enabling a comprehensive and integrated approach to digital security.

The Bank's governance structure also includes a dedicated Data Security department, managed by the Head of Data Security & Access Management, alongside a standalone Data Privacy function led by the Data Protection Officer (DPO).

Cybersecurity is independently managed by the Group Chief Information Security Officer (CISO), who reports directly to the Group Chief Risk Officer (CRO). This reporting line underscores the strategic importance of cybersecurity and ensures strong alignment with the Bank's overall risk management framework.

DATA PROTECTION PROCESS AND MEASURES

Protecting customer and stakeholder information remains a core priority for ADIB. The Bank maintains a robust data privacy, cybersecurity, and resilience framework to safeguard information assets and support operational resilience.

ADIB regularly assesses the security and resilience of its IT infrastructure through evaluations and cybersecurity stress testing to ensure preparedness against cyber threats and identify vulnerabilities. We also perform inspection on data protection / suppliers and business partners to verify compliance.

To uphold high standards of data privacy and information security, ADIB conducts comprehensive internal and external audits on an annual basis. These are performed by internal audit and independent third parties, including assessments aligned with CBUAE CPR, UAE PDPL, DIFC DP Law, NESA, PCI DSS and SWIFT requirements, and maintains certifications such as ISO 27001 (covering all ADIB Group and subsidiaries) and ISO 27701. In 2025, ADIB completed an external audit/gap assessment of its data privacy program, resulting in defined findings and a forward-looking roadmap to enhance programme maturity. Oversight of data privacy and security are a responsibility that is handled from Board level oversight level, and throughout the organisation.

ADIB's Data Security and Data Privacy policies apply across the Group and extend to third-party suppliers, embedding risk management and regulatory compliance into core operations. The Bank's publicly available Privacy Policy outlines its commitment to responsible data handling, including data subject rights such as the right to have personal data deleted. ADIB does not sell customer personal data to third parties, and shares data only where required for service delivery, legal or regulatory obligations, or contractual commitments.

ADIB integrates both preventive and reactive measures, including incident response procedures, root cause analysis, and corrective action tracking, aligned with operational risk management processes.

ADIB also implements ongoing training and awareness programmes for employees and customers, including its annual Information Security & Data Privacy Awareness Month, reinforcing a strong culture of security and accountability.

NET ZERO AND TRANSITIONING TO A LOW CARBON MODEL

SUPPORTING THE TRANSITION TO A LOW CARBON AND SUSTAINABLE ECONOMY

At ADIB, we are committed to managing economic performance with the protection of the environment around us. We are steadily advancing our transition toward a more sustainably responsible organization, guided by a strategic roadmap that shapes our future direction. This ambition is anchored in our Vision for 2035, which positions ADIB as a future-ready bank that leverages innovation, growth, and sustainability.

THE TRANSITION TO NET ZERO

ADIB is committed to achieving net zero operational emissions by 2050, in alignment with the UAE's Net Zero 2050 strategic initiative and the global climate objectives set out in the Paris Agreement. Our net-zero journey is supported by a clear roadmap, including defined interim targets and practical actions to reduce our carbon footprint while contributing to the decarbonization of the wider economy.

As a pioneering Islamic bank to declare sector-specific financed emissions reduction targets, ADIB has set ambitious objectives across key sectors, including home finance, automobile finance, real estate development, utilities, aviation, and oil and gas. These targets form part of the Bank's strategy to reduce ouroverall emissions, including a 49% decrease in operational emissions and sector specific targets for financed emissions, to our **2022 baseline**. Our assessments are grounded in leading industry standards, including the GHG Protocol for operational emissions and the **Partnership for Carbon Accounting Financials (PCAF)** for financed emissions.

Through our net-zero commitment, we aim not only to reduce our own emissions, but also to support our clients, communities, and stakeholders in progressing toward a more sustainable future—reinforcing ADIB's leadership in Islamic sustainable finance.

BASELINING OUR EMISSIONS

We have adopted the **PCAF methodology** to assess and calculate baseline emissions and **Physical Emission Intensity (PEI)** for our financed emissions portfolio. In line with PCAF, our calculated baseline **Financed Emissions (Scope 3, Category 15)** are **7.84 million tCO_2e**. Building on this, and based on predefined criteria focused on market exposure and sector materiality, we established PEI targets for selected sectors within our broader UAE financing portfolio.

We identified relevant sectors and mapped them to PCAF asset classes to determine baseline portfolio emissions. This has enabled ADIB to set clear interim decarbonization targets for 2030, making us the first commercial Islamic bank in the region to establish sector-specific targets.

We baselined emissions across the following asset classes and sectors within our portfolio. Total financed emissions stood at **7.84 $MtCO_2e$,** with **76%** of emissions originating from our UAE portfolio: **Commercial real estate; Corporate financing to listed companies; Corporate financing to private companies; Equities in listed companies; Equities in private companies; Home financing; Motor vehicle financing; Project finance; Sukuk in listed companies; and Sukuk in private companies.**

TARGET SETTING

Our target-setting approach reflects both global and regional considerations. To align with global decarbonization ambitions, we benchmarked against the **International Energy Agency (IEA) Net Zero Emissions (NZE) scenario by 2050**, using methodologies aligned with the **GHG Protocol**.

We also incorporated local and regional dimensions by leveraging the UAE's **First Long-Term Strategy (LTS)**, aligned with the UAE's third update of the second **Nationally Determined Contribution (NDC)**. This provided sector-specific decarbonization ambitions, enabling us to construct interim targets. In addition, we factored in the business growth aspirations of each selected sector and developed **PEI targets**, rather than absolute emissions targets. This approach aligns with standard industry practices, supporting environmental objectives while enabling economic progress.

In the coming years, we are committed to expanding target coverage to additional sectors. Further details on our portfolio and sector-wise baselining, PEI target setting, and our levers and limitations are available in our **Net Zero Report**.

SECTOR AND ASSET CLASSES

ADIB has established a structured framework to identify priority sectors, informed by robust background research and methodology. Our approach to financed emissions target setting is anchored in the IEA's Net Zero Emissions scenario by 2050, ensuring alignment with global decarbonization pathways, while also integrating regional and local considerations through the UAE's Long-Term Strategy and Nationally Determined Contributions (NDCs).

Sector selection for target setting is based on exposure, business dependency, emissions materiality, sector maturity, and counterparty concentration. This ensures our efforts are both meaningful and implementable. This strategic alignment positions ADIB to support the UAE's net zero ambitions while advancing sustainable growth.

6 SECTOR AND ASSET CLASSES DEEP-DIVES

Sector	Sub-sector	Scope*	Scenario*	Baseline (2022)	Target metric	2030 Target Reduction
Real Estate	Home Finance	Scope 1 & 2	IEA NZE Scenario, APS	57.6	Kg CO_2e/ m2	39%
Transportation	Auto Finance	Scope 1 & 2	IEA NZE Scenario, APS	180.7	g CO_2e / passrnger.km	19%
Real Estate	Real estate activities (developers)	Scope 1,2 & 3	IEA NZE Scenario, APS	57.62	Kg CO_2e/ m2	41%
Transportation	Air transport	Scope 1,2 & 3	IEA NZE Scenario, APS	107	g CO_2e / passrnger.km	28%
Utilities	Electricity, gas, steam and air conditioning suppy	Scope 1,2 & 3	IEA NZE Scenario, APS	0.538	tCO_2e/ MWH	37%
Manufacturing	Petroleum manufacturing	Scope 1,2 & 3	IEA NZE Scenario, APS	0.0122	tCO_2/ GJ	18%

* Estimated data (100%)

** Aligned with ADIB's business growth assumptions amd UAE Announced Pledges (APS)

CLIENT ENGAGEMENT FOR DECARBONIZATION AND SUSTAINABLE FINANCE

ADIB is increasingly strengthening its role in client engagement on sustainability, reflecting our ambition to act not only as a provider of finance, but also as a strategic partner in our clients' transition journeys. As clients across sectors advance their decarbonization pathways and respond to evolving market, stakeholder, and regulatory expectations, ADIB is deepening its engagement to better understand their sustainability priorities, transition plans, and financing requirements. In 2025, the ESG team began engaging more directly with clients to help ensure that sustainability considerations are more consistently embedded across our coverage approach. This enables ADIB to support clients more holistically as they navigate their transition strategies, identify sustainable finance opportunities, and strengthen alignment with a lower-carbon economy.

OUR OPERATIONAL ENVIRONMENTAL STRATEGY

Aligned with the UAE's national sustainability priorities and environmental stewardship goals, ADIB continues to advance a robust and resilient environmental sustainability strategy. Our approach emphasizes innovation, efficiency, and collaboration—seeking to minimize our ecological footprint while strengthening our contribution to sustainable development. By embedding sustainable practices across our operations, we aim to balance business growth with environmental preservation, supporting the UAE's broader sustainability ambitions.

OUR OPERATIONAL EMISSIONS AND RESOURCE MANAGEMENT

ADIB continues to proactively address environmental risks and operational impacts through disciplined resource management and continuous improvement. Our focus includes improving energy efficiency, strengthening water stewardship, reducing emissions, and minimizing waste. In support of the UAE's Net Zero ambitions, we continue to track our environmental performance metrics and implement initiatives that drive operational decarbonization and resource efficiency across our footprint.

ADIB has established comprehensive environmental policies and procedures and maintains certification to ISO 14001 for its Environmental Management System. In addition, ADIB is in the process of obtaining ISO 50001 for its Energy Management System, reinforcing structured governance and performance improvement in energy management. ADIB also maintains ISO 41001 certification for Facilities Management, supporting consistent integration of sustainability practices into day-to-day facilities operations.

EMISSIONS PROFILE SUMMARY

In 2025, ADIB's operational and selected value-chain emissions (within the reporting boundary applied for this section) were as follows:

Emission Scope	Unit (tCO_2e)		
	2023	2024	2025
Scope 1* Emissions	523	191	418.6
Scope 2** Emissions	13,310	12,906	11,008.3
Scope 3*** Emissions	100	347	165.35
Total GHG Emissions	13,933	13,444	11,592.3

* **Scope 1** emissions encompass stationary, mobile, and fugitive emissions, with emission factors sourced from DEFRA for calculation.
** **Scope 2** emissions are based on the most recent grid factors provided by DEWA, reflecting the UAE grid emission factor.

*** **Scope 3** emissions are calculated for business travel and employee commute categories, using a fuel-based methodology for estimation

- **Scope 1 emissions (direct): 418.6 tCO_2e (2024: 191 tCO_2e)**
  Includes refrigerant top-ups, vehicle travel, and diesel generator usage.
- **Scope 2 emissions (indirect electricity): 11,008.3 tCO_2e (2024: 12,906 tCO_2e)**
  Reflects emissions associated with purchased electricity consumption.
- **Scope 3 emissions: 165.35 tCO_2e (2024: 347 tCO_2e)**
  Reported for **business travel only** within the Scope 3 boundary applied in 2025.

SCOPE 1 AND SCOPE 2 EMISSIONS

SCOPE 1 EMISSIONS

In 2025, ADIB's **Scope 1 emissions** totaled **418.6 tCO_2e**, capturing direct emissions from refrigerant top-ups, vehicle travel, and diesel generator usage. ADIB continues to monitor these sources to strengthen oversight of direct operational impacts and to inform reduction actions across facilities and operations.

SCOPE 2 EMISSIONS

In 2025, ADIB's **Scope 2 emissions** totaled **11,008.3 tCO_2e**, reflecting indirect emissions arising from purchased electricity consumption. ADIB continues to actively monitor electricity consumption patterns across its premises to identify inefficiencies and take corrective action, supporting improved operational efficiency and emissions reduction over time. Where applicable, emissions calculations apply the latest available UAE grid emission factors provided by relevant authorities.

EMISSIONS INTENSITY (2025):

- Total GHG emissions per employee: 1.70 tCO_2e/employee[1]
- Total GHG emissions per m^2 of space: 0.12 tCO_2e/m^2
- Total GHG emissions per revenue: 0.94 tCO_2e per AED million revenue (equivalent to 942.46 tCO_2e per AED billion revenue)
- 2025 total revenue: AED 12.3 billion

SCOPE 3 EMISSIONS

ADIB continues to strengthen the completeness, consistency, and accuracy of its emissions inventory in alignment with the GHG Protocol. In 2025, ADIB reported **Scope 3 emissions of 165.35 tCO_2e,** reflecting **business travel only** under the Scope 3 reporting boundary applied for this year. ADIB will continue to enhance Scope 3 reporting maturity over time as data coverage expands.

EMISSIONS INTENSITY METRICS

Metric	2025	Unit (tCO_2e)
Total GHG per employee[1]	1.70	tCO_2e/employee
Total GHG per m^2	0.12	tCO_2e/m^2
Total GHG per revenue	0.94	tCO_2e / AED million revenue
Total GHG per revenue (alt view)	**942.46**	**tCO_2e / AED billion revenue**

ENHANCED ENVIRONMENTAL MANAGEMENT SYSTEMS (2025)

ADIB's commitment to environmental stewardship is reinforced through adherence to internationally recognized management standards and performance frameworks. We maintain **ISO 14001** certification for Environmental Management Systems, which provides a structured approach to identifying and managing environmental impacts, maintaining compliance, and driving continual improvement. Complementing this, ADIB maintains **ISO 41001** certification for Facilities Management, helping integrate sustainability considerations into operational controls, maintenance practices, and service delivery. In 2025, ADIB also progressed its efforts toward **ISO 50001** certification, strengthening the governance and effectiveness of energy management across our operational footprint.

ENERGY MANAGEMENT

At ADIB, we continue to implement robust strategies across energy, water conservation, and waste management to promote responsible business practices aligned with our sustainability ambitions. Energy management remains a core operational priority, enabling cost efficiency and reduced environmental impact through targeted upgrades, active monitoring, and employee engagement.

Source of Energy	Energy Usage	Total Energy (GJ)
Petrol	Owned Vehicle	2045.18
Diesel	DG Set*	295.32
Electricity	Office Consumption	99,546
Purchased Cooling Energy	Chilled Water	3,701

DIRECT ENERGY CONSUMPTION (2025)

In 2025, ADIB's **total direct energy consumption** was **3,789 GJ**, comprising:

- **3,480.5 GJ** from petrol consumption
- **308.1 GJ** from diesel consumption

DIRECT ENERGY INTENSITY (2025):

- **0.555 GJ/employee[1]**
- **0.0394 GJ/m²** (across all facilities)

ELECTRICITY CONSUMPTION (GRID) (2025)

In 2025, ADIB's electricity consumption included both non-renewable and renewable electricity supplied through the grid:

- **Electricity from non-renewable sources (grid): 27,520,702 kWh**
- **Electricity from renewable sources (grid): 157,978.97 kWh**

RENEWABLE ENERGY DEPLOYMENT – JAFZA SOLAR PV (2025)

ADIB installed solar panels on its **JAFZA building**, supporting renewable energy adoption and contributing to reduced operational carbon footprint and electricity cost savings compared to conventional energy sources. In the 12 months after Solar PV commissioning (compared to 2024), the JAFZA facility achieved:

- **AED 129,782.94 in electrical cost savings**
- **272,832 kWh in electricity consumption saved**
- **109,136 kg CO_2e in carbon footprint reduction**

The solar system is also yielding **more than 16% energy efficiency,** supporting reduced reliance on grid electricity and serving as a pilot model for potential expansion across other owned facilities.

Metric	2025	Unit (tCO_2e)
Electricity from non-renewable sources (grid)	27,520,702	kWh
Electricity from renewable sources (grid)	157,978.97	kWh
Total electricity (grid)	**27,678,680.97**	**kWh**
Renewable share of grid electricity	0.57%	%

Metric	2025	Unit
Direct energy – petrol	3,480.5	GJ
Direct energy – diesel	308.1	GJ
Total direct energy (petrol + diesel)	**3,789.0**	**GJ**

Metric	2025	Unit
Direct energy per employee[1]	0.555	GJ/employee
Direct energy per m^2	0.0394	GJ/m^2

Metric	2025	Unit
Scope 1 Emissions	418.6	tCO_2e
Scope 2 Emissions (Electricity)	11,008.3	tCO_2e
Scope 3 emissions (business travel only)	165.35	tCO_2e
Total GHG (Scope 1 + Scope 2 + Scope 3 travel)	**11,592.25**	**tCO_2e**

KEY ENERGY AND EMISSIONS MANAGEMENT INITIATIVES (2025)

ADIB continued to implement operational initiatives that support improved energy performance and reduced emissions, including:

- **LED lighting upgrades:** Replacement of **more than 2,000** inefficient light bulbs with energy-efficient LED units during 2025.

- **LEED-based sustainable construction:** Ensuring newly constructed branches and offices align with **LEED** sustainability guidelines, incorporating energy-rated equipment, automated energy-saving systems, and efficient HVAC/building performance standards.

- **Active monitoring and corrective action:** Continuous monitoring of electricity bills and consumption patterns across properties, with prompt investigation and action where unexpected increases are detected.

WATER MANAGEMENT AND CONSERVATION INITIATIVES

Recognizing the importance of water conservation, ADIB continues to integrate water stewardship as a core element of responsible resource use and environmental management. In 2025, ADIB's **total water consumption was 86,120 m^3.**

ADIB's comprehensive water management strategy supported clear improvements in water efficiency and water intensity performance. Even with a 9.4% increase in staff, ADIB recorded improved water intensity per employee—reflecting more efficient water use across premises supported by:

- Fixture upgrades (e.g., aerators, low-flow mixers)
- Behavioral awareness campaigns
- Optimized cleaning processes
- Enhanced facility management practices

As ADIB expanded its total office and branch space, water intensity per m^2 also declined, demonstrating that additional space was managed with improved water-efficient infrastructure, reduced wastage, and enhanced monitoring and control systems.

WATER INTENSITY (2025):

- **Water intensity per employee: 12.61 m^3/employee[1]**
- **Water intensity per m^2: 0.896 m^3/m^2**

ADIB's approach goes beyond basic compliance, focusing on continuous efficiency gains and responsible use of natural resources—supporting alignment with national UAE sustainability objectives and strengthening ADIB's role as a leading example of sustainable water stewardship within the UAE financial sector.

Metric	2025	Unit
Total water consumption	86,120	m^3
Water intensity per employee[1]	12.61	m^3/employee
Water intensity per m^2	0.896	m^3/m^2

WASTE MANAGEMENT

ADIB recognizes its responsibility to minimize environmental impact and promote responsible resource use. In 2025, ADIB's operational waste continued to be managed through structured processes that support segregation, responsible disposal, and recycling across our UAE premises.

GOVERNANCE AND COMPLIANCE APPROACH

ADIB's operational waste is managed by a contracted Facilities Management (FM) service provider responsible for collecting, segregating, transporting, and disposing of waste generated across ADIB UAE premises. The FM provider operates in accordance with UAE federal and emirate-level waste regulations. To ensure waste management aligns with contractual and legislative requirements, ADIB applies the following controls:

1. **Compliance verification:** The FM provider is contractually required to maintain compliance with applicable laws and to hold the relevant certifications, permits, and compliance documentation, which ADIB reviews as part of contract governance.

2. **Waste tracking and reporting:** The FM provider submits regular waste movement reports, including quantities generated, waste types, and final disposal or recycling streams. ADIB verifies these reports to confirm alignment with government-approved waste management systems.

3. **Oversight and performance monitoring:** ADIB conducts periodic performance reviews, including site inspections, verification of segregation practices, review of recycling and diversion rates, and documentation checks.

4. **Beyond compliance stewardship:** ADIB continues to exceed minimum regulatory requirements by maximizing diversion from landfill, tracking recycling streams (paper, plastics, metals, e-waste, etc.), and promoting segregation and waste minimization at source across branches and offices. **Full monthly waste management reporting** is in place.

COLLABORATION WITH TADWEER GROUP – "WASTE TO ZERO" (2025)

ADIB is actively collaborating with Tadweer Group on the "Waste to Zero" strategic objective, supporting initiatives aligned with the UAE's waste decarbonization goals. Key achievements in 2025 included:

- **Staff engagement and awareness**
  - Two training programs launched focused on waste circularity
  - Interactive staff engagement activities with incentives to promote waste reduction and circularity under the Waste-to-Zero campaign

- **Operational enhancements**
  - Transition of waste management services for ADIB Headquarters to Tadweer Group
  - Introduction of food waste segregation at ADIB HQ
  - Launch of e-waste recycling initiatives to support sustainable electronic waste disposal

MAJOR ACHIEVEMENT – IMPROVED RECYCLING AT ADIB HEADQUARTERST

Improved segregation and recycling practices increased recyclable waste from **3.69%** in January 2025 to **7.9%** by year-end—representing a **114% improvement**, contributing to ADIB's sustainability objectives and UAE waste decarbonization targets.

WASTE MANAGEMENT

TOTAL WASTE GENERATED

In 2025, ADIB's waste streams within the operational boundary included:

Metric	2025	Unit
General waste	357.91	tons
Recyclable waste	49.74	tons
Total waste (general + recyclable)	**407.65**	**tons**

- **General waste (tissues, paper cups, food waste): 357.91 tons**
- **Recyclable waste (paper, glass & metal, plastic across branches & offices): 49.74 tons**

The total waste generated consists of general and recyclable waste streams. ADIB continues to take proactive steps to ensure recycling of non-hazardous waste. Paper, glass & metal, and plastic waste are routed to authorized vendors across ADIB branches and offices to support proper recycling.

WASTE RECYCLED

TOTAL WASTE GENERATED
In 2025, ADIB's waste streams within the operational boundary included:

- **Confidential paper waste recycled through ENDOSHRED: 24,806 kg**
- **Green Certificate – JAFZA recycled materials (solar and metal): 1.1 tons**

Metric	2025	Unit
Confidential paper recycled (ENDOSHRED)	24,806	kg
Green Certificate – JAFZA recycled materials (solar & metal)	1.1	tons
ADIB HQ recyclable waste share	3.69% -> 7.9%	%
Improvement (HQ recyclable share)	114%	%

OPERATIONAL ROADMAP AND BEHAVIORAL ENABLEMENT

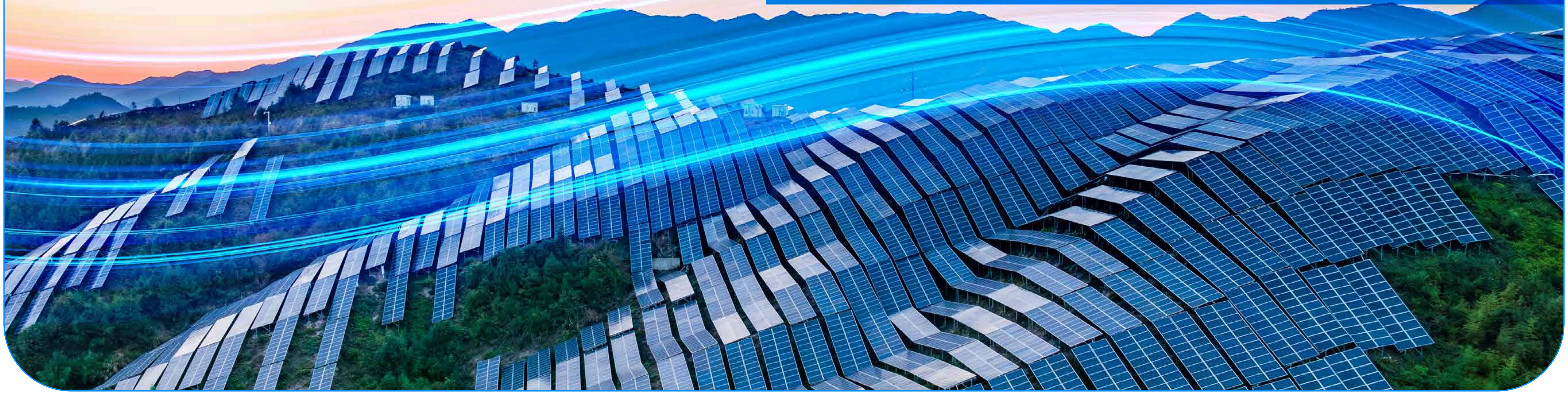
The FM & Administration Department has adopted "Sustainability" as a core strategic focus since 2018, supported by a clear roadmap aligned with ADIB's environmental goals and sustainability principles. In 2025, the FM & Administration **Five-Year (2025–2030) Sustainability Strategy for Operational Emissions** outlines an actionable approach to reduce operational emissions and strengthen environmental performance.

This strategy is built around three core drivers:

- A. Space Optimization & Service Digitalization
- B. Operational Efficiency, Decarbonization, and Carbon Offsetting
- C. Use of Sustainable Materials and Transition Toward Renewable Energy

Key focus areas include:

1. **Sustainable development & space optimization:** Sustainable fit-out and construction aligned with the UAE Green Agenda 2030, minimizing construction-related impacts, and advancing green building design.
2. **Facilities management – energy, retrofitting, and resource efficiency:** Reducing energy consumption, generating renewable energy, cutting water use, and advancing recycling and Waste-to-Zero initiatives.
3. **Low-carbon transport transition:** Transitioning mail services to sustainable aviation fuel, promoting EV adoption, building EV charging infrastructure, and enabling sustainable transport incentives.
4. **Employee awareness & behavioral change:** Launching green behavior campaigns (e.g., "Switch Off", "World Paperless Day"), aligning with global environmental days, and embedding sustainability behaviors into daily operations.
5. **Green procurement:** Working with service providers on sustainable solutions, shifting toward sustainable materials in hospitality, leveraging technology to reduce paper, and prioritizing environmentally friendly purchasing.



COMPLIANCE, TRAINING, AND RECOGNITION

ENVIRONMENTAL COMPLIANCE

ADIB has **not incurred any fines or penalties** for non-compliance with environmental laws or regulations. We continue to adhere to all applicable environmental requirements and, in several areas, exceed regulatory expectations.

ENVIRONMENTAL AWARENESS AND CAPACITY BUILDING (2025)

In 2025, ADIB delivered targeted environmental awareness and capacity-building programs to strengthen sustainability practices across the organization, with a focus on waste decarbonization and operational efficiency, including:

- **Waste Decarbonization & Zero-Waste trainings (with Tadweer Group):** Two specialized “Waste-to-Zero” trainings covering UAE’s zero-waste ambitions, strategies for waste reduction and decarbonization, and best practices for waste management across ADIB facilities.
- **Precious Plastic Workshop (World Earth Day):** Hands-on employee engagement focused on recycling processes, upcycling techniques, and the impacts of single-use plastics.
- **Recycling Vending Machine activation and training:** Staff engagement promoting responsible disposal of plastic bottles, incentivized recycling habits, and improved recycling practices.
- **Energy efficiency training for FM & Security staff:** Practical training to reduce low-value energy consumption, including switching off unnecessary lighting and equipment.

Footnote: [1] Employee-based intensity metrics in this section are calculated using the total staff count across ADIB operations (6,832). This may differ from the ESG summary presented in the Annual Report, which applies a different employee count boundary.

ENVIRONMENTAL CERTIFICATES AND AWARDS (2025)

ADIB achieved key environmental certifications and recognitions in 2025, reinforcing sustainable construction and environmental governance:

- **LEED Platinum – Shamkha Mall Branch:** Recognizing high performance in energy efficiency, sustainable site development, indoor environmental quality, and water conservation.
- **LEED Gold – Ajman City Centre Branch:** A milestone as the first retail banking branch in Ajman City Centre to achieve LEED Gold certification.
- **ISO 14001 – Environmental Management System:** Ongoing certification demonstrating systematic environmental governance, compliance assurance, and continual improvement.

ESG AND CLIMATE RISK MANAGEMENT

ADIB recognizes that the effective management of environmental, social and governance (ESG) risks and opportunities is essential to long-term value creation. In response, the Group has established a comprehensive ESG Risk Management Policy that integrates ESG considerations across its Risk Governance framework, anchored in both Islamic principles and global sustainability standards. The policy applies across ADIB Group entities, including Head Office, domestic and international branches, and subsidiaries across all countries of operation, and covers both credit activities. Internal stakeholders are expected to understand the framework and policy requirements and act accordingly.

A CONVERGED APPROACH: ISLAMIC VALUES AND GLOBAL STANDARDS

ADIB's ESG approach aligns Shari'a values with leading international frameworks. We believe this convergence strengthens our ability to identify and respond to ESG-related risks and opportunities in a manner consistent with our values as an Islamic financial institution. The policy framework is guided by UAE laws and regulations, Shari'a principles, and international standards such as the Equator Principles, International Finance Corporation (IFC) guidelines, Basel Committee recommendations, and European Bank for Reconstruction and Development (EBRD) practices.

STRATEGIC INTEGRATION OF ESG RISKS

ADIB's ESG Risk Management Policy is designed to embed ESG risk considerations, particularly those arising from financing and investment exposures, within the Group's Risk Governance framework. This integration supports the bank's long-term strategy and helps ensure that the Group remains within its ESG risk appetite while responding to market expectations and regulatory developments.

The Bank aims to systematically incorporate ESG risks into its financing and investment selection criteria and is committed to managing climate risks to minimize the impact of climate change across its exposures. Environmental, Social and Governance (ESG) risks are broadly defined as the potential exposure to adverse financial and non-financial impacts arising from environmental, social and governance factors affecting ADIB Group's own operations and its customers. This includes the risk that an ESG issue associated with a transaction, product or service, client, supplier, or other third party could give rise to financial, legal and/or reputational risk to ADIB.

ADIB evaluates ESG risks and opportunities over the short, medium and long term. For sectors with heightened ESG exposure, the bank has defined risk thresholds and applies enhanced due diligence. Group Risk sets ESG risk appetite indicators, which are reviewed and approved by the Board of Directors.

ADIB's Risk Appetite Statement reflects a zero appetite for activities included on the ESG Exclusion List. In addition, the bank monitors financing exposure to Restricted and High ESG Risk sectors as a percentage of the total portfolio. As of the reporting period, ADIB has not breached any of its ESG risk appetite limits.

RISK MANAGEMENT

ADIB's integrated approach for the assessment of 'ESG and Climate-related Financial Risks' has been put in place through a formal adoption of 'ESG Risk Management Policy' as part of the bank-wide Risk Governance Framework.

ADIB recognizes climate change as a subset of ESG Risk. Environmental risk is driven by climate-related events, regulatory changes promoting sustainability, and customer demand for green products. Banks with exposure to carbon-intensive sectors face heightened transition risk as global and local regulations evolve.

EMBEDDING CLIMATE RISKS INTO RISK MANAGEMENT

The Group adopts prudent measures and controls as part of ESG Risk mitigation for the identified material ESG risks

ESG AND CLIMATE-RELATED FINANCIAL RISKS MANAGEMENT

TRANSACTION & OBLIGOR LEVEL	PORTFOLIO LEVEL	ENTERPRISE LEVEL
ESG Risk Assessment	ESG Risk Monitoring	Climate Risk Stress Testing
• ESG risk screening and assessment using a comprehensive Due Diligence Toolkit.	• Portfolio Review: Concentration analysis to gather insights into ADIB's exposure to ESG risks. • Risk Appetite Metrics	• Regulatory Stress Testing – climate specific • Internal Scenario Analysis: hybrid approach for ICAAP

The bank manages environmental risk through climate risk assessments, portfolio exposure analysis, and alignment with sustainability policies. Stress testing for climate scenarios and monitoring regulatory developments are integral to the framework.

In line with leading regional and international practices, the Bank is embedding climate risk within its enterprise-wide risk management framework, ensuring integration across credit, market, liquidity, and operational risk domains.

RISK IDENTIFICATION AND CLASSIFICATION

Climate-related and environmental risks are commonly understood to comprise of two principal risk drivers: transition and physical risks. These risks present growing risks to the bank's portfolio.

ADIB recognizes climate change as a subset of ESG Risk. Environmental risk is driven by climate-related events, regulatory changes promoting sustainability, and customer demand for green products. Banks with exposure to carbon-intensive sectors face heightened transition risk as global and local regulations evolve.

TRANSITION RISK

Refers to an institution's financial loss that can result, directly or indirectly, from the process of adjustment towards a lower-carbon and more environmentally sustainable economy. This could be triggered, for example, by a relatively abrupt adoption of climate and environmental policies, technological progress or changes in market sentiment and preference.

PHYSICAL RISK

Refers to the financial impact of a changing climate, including more frequent extreme weather events and gradual changes in climate, as well as of environmental degradation, such as air, water and land pollution, water stress, biodiversity loss and deforestation. Physical risk is therefore categorised as "acute" when it arises from extreme events, such as droughts, floods, and storms, and "chronic" when it arises from progressive shifts, such as increasing temperatures, sea-level rises, water stress, biodiversity loss, land use change, habitat destruction and resource scarcity. This can directly result in, for example, damage to property or reduced productivity, or indirectly lead to subsequent events, such as the disruption of supply chains.

Climate transition and physical risks can impact the bank through both micro and macro-economic transition channels.

CLIMATE RISK DRIVERS

Transition Risk

Steps taken to reduce carbon dioxide emissions result in stranded-assets due to:

- Government policy changes
- Technological developments

Investor sentiment

PHYSICAL RISK

Increasing severity and frequency of climate-related events:

- Short-term: 'Acute physical hazards' are caused by extreme weather events
- Long-term: 'Chronic physical hazards' due to long-term shifts in climate patterns

TRANSMISSION CHANNEL

Microeconomic

Transmission channels per risk:

- Credit: Households, Corporates and Sovereign
- Market: Stock prices, Currencies and Commodity prices
- Liquidity: Asset valuation, Customer Behavior and Funding conditions
- Operational: Failed internal process

MACROECONOMIC

- Government Debt,
- GDP,
- Labor changes and Socioeconomic changes

POTENTIAL IMPACT

CREDIT RISK

MARKET RISK

LIQUIDITY RISK

OPERATIONAL RISK

REPUTATIONAL RISK

OTHER NON-FINANCIAL RISKS

STRENGTHENING DUE DILIGENCE

ADIB has continued to enhance its ESG due diligence protocols to support a more granular evaluation of customer profiles and transaction characteristics. This enables more informed financing and investment decisions while maintaining alignment with the bank's sustainability objectives and Shari'a principles.

PHYSICAL CLIMATE RISK ADAPTATION

Recognizing the importance of climate resilience, ADIB continues to identify and address gaps in its approach to physical climate risk, including those highlighted through external assessments. While scenario analysis has already been incorporated into the bank's climate stress testing exercises, the findings will continue to inform the ongoing refinement of the ESG and climate risk management framework.

DRIVING SUSTAINABLE FINANCE

ADIB's ESG risk mitigation efforts are closely linked to its broader sustainable finance vision. The bank's sustainable finance strategy, including its target to mobilize AED 60 billion by 2030, underscores ADIB's commitment to financing projects that deliver measurable environmental and social benefits. By continuously improving ESG risk management and integrating climate considerations into lending and investment decisions, ADIB supports the UAE's transition to a greener economy and contributes to broader climate goals.

ESG DUE DILIGENCE TOOLKIT

To ensure consistency and rigour, ADIB has developed a proprietary **ESG Due Diligence Toolkit.** The toolkit incorporates both qualitative and quantitative indicators and is used by front-line units to conduct initial screening and risk assessment. Transactions are assessed against ADIB's ESG Exclusion and Restricted Lists and are then classified according to their ESG risk profile.

ADIB classifies ESG risk exposures into **Low, Medium, High or Severe** categories, based on the outcome of the ESG assessment. This classification supports the bank's approach to assessing, monitoring and managing ESG risks associated with financing and investment exposures through clearly defined risk appetite limits and escalation processes.

ADIB comprehensive ESG due diligence process harmonizes Islamic finance principles with international sustainability frameworks. This approach enables the bank to systematically identify, assess and mitigate ESG risks while remaining aligned with Shari'a compliance requirements, consistent with the Equator Principles, and supportive of the United Nations Sustainable Development Goals (SDGs).

The due diligence framework spans transaction-level evaluations, portfolio monitoring and enterprise-wide risk management, reflecting ADIB's commitment to sustainable finance leadership in the region. The primary goal of ESG due diligence at ADIB is to identify, evaluate and, where relevant, quantify the environmental and social performance of projects, counterparties and transactions.

KEY ASPECTS OF THE ESG DUE DILIGENCE TOOLKIT

QUALITATIVE AND QUANTITATIVE ASSESSMENT

The toolkit combines qualitative inputs, such as narrative disclosures, environmental and social impact statements, and stakeholder engagement information, with quantitative metrics, including greenhouse gas emissions reductions, energy savings and water efficiency indicators where relevant. This dual approach enables a more comprehensive evaluation of a project's or customer's sustainability profile.

RISK IDENTIFICATION AND SCREENING

Customers or transactions that are not screened out under ADIB's ESG Exclusion and Restricted Lists are subject to further ESG risk assessment under the ESG Due Diligence Toolkit. The toolkit includes both qualitative and quantitative assessments, which together provide a combined ESG risk rating outcome at the customer level.

RISK-BASED ESCALATION AND TRIGGERED ACTIONS

The ESG risk rating determines the corresponding action to be taken:

LOW RISK	MEDIUM RISK	HIGH RISK	SEVERE RISK
No further action required. Business units can proceed with standard credit approval process steps.	Risk is **acceptable**. Based on the view of the Relationship Manager and Group credit, the collection of further ESG information may be proposed to derive additional comfort that the risk is unlikely to escalate to High or Severe levels.	An **enhanced due diligence** shall be performed for the counterparty and the transaction.	Transaction **not allowed unless approved** as part of the Enhanced Due Diligence, Exceptions and Exemptions mechanism, and Risk Mitigation.

ENHANCED DUE DILIGENCE FOR MATERIAL ESG RISKS

ADIB Group recognizes that certain sectors and activities are more likely to be exposed to elevated ESG risks. In such cases, including those classified as High or Severe, the bank may continue to engage with current and prospective customers as part of the ESG risk assessment process, subject to enhanced due diligence. This may include requesting and reviewing additional documentation such as Environmental and Social Impact Assessments (ESIAs), Environmental Management Plans (EMPs), mitigation plans, and evidence of stakeholder engagement, as well as assessing the customer's exposure to high-risk sectors and the adequacy of proposed mitigation actions. The outcomes of the ESG due diligence process support informed decision-making and enable the bank to apply financing controls and monitoring measures appropriate to the customer's ESG risk profile. In addition to the initial evaluation, the framework includes mechanisms for ongoing monitoring to ensure that material ESG risks continue to be assessed over time and that any significant deviations or concerns are addressed in a timely manner.

CLIMATE GOVERNANCE

CLIMATE RISK UNDER KEY POLICIES

The bank's policies and controls support risk management and risk mitigation for potential negative impacts.

ADIB recognizes climate and environmental risks as risk drivers that impact existing risk categories within its overall risk taxonomy. Accordingly, the management of these risks are embedded across core frameworks, including the ICAAP Policy, Risk Appetite Policy, ESG Risk Management Policy, Risk Governance Framework, and Stress Testing Policy, ensuring alignment with regulatory expectations on enterprise-wide integration, proportionality, and Board oversight.

CAPACITY BUILDING AND GOVERNANCE AWARENESS

To support the integration of ESG risk management across the organization, ADIB continues to build internal awareness and capability through targeted training and governance engagement. During 2024 and 2025, various awareness and training sessions were conducted for business, credit, risk, Shari'a and governance stakeholders. These included multiple ESG Toolkit training sessions delivered for Business and Credit teams during August and September 2024, a dedicated session for the ERM team in October 2024, and a session for the Shari'a team in January 2025.

In addition, ESG and climate risk matters continued to be escalated through relevant governance forums, including regular updates to management and Board-level committees. A Board awareness session was also conducted in November 2025, further strengthening senior oversight and understanding of ESG and climate-related risks across ADIB.

CLIMATE SCENARIO ANALYSIS

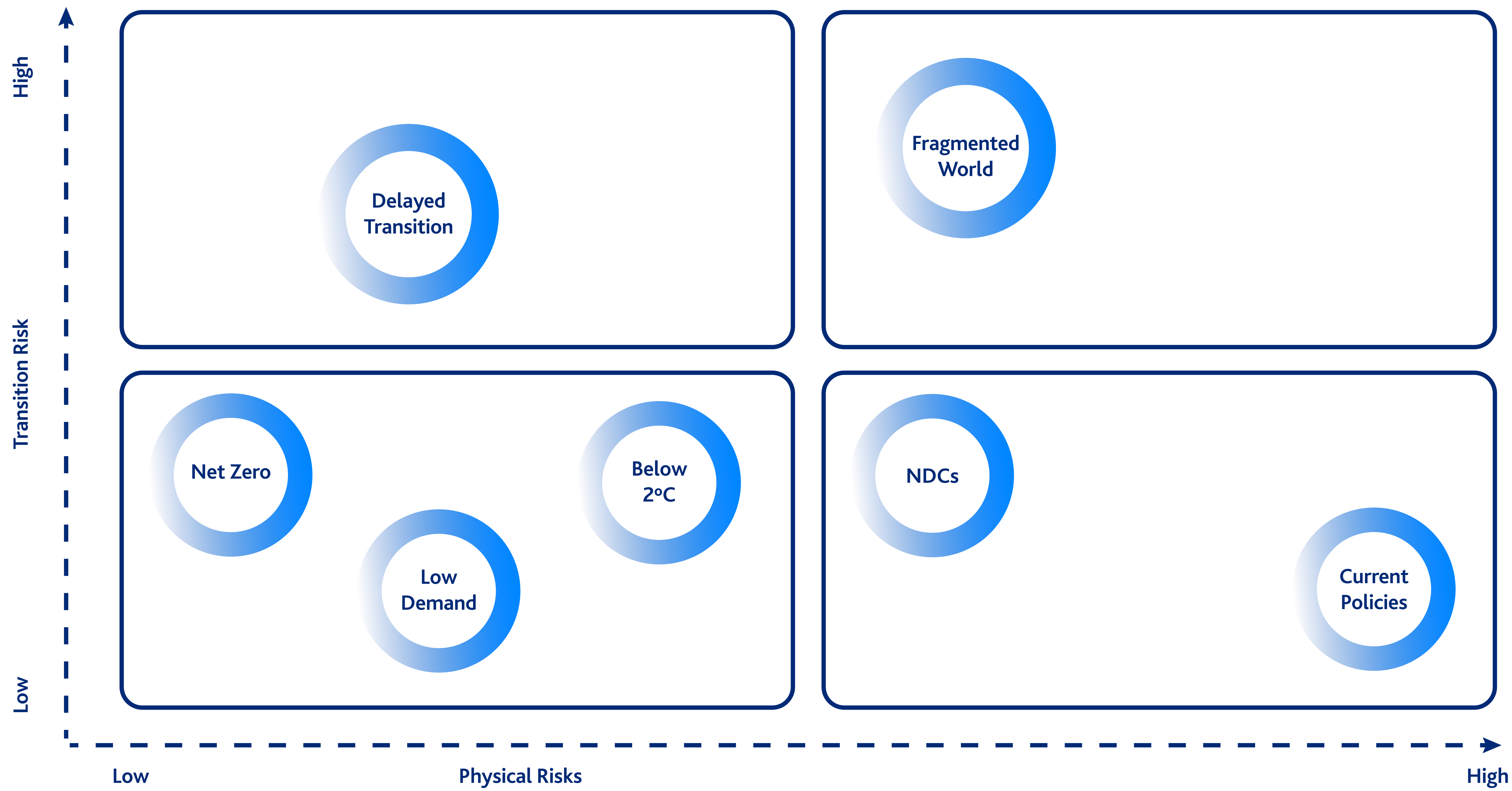
The climate risk stress testing and scenario analysis exercise provides valuable insights into portfolio vulnerabilities and resilience. By integrating climate considerations into its risk management approach, ADIB is enhancing its ability to preserve value while supporting the transition to a more sustainable economy.

SCENARIOS CONSIDERED

The **Network for Greening the Financial System (NGFS)** scenarios datasets are used by the bank for the Internal climate stress testing. The NGFS scenarios explore a set of climate futures aligned to different combinations of transition and physical risk and are consistent with the NGFS framework published in its First Comprehensive Report.

These scenarios include:

		Policy Ambition	Policy Reaction	Technology Change	Carbon Dioxide Removal	Regional Policy Variation
Disorderly	**Delayed Transition** assumes no additional climate policies are implemented until 2030. Strong policies are then needed to limit warming to below 2 °C. Negative emissions are limited.	1.7°C	Delayed	Slow/Fast change	Low -medium use	High variation
Orderly	**Net Zero 2050** limits global warming to 1.5° C through stringent climate policies and innovation, reaching global net zero CO2 emissions around 2050.	1.4°C	Immediate & smooth	Fast change	medium -high use	Medium variation
Orderly	**Low Demand** assumes that significant behavioral changes – reducing energy demand – in addition to (shadow) carbon price and technology induced efforts, would mitigate pressure on the economy to reach global net zero CO2 emissions around 2050.	1.1°C	Immediate & smooth	Fast change	medium use	Medium variation
Orderly	**Below 2 °C** gradually increases the stringency of climate policies, giving a 67% chance of limiting global warming to below 2 °C.	1.8°C	Immediate & smooth	Moderate change	medium -high use	Low variation
Hot world house	**Nationally Determined Contributions (NDCs)** includes all pledged policies even if not yet backed up by implemented effective policies.	2.3°C	NDCs	Slow change	Low -medium use	Medium variation
Hot world house	**Current Policies** assumes that only currently implemented policies are preserved, leading to high physical risks.	3.0°C	None - current policies	Slow change	Low use	Low variation
Too-little to late	**The Fragmented World** assumes delayed and divergent climate policy ambition globally, leading to high physical and transition risks.	2.4°C	Delayed & Fragmented	1st slow then Fragmented	Low -medium use	High variation



In line with the Bank's Stress Testing Policy, the following three climate scenarios are considered for the purpose of this exercise:

- **Early Action:** Net Zero 2050, representing an orderly transition depicting impact of high transition risk and lower physical risk;
- **Late Action:** Delayed Transition, representing a disorderly transition depicting impact of elevated transition and physical risk; and
- **No Action:** Current Policies, representing a hot house world depicting higher physical risk and limited transition action.

CLIMATE SCENARIOS - ASSUMPTIONS

EARLY ACTION / NET ZERO 2050

- Transition starting before 2025
- Net-zero by 2050 with reduced physical risks
- Carbon taxes and other policies intensify relatively gradually.
- Global warming is limited to 1.8°C.
- No overall impact on GDP growth due to productivity increase in later stages compensating for transition costs in early stages.

LATE ACTION / DELAYED TRANSITION

- Transition starting in 2031
- Net-zero by 2050 with reduced physical risks
- Compressed reduction in emission resulting in short-term economic disruption.
- Economic impact concentrated in carbon-intensive sectors
- Sharp declines in GDP with knock on effects on employment, demand and risk premia.

NO ACTION / CURRENT POLICIES

- Net-zero not achieved.
- Increase in global temperatures of more than 3°C
- Focus on physical risks.
- Chronic changes in precipitation, ecosystems and sea-level. Rise in the frequency and severity of extreme events.
- Global GDP growth is permanently lower and macroeconomic uncertainty increases. Effects expected increase in the future.

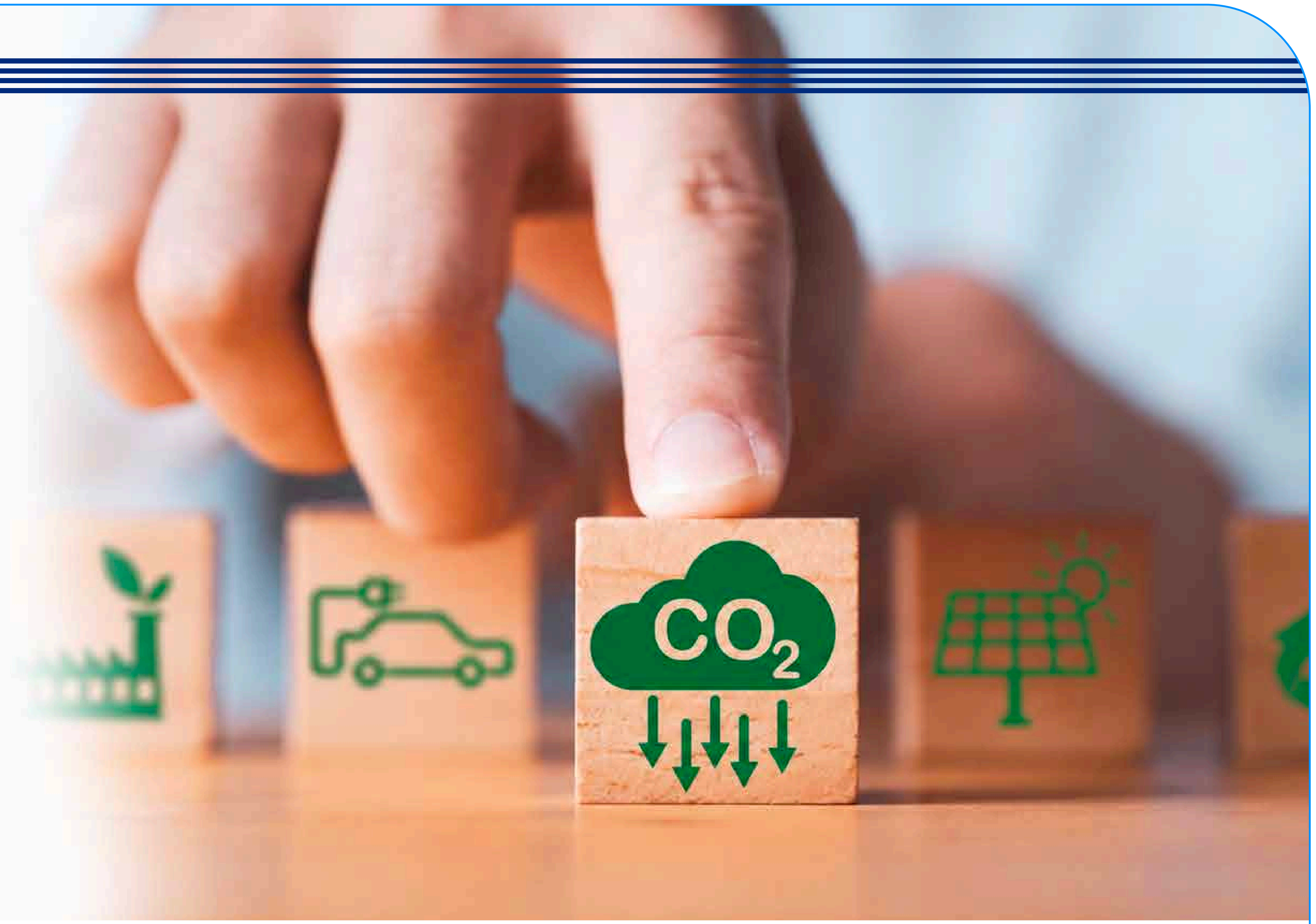
CLIMATE SCENARIOS - NARRATIVES

	Physical Risks	Transition Risk			
Scenario	Policy ambition	Policy reaction	Technology change	CO_2 removal	Regional variation
Net Zero 2050	1.5ºC	Immediate and smooth	Fast Change	Medium use	Medium
Delayed transition	1.8ºC	Delayed	Slow/Fast Change	Low use	High
Current policies	3ºC +	None - current policies	Slow Change	Low use	Low

Macro-financial severity

- Low
- Medium
- High

MANAGEMENT AND MONITORING



OVERSIGHT OF CLIMATE-RELATED RISK

Climate-related risks at ADIB are actively monitored and managed through integrated risk management processes, in line with CBUAE expectations for ongoing risk oversight. The Bank employs a combination of quantitative metrics and portfolio-level analysis to track exposures to ESG risks across key sectors. These risks are regularly reviewed against defined risk appetite thresholds. Management actions are supported by periodic reporting, escalation mechanisms in case of breach, and scenario analysis outputs, ensuring timely identification of emerging risks and enabling proactive mitigation strategies.

FUTURE ROADMAP

ADIB recognizes that climate risk management is an evolving discipline requiring continuous enhancement in line with emerging regulatory expectations and industry best practices. In this context, the bank has undertaken improvements, including strengthening data granularity (e.g., geolocation and collateral-level data for real estate exposures), expanding the scope of scenario analysis, and adopting hybrid stress testing methodologies that combine top-down systemic impacts with bottom-up portfolio-level assessments. These efforts have enhanced the Bank's ability to quantify climate risk impacts on credit portfolios and improve risk monitoring and reporting. Looking ahead, the bank's future development roadmap focuses on further enhancement of modelling capabilities, improvements in data quality and coverage , and expanding scenario analysis enabling a more forward-looking and risk-sensitive assessment of exposures.

REGULATORY UPDATES

In parallel, in line with the new CBUAE regulatory requirements introduced in 2025–2026, the Bank is driving additional enhancements, including more formalized climate risk governance, increased use of quantitative metrics and risk appetite limits, expanded stress testing horizons, and deeper integration into ICAAP and Pillar II processes.

Therefore, the Bank is implementing enhanced processes, controls, and reporting frameworks, ensuring full alignment with regulatory expectations and strengthening its ability to identify, measure, manage, and mitigate climate-related risks while capturing emerging opportunities.

PROCUREMENT

ADIB's procurement activities are guided by a comprehensive framework that upholds integrity, fairness, and accountability across all sourcing processes. Given that a significant proportion of the Bank's expenditure is service-related, we place strong emphasis on integrating sustainability considerations and risk awareness throughout the procurement lifecycle.

PROCUREMENT FRAMEWORK

Procurement activities are centrally governed by the Strategic Vendor Management Department, which is responsible for the oversight, implementation, and enforcement of sourcing policies, supplier engagement standards, and onboarding protocols. The Procurement Policy Manual establishes clear control requirements relating to ethical conduct, professional standards, and risk management, and applies uniformly to all ADIB employees, contractors, and consultants engaged in third party procurement activities.

ENGAGING WITH OUR SUPPLIERS

Prior to formal engagement, all prospective suppliers are subject to due diligence and screening by ADIB's Group Procurement function, ensuring that no commercial arrangements are entered into without appropriate review and approval. Suppliers are required to complete a controlled digital onboarding process via the Bank's vendor registration platform, including formal acceptance of ADIB's Supplier Onboarding Terms & Conditions and adherence to the Bank's Code of Conduct.

Procurement processes are further governed by strict compliance with applicable UAE labour laws and regulatory requirements. ADIB maintains a zero tolerance approach to unethical practices and does not knowingly engage with suppliers implicated in activities such as modern slavery or human trafficking. A risk based framework underpins supplier assessment and due diligence, with ongoing performance monitoring implemented to ensure sustained alignment with ADIB's ethical standards and effective management of sustainability risks across the supply chain.

Structured processes, controls, and digital tools are consistently applied to oversee supplier management, enabling enhanced transparency, accountability, and risk mitigation. This approach also supports the prioritisation of local procurement, with a proactive focus on sourcing goods and services from local suppliers wherever feasible.

SUPPORTING LOCAL SUPPLIERS

We remain committed to supporting the national economy through the prioritisation of partnerships with local suppliers. This strategic focus enhances local capabilities, supports job creation, and contributes to the development of a resilient and sustainable business environment. In line with this approach, ADIB actively seeks opportunities to source goods and services domestically.

The following local procurement data reflects our continued commitment to advancing local supplier participation and aligning our procurement practices with the UAE's national development objectives.

Parameters	2023	2024	2025
Total number of suppliers engaged	458	490	539
Total number of local suppliers engaged	381	403	460
Total number of SME suppliers engaged	179	220	238
Total number of women-owned suppliers engaged	21	20	23
Total procurement spending (AED mn)	793.29	1190	1,100
Procurement spending on local suppliers (AED mn)	696.4	890	1,000
Spending on local suppliers (%)	87.78	74.79	92.37
Number of suppliers assessed against sourcing code of conduct	458	495	539

OUR PEOPLE

A key lever in our sustainable journey

OUR PEOPLE: OUR KEY LEVER IN OUR SUSTAINABLE JOURNEY

Our people are central to ADIB's strategy and long-term success. Our diverse workforce reflects our commitment to inclusion, mutual respect, and equal opportunity. Grounded in Shari'a principles, we are committed to fostering a workplace where every employee is treated with dignity, feels valued, and is empowered to succeed, regardless of nationality, gender, age, religion, or ability. We have diversity course in our training programs to ensure smooth implementation. Our people strategy prioritizes employee wellbeing, continuous learning and development and engagement, and the cultivation of future-ready capabilities to enable our workforce to thrive in an increasingly digital and evolving environment. In order to ensure efficient implementation, we measure our employee engagement through an annual satisfaction survey and communicate on results to ensure consistent alignment.

DIVERSITY AND INCLUSION

Diversity and inclusion is central to ADIB's ability to foster a motivated and high performing workforce. Through a clear set of policies (Diversity, Code of Conduct notably) and a sustained commitment to fairness and equal opportunity, ADIB reinforces a respectful workplace culture where employees feel valued, supported, and empowered to contribute.

Diversity and inclusion remains key to ADIB's identity and underpin our ability to effectively serve a broad and diverse customer base. With employees representing more than 50 nationalities, we value the wide range of perspectives and experiences that each individual contributes to the organisation. This diversity supports innovation, strengthens our culture, and enables more informed and balanced decision-making.

ADIB is committed to fair treatment and equal opportunity for all employees across the organisation. Discrimination in any form—including on the basis of nationality, gender, religion, ethnic origin, disability, or age—is strictly prohibited. The Employee Code of Conduct defines the standards of behaviour expected of all employees and provides guidance on maintaining a respectful and inclusive workplace. In addition, the Employee Code of Conduct, the Anti-Bullying and Harassment Policy, and the Diversity and Inclusion Policy collectively set out clear expectations for respectful, fair, and non-discriminatory conduct. Our whistle blowing policy allows any employee to report anonymously and in total confidentiality behavior that deviates from our policy and work ethics.

GENDER DIVERSITY

Our Diversity and Inclusion Policy remains a cornerstone of ADIB's people strategy. In 2025, women represented 44% of the Bank's total workforce, reflecting our continued commitment to inclusive career development and to broadening opportunities for women across the organisation. Women also comprised 76% of Emirati employees and 14% of the Board of Directors, demonstrating ongoing progress in strengthening gender representation at both operational and governance levels.

To support the advancement of women, ADIB continues to deliver targeted leadership development programmes, including Tamkeen and Qiyadat, which are designed to prepare high-potential female talent for senior and leadership positions. These programmes are complemented by a comprehensive range of family-friendly benefits—such as maternity leave, dependent allowances, and medical coverage for children and spouses—reinforcing our commitment to employee wellbeing and work–life balance.

ADIB remains committed to maintaining a fair, inclusive, and equitable workplace and has implemented measures to attract and recruit talent from diverse candidate pools. In 2025, all employees completed mandatory annual Diversity and Inclusion (D&I) training, supported by structured storytelling sessions and expert-led workshops to further embed inclusive behaviours and awareness. Our recruitment practices are aligned with the principles set out in our Diversity and Inclusion Policy, supporting balanced candidate shortlists and merit-based selection.

EQUAL PAY

ADIB remains firmly committed to fostering a workplace underpinned by equity and fairness. In accordance with this commitment, the Bank upholds the principle of equal pay for equal work, with remuneration frameworks determined by role responsibilities and managerial levels, irrespective of gender. In addition, ADIB has commenced engagement with relevant government-led initiatives to further promote and strengthen equal pay practices. our median gender pay gap (fixed salary) has slightly improved and we are continuously trying to reduce the gap.

Data	2023	2024	2025
Median gender pay gap (ratio men : women)	1.27:1	1.27:1	1.26:1

EMIRATISATION

ADIB remains committed to supporting the UAE's long-term economic ambitions and human capital development priorities. In alignment with the UAE's Vision 2030 objectives and the national Emiratization agenda, the attraction, development, and advancement of Emirati talent continues to be a strategic priority for the Bank.

Emirati nationals represent 49% of ADIB's workforce, positioning the Bank among the leading institutions in the UAE banking sector in advancing Emiratization. Notably, women comprise 76% of ADIB's Emirati workforce, reflecting continued progress in strengthening female participation in the financial services sector. In addition, UAE nationals currently hold 20% of senior leadership positions, underscoring ADIB's focus on building a sustainable leadership pipeline and enabling national talent progression at all levels of the organisation.

In 2025, UAE nationals accounted for 37.6% of employees under the age of 30, reflecting ADIB's sustained emphasis on attracting and developing young Emirati professionals and graduates, and strengthening a future-ready workforce that supports innovation and organisational excellence.

EMIRATIZATION RATE:	49%
FEMALE PERCENTAGE IN NATIONALS %:	76%
% SENIOR MANAGEMENT POSITIONS:	20%
% OF ADIB STAFF THAT ARE EMIRATIS UNDER 30	37.6%
NATIONALS AMONG FTE IN NUMBER:	1221
NATIONALS FEMALE FTE:	926
NATIONALS MALE FTE:	295

To further accelerate the professional development and progression of Emirati talent, ADIB implements targeted graduate traineeship programmes that include structured mentoring, exposure to strategic and cross-functional initiatives, and dedicated leadership development pathways. These efforts have supported the appointment of Emirati employees to key roles across the Bank.

Further demonstrating this commitment, ADIB participated in Tawdheef x Zaheb 2025 as a Platinum Sponsor, reinforcing the Bank's role in supporting national talent development and contributing to the development of the next generation of Emirati leaders within the UAE banking sector.

POD

In 2025, all ADIB employees completed disability awareness training, supporting the continued development of an inclusive workplace and reinforcing respectful and supportive behaviours toward colleagues with diverse needs. ADIB remains committed to advancing a diverse, accessible, and equitable work environment, including the active recruitment and integration of employees with physical disabilities across multiple departments and functions. The Bank's recruitment and talent management practices are based on equal opportunity and merit, with assessment criteria focused on skills, capabilities, and potential. To enable accessibility and inclusion, ADIB continues to enhance its physical premises and digital platforms to ensure that offices, facilities, and systems are accessible. In addition, inclusive leadership training is delivered on a regular basis to strengthen accountability and embed inclusive practices throughout the organisation.

ADIB's partnership with The Butterfly supports a more comprehensive understanding of People of Determination and informs the development of targeted initiatives and resources. This collaboration contributes to the creation of partnership value through improved awareness, strengthened inclusive capability, and enhanced accessibility for employees and stakeholders.

TRAINING AND DEVELOPMENT

At ADIB, we recognize that our people are the cornerstone of our sustained performance and long-term success, and in 2025 we have kept strengthening our commitment to human capital by aligning our initiatives with the ADIB 2035 Vision and broader sustainability objectives. Guided by our publicly disclosed Learning & Development Policy, our integrated approach to talent development—covering training, career progression, succession planning, employee engagement, and performance management—continues to foster a skilled, future-ready, and innovation-driven workforce aligned with our strategic priorities.

IN 2025, ADIB DELIVERED

308,406

HOURS OF TRAINING ACROSS THE ORGANIZATION.

TRAINING	2024	2025
Total training delivered in alignment with Islamic principles (Hours)	271,305	308,406
Percentage of employees formally trained on information security, data privacy and protection (%)	100%	97%
Percentage of workforce formally trained on the anti-corruption/bribery policy (%)	97%	96%
Number of employees who completed health, safety, and wellbeing training	3,972	1,612

Management	50 hrs/ employee
Non-Management	82 hrs/ employee
Permanent Male Employee	36 hrs/ employee
Permanent Female Employee	75 hrs/ employee

DIGITALIZATION OF OUR LEARNING AND TRAINING APPROACH

In 2025, we continued to operationalize and scale our digital learning ecosystem, embedding advanced e-learning platforms that enable seamless, on-demand access to training across the organization. Through the continuous enhancement of our Learning Management System—delivering highly personalized learning journeys with over 90% of content tailored to individual needs, and enriched through gamified modules, interactive formats, and strategic partnerships with Oracle and LinkedIn—we are institutionalizing engaging, outcomes-driven learning practices. This digital-first approach, combined with the structured rollout of a blended learning model integrating in-person and virtual delivery, is systematically expanding training reach, reinforcing a culture of continuous development, and empowering employees to proactively manage their professional growth alongside evolving business demands.

PARTNERSHIP IN LEARNING AND DEVELOPMENT

Alongside ADIB's internal training framework, we have systematically strengthened our leadership development capabilities through structured partnerships with leading institutions such as the Emirates Institute of Finance (EIF) and Harvard Business. We also continue to facilitate access to professional certifications and chartered qualifications from globally recognized bodies, reinforcing a culture of continuous professional advancement and enhancing the strategic and leadership capabilities of our management teams. This certification program is open to part time and contractors too.

Our training ecosystem—encompassing orientation, cybersecurity, fraud and risk, and ESG programs—is delivered through a structured and continuously evolving approach, underpinned by individualized career development plans for all employees, each with clearly defined learning indicators aligned to both personal aspirations and the Bank's strategic priorities. This integrated and implementation-driven approach ensures the systematic development of critical capabilities, supporting long-term organizational resilience while enabling employees to progress in line with evolving business needs.

TRAINING BY LEVEL

	2024	2025
Senior management training (Hours)	15,330	9,492
Middle management training (Hours)	90,810	91,091
Non-management employees training (Hours)	183,267	207,648

TRAINING BY GENDER

	2024	2025
Male employees training hours	194,964	180,291
Female employees training hours	94,443	127,940

WOMEN IN WORKFORCE	Percentage
Women in total workforce	44%
Women national FTE	76%
Women in Board of Directors	14%
Women percentage in new hires	66%

SKILLS AND KNOWLEDGE DEVELOPMENT PROCESS:

A pathway for talent

We have a competencies framework and formal competencies assessment process part of the mid-year and year-end performance review to identify gaps and recommending courses to allow bridging gaps and support talent development.

We analyze learning needs annually to identify current and future learning needs and offering leaning and development programs in partnership with local and international providers and encourage our employees complete 5 days annually to ensure our employees are future ready.

This approach is aligned with leading practices adopted by top organizations and government entities. We conduct periodic competency assessments across a comprehensive framework covering technical, behavioral, and leadership capabilities.
The framework is benchmarked against leading institutions in the region and is considered advanced, as it is structured around three core pillars: technical, leadership, and behavioral competencies. These pillars are integrated into our succession planning and talent pipeline framework and are formally evaluated as part of the annual performance review, with an assigned weighting.

Based on the annual competency gap analysis, targeted training and development programs are implemented to upskill internal talent and strengthen the leadership pipeline.

PERFORMANCE AND OUR FOCUS TALENT PIPELINE

ADIB's career management system continues to be an important part of our talent development strategy. The system integrates strategic KPIs with individual development needs, creating clear pathways for advancement within the organization. ADIB's Performance Management System consists of three key cycles: goal setting, mid-year evaluation, and year-end evaluation. Our appraisal system is based on evaluating staff based on the balanced score card of employees, which incorporates the Bank's performance and a management by objectives system against individual KPIs. Where relevant, we have also introduced team-based appraisals. In the current year 100% of the employees have undergone a performance and career development review.

We have a dedicated Talent pipeline called High Potential (HIPO) identification process to systematically build a robust pipeline of future leaders, with all identified talent enrolled in accelerated and tailored development programs designed to fast-track their growth. In parallel, our succession planning framework places a strong emphasis on developing Emirati talent for leadership roles, supporting our Emiratization objectives while promoting diverse perspectives in decision-making positions; in 2025, these efforts translated into a significant number of Emirati employees being advanced into roles of increased responsibility

FOCUS ON YEARLY PERFORMANCE APPRAISALS AND FEEDBACK PROCESSES

ADIB has a formal and transparent performance appraisal system which applies to all employees

The performance appraisal process is implemented as a structured annual cycle, beginning with goal setting aligned to organizational priorities and progressing through mid-year and year-end evaluations. Throughout the year, employees and managers engage in continuous feedback, supported by formal self-assessments and structured review discussions to assess performance, identify development needs, and ensure ongoing alignment.

The process is systematically executed through defined steps: employee self-evaluation; confirmation by the Line Manager that the review discussion has taken place; employee acknowledgment of the review; a managerial validation cascade across Line Manager, Second Line Manager, and Group Head; followed by employee acknowledgment of final feedback and formal closure.

A formal grievance mechanism is embedded within the process, enabling employees to escalate concerns for independent review, ensuring transparency, fairness, and adherence to established policies.

FOCUS ON GRADUATE TRAINEESHIP AND APPRENTICESHIP

Graduate and apprenticeship programs are key to ADIB as it creates a structured entry point for early-career talent, enabling ADIB to systematically develop future leaders from within. This reduces reliance on external hiring and ensures a consistent pipeline of skills aligned with the Bank's long-term strategic priorities (e.g., digital, ESG, risk).

ADIB has a Students Internship Policy in place that provides structured training opportunities for students based on their willingness to learn and ability to add value to the organization and their academic studies. Intern performance, attendance, and conduct are closely monitored by assigned employees. Interns are excluded from handling transactions, records, or confidential customer and bank information.

DURING 2025, ADIB TRAINED
60 STUDENTS
UNDER THIS PROGRAM.

WELLBEING

At ADIB, we place a strong emphasis on the health, wellbeing, and resilience of our people. Recognising that employees are central to our continued success, we are committed to fostering a workplace culture that supports physical, emotional, and financial wellbeing. This commitment is embedded in our policies and reflected in a comprehensive range of wellbeing initiatives designed to ensure our people feel valued, supported, and empowered.

All full-time employees benefit from comprehensive medical insurance coverage, including support for a wide range of medical conditions, annual health check-ups, and mental health services. In addition, we deliver regular awareness campaigns to encourage healthy lifestyles and promote wellbeing across the workforce.

To further support work–life balance, ADIB has introduced progressive workplace practices, including a four-and-a-half-day working week and flexible working hours, with remote working options also available where appropriate.

ADIB provides a broad range of lifestyle and leisure benefits to enhance employees satisfaction. All our non pay benefits cover all our employees and several aspects of their life

- **Health and wellbeing:** gym/ sport training/ formula 1 packages, life insurance staff and family cover
- **Social and Spiritual:** ramadan iftar offers, Umra trip, Eid road show, Adha Eid
- **Education and knowledge support:** Benefits and scholarships to ADIB who are looking forward to completing their undergraduate and postgraduate studies either for themselves or for their family members

HEALTH AND SAFETY

At ADIB, we are committed to providing a safe, healthy, and secure working environment for all employees. Our Occupational Health and Safety (OHS) management system is certified to ISO 45001, demonstrating alignment with internationally recognised best practice. The system is also aligned with the Occupational Safety & Health Abu Dhabi (OSHAD) regulatory framework and is supported by our publicly disclosed Health & Safety Policy Statement.

In 2025, ADIB further strengthened its safety culture through proactive risk management and targeted capability-building initiatives. During the year, 1612 employees completed specialised occupational health and safety training, with a particular focus on first aid, emergency preparedness, and fire safety.

In addition, we launched the ADIB Health & Safety Awareness Online Training module through the ADIB Online Training Academy to enhance accessibility, ensure consistent application of safety standards, and support continuous learning across the organisation.

We are pleased to report that there were zero work-related fatalities or serious injuries in 2025. Any minor incidents were managed promptly by on-site medical teams, with immediate care provided to affected employees. Root-cause analyses were completed to strengthen preventive measures, mitigate future risks, and continuously improve our safety management practices.

ADIB remains dedicated to fostering a culture in which employee safety and wellbeing are paramount, ensuring that all team members can thrive in a secure, supportive, and resilient workplace.

EMPLOYEE SATISFACTION AND GRIEVANCE MECHANISMS

ADIB, we aim to cultivate a culture of engagement, inclusion, and continuous improvement by actively listening to our employees and responding to their needs. In 2025, we further strengthened our focus on employee satisfaction through targeted initiatives, including a Bank-wide employee survey designed to assess remuneration competitiveness, benefits effectiveness, and overall satisfaction levels.

The findings from the survey informed the development of an updated salary scale and a review of our rewards policies to ensure continued alignment with evolving regulatory requirements and labour laws. These actions also enabled us to identify and begin addressing gender-related pay gaps, reinforcing our commitment to equity and transparency.

Grievances Cases	2024	2025
Number of grievances filed	80	41
Number of these grievance addressed or resolved	73	41

EMPLOYEE TURNOVER

Employee turnover is a key indicator of the Bank's ability to engage, support, and retain employees across all levels of the organisation. By analysing turnover trends by job grade and gender, we gain insights that inform targeted actions to strengthen the employee experience. The table below presents this analysis, highlighting variations across roles and between male and female employees.

In 2025, ADIB recorded meaningful progress, achieving a 16.9% reduction in employeeturnover, with current turnover sitting at 8.31%. This improvement reflects the sustained impact of our focus on employee wellbeing, an inclusive and engaging culture, and continued investment in capability development. These efforts contribute to greater workforce stability and support ADIB's positioning as an employer of choice. Total employee turnover for the year—including both voluntary and involuntary exits—was 8.3%.

Note: This remains within our expected range for the sector and reflects a stable workforce profile.

STAFF DEMOGRAPHICS

	<30 years	30- 50 years	>50 years
Top Management	–	1	9
Senior Management	–	175	80
Middle Management	45	870	160
Junior Management	489	616	1

REPRESENTATIONS AT LEVELS OF MANAGEMENT

	MALE	FEMALE
Top Management	8	2
Senior Management	229	26
Middle Management	827	248
Junior Management	337	819

TURNOVER BY GRADE AND GENDER

	MALE	FEMALE
Senior Management	23	1
Middle Management	65	25
Junior Management	35	78

NEW HIRES BY AGE

	<30 years	30- 50 years	>50 years
Senior Management	–	24	2
Middle Management	16	118	5
Junior Management	245	66	–

TURNOVER BY GRADE AND AGE

	<30 years	30- 50 years	>50 years
Senior Management	–	17	7
Middle Management	10	74	6
Junior Management	63	48	2

NEW HIRES BY GENDER

	MALE	FEMALE
Senior Management	22	4
Middle Management	101	38
Junior Management	38	273

Collective Bargain and Freedom of Association

While collective bargaining and trade union representation are not legally permitted under UAE labour laws, ADIB adheres to applicable legislation across all jurisdictions in which we operate. We remain committed to upholding open and constructive channels of communication between employees and management

EMPLOYEE TURNOVER: 8.31%

OUR CLIENTS AND OUR COMMUNITY

OUR CLIENTS AND OUR COMMUNITY

At Abu Dhabi Islamic Bank (ADIB), our relationship with customers and the communities we serve is rooted in our Shari'a compliant banking model, which emphasizes ethical conduct, shared prosperity, and social responsibility. Guided by the principles of fairness, transparency, and mutual benefit, we aim to create sustainable value by aligning the Bank's growth with the financial wellbeing of our customers and the broader development of the communities in which we operate. Our sustainability strategy perfectly fits in that deep and long terms oriented relations. Through responsible financing and client centric approach, inclusive access to financial services, and active community engagement, ADIB seeks to support economic resilience while contributing positively to societal advancement. This interconnected approach reflects our conviction that long term success is achieved when the interests of the Bank, its customers, and society are advanced together in accordance with Islamic values.

OUR CLIENTS

At ADIB, delivering an outstanding customer experience is anchored in our commitment to transparency, inclusivity, and fairness. We currently serve more than 2 million customers, welcoming 283,000 new customers in 2025 (against 216 000 in 2024), of whom over 70% were onboarded through our digital channels. With +90% of our customer base now digitally active, this reflects our sustained investment in innovative, Shari'a compliant digital solutions designed to meet the evolving and diverse needs of our customers.

It is key for ADIB to cover points of reach and to balance our digitization program with our branches. We have increased the number branches and our digital onboarding.

OUR PROMISE

To be a lifelong partner for customers, colleagues and communities. Living on this promise, we will: treat our customers with respect, courtesy and professionalism Shari'a inspired and compliant in all our products and services Provide customers with easy and convenient banking round-the-clock Understand customers' financial needs and offer them customized financial solutions. Be transparent about our products, services and charges. Ensure timely response to all request and inquires Keep customers' personal and financial information confidential Collect and respond to their feedback and suggestions in a timely manner.

NEW CUSTOMERS IN 2025: 283 000
CUSTOMER FINANCING REACHED AED 71 BILLION
+ 60 BRANCHES ACROSS THE UAE (+70 IN EGYPT)
NUMBER OF SMES CUSTOMER 63,500

8 MAJLIS ACROSS 5 CITIES A KEY OPERATION FOR ADIB

At ADIB, the Customer Majlis reflects our culture of open dialogue and mutual respect, enabling direct engagement between customers and senior leadership. Guided by our customers' vision, this ongoing dialogue inspires continuous improvement and reinforces our commitment to delivering distinctive, customer centric Islamic banking solutions.

COMPLAIN PROCEDURE AND OMBUDSMAN MECHANISM

Complaints figures an escalation process and an independent ombusdman Oversight of complaint is oversight at board level. Ombudsman scheme (escalation process).

ADIB has established a Customer Complaints Charter, supported by a robust and independent complaints handling framework, to ensure high service standards and drive continuous improvement. All customer's feedbacks are treated with the utmost importance and systematically assessed using Root Cause Analysis to identify underlying issues and implement corrective actions. Customers can raise complaints through multiple accessible channels, supported by timely acknowledgement, transparent communication, and defined resolution timelines to ensure concerns are addressed efficiently and fairly.

To further enhance transparency and fairness, ADIB has implemented a formal escalation mechanism for customers who remain dissatisfied with the resolution process. This mechanism enables customers to escalate their concerns to ADIB senior management, starting with the Head of the Complaints Resolution Unit and, if required, the Group Chief Customer Officer.

Customers are also informed of their rights to approach the UAE's independent ombudsman unit "Sanadak" which impartially reviews complaints and facilitates dispute resolution between customers and financial institutions.

For more information, please refer to the Customer Complaints Service Charter.
All customer complaints received in 2025 were resolved

CUSTOMER FINANCIAL PROTECTION RIGHTS

A structured and mandatory training on customer protection is delivered via our HR learning system, applicable to all ADIB full-time employees and outsourced staff.

Periodic communications circulated to sales and customer-facing teams, including guidance on key Do's and Don'ts, as well as refresher messages addressing recurring misconduct themes identified through complaint analysis or the Quality Call Back process.

Customer Complaints received in 2025:

Year	Resolution	Number of Complaints vs. Customer Base
2024	85%	0.53%
2025	93%	0.54%

ADIB DIGITAL PLATFORM

CUSTOMER EXCELLENCE IN ADIB

The Customer Excellence Group plays a central role in embedding customer centric practices across the organization. The Group is structured around three core functions—Customer Experience, Complaints, and Customer Protection Rights—all of which report to the Group Customer Officer, who in turn reports directly to the Group Chief Executive Officer. Overall accountability for complaints management rests with the Chief Customer Officer, ensuring that customer concerns are addressed in a timely, effective, and consistent manner.

The Customer Experience function focuses on capturing the voice of the customer and continuously enhancing service delivery through targeted initiatives. It also plays a critical role in the product development and launch process, providing final customer focused feedback prior to campaign activation to ensure customer perspectives are fully embedded in new offerings. The Complaints and Customer Protection Rights function is responsible for managing customer complaints and safeguarding customer rights, in line with the requirements of ISO 10002:2018 and ISO 10004:2018, which guide the Bank's complaints handling, customer feedback, and service monitoring practices.

ADIB's commitment to quality management and service excellence is further evidenced by its ICXS certification, reflecting adherence to internationally recognized customer experience standards. During the year, the Bank achieved a global customer satisfaction score of 95%. Complaints and service excellence KPIs are reviewed by the Group CEO on a monthly basis at the Service Council, where Group Heads present performance outcomes. These reviews reinforce accountability, support continuous improvement, and ensure the consistent delivery of best in class services aligned with customer expectations.

INNOVATION AND CUSTOMER INNOVATION

NPS:
#1 IN RETAIL BANKING IN THE UAE

- we have a state of the art survey platform to push NPS surveys to our customers. We push both transactional and relationship NPS surveys (total of 45 different types of surveys). All results are reflected on Power BI realtime dashboard allowing trend analysis.
- We have comprehensive Voice of Customer framework (VoC 360) which includes the following: Surveys, 3rd party studies, Mystery Shopper, Customer Majlis, Social Media Monitoring (including google and app reviews).
- We have expanded our surveys to include mobile app transactions and call center calls, Launching NPS live Dashboard, Launching Suggestion Module on New CRM
- Anything related to access finance (alternative branchless distribution channels targeting underserved demographics +reach of financial services like self service/alternative distribution channels)

We also aim at providing a consistent level of services across our operations, clients and areas and always aim at targeting specific demographics

TARGETING SPECIFIC DEMOGRAPHICS AND AREAS:

BUSINESS CASE 1: WOMEN ENTREPRENEURSHIP

Women entrepreneurship: Collaboration with IFZA for International Women's Day targeting women entrepreneurs (Women entrepreneurs with new or existing businesses licenses issued by IFZA)

As part of ADIB's ongoing commitment to supporting inclusive economic growth and empowering women in business, the Bank collaborated with IFZA to deliver a dedicated International Women's Day initiative focused on women entrepreneurs. The initiative targeted female business owners with newly issued or existing business licences through IFZA, creating an opportunity to engage directly with women-led enterprises at different stages of their entrepreneurial journey.

Through this collaboration, ADIB sought to strengthen its engagement with women entrepreneurs by raising awareness of the financial products, banking services, and advisory support available to help them establish, manage, and grow their businesses. The initiative also served as a platform to recognize the important role that women-owned businesses play in contributing to innovation, job creation, and the broader SME ecosystem in the UAE.

By partnering with IFZA, ADIB was able to reach a focused segment of women entrepreneurs operating within a dynamic business licensing environment, including both newly established ventures and existing companies seeking to expand their operations. The initiative reflected ADIB's broader ambition to support entrepreneurship, promote financial inclusion, and enable women-led businesses to access the tools and resources required for long-term success.

BUSINESS CASE 2: SERVICES COVERAGE

Expanding ATM locations in underserved areas strengthens ADIB's ability to improve access to finance for communities with limited proximity to formal banking services. By placing ATMs closer to where underserved customers live and work, ADIB can reduce practical barriers such as travel time, transportation costs, and reliance on branch access, enabling more convenient access to essential services including cash withdrawals, deposits, transfers, balance enquiries, and other account-related transactions.

This supports greater financial inclusion by helping underserved demographics—including workers, elderly individuals, small business owners, and residents of high-density or remote areas—participate more actively in the formal financial system. Improved ATM access can also support local economic activity by making everyday banking easier for individuals and small enterprises, reinforcing ADIB's role in expanding inclusive access to finance across the communities it serves.

Data	2023	2024	2025
Number of ATMs in low populated and economically disadvantaged areas	16	35	68

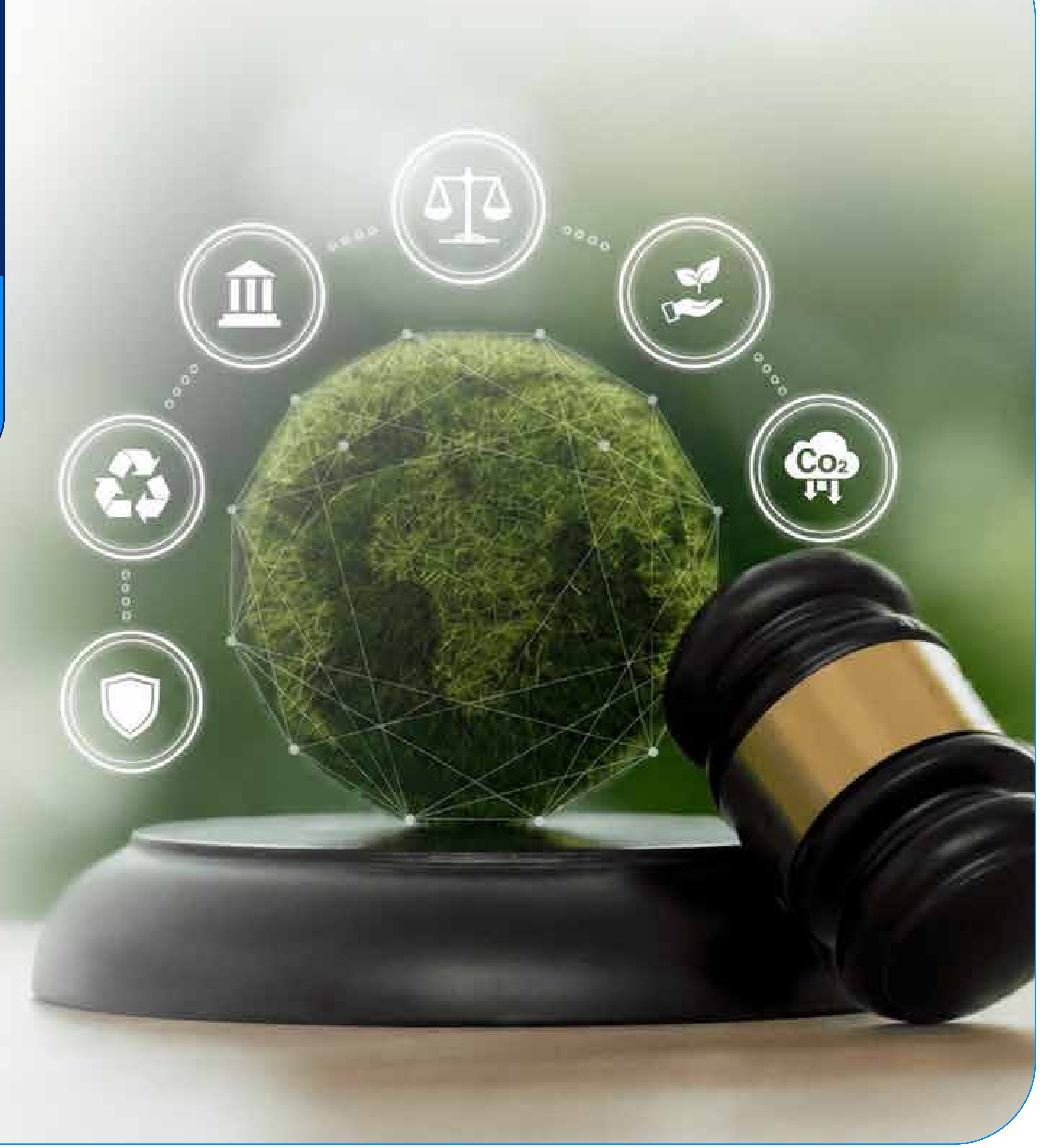
*(Low populated and economically disadvantaged areas include: Dibba, Ghayathi, Hayer, Hisn, Liwa, Madam, Mirfaa, Ruwais, Qidfaa, Silaa, Sweihan, Wagan, Yahar, Kalba, Khorfakkan, AlDhaid)

Debt Collection

Transparency with our customer is key to us and we communicate publicly on our Terms. In addition, all new agents from debt collection agencies assigned to process are trained and ongoing training is also provided for any changes to process and new regulations / requirements. All agents in debt collection agency are signing off on the code of conduct which in line with ADIB policy and highlighting transparency.

Personal Finance
General Terms and Conditions

ADIB | ADIB Etihad Guest Visa Infinite Card
Debt Management and Financial Healthcheck



Responsible Marketing Policy

ADIB places strong emphasis on responsible marketing as a core element of its operations, reflecting the Bank's commitment to ethical conduct and customer centricity. The ESG team reports to the Head of Marketing and as such responsible marketing and green washing is a risk the bank takes very seriously. The Responsible Marketing Policy ensures that all communications are aligned with internal policies, national regulations, industry best practices, and Shari'a principles, promoting fair, transparent, and customer focused engagement. The policy is implemented and overseen by the Strategic Communication and Marketing function in close coordination with the Customer Excellence teams, executive management, and business units across the Bank. **In addition, ALL employee receive a training on consumer protection.**

ADIB is committed to fair and non discriminatory treatment of all customers, providing clear, accurate, and unbiased information and offering products and services that are appropriate to customers' needs. The Bank also prioritizes the protection of customer data and privacy for legitimate business purposes, maintains effective mechanisms for managing customer complaints, and promotes financial awareness to support informed decision making and responsible financial behaviour.

LIFELONG PARTNER TO OUR COMMUNITY

Abu Dhabi Islamic Bank (ADIB) has maintained a consistent and long-standing commitment to the communities it serves. Guided by Shari'a principles and national priorities, our community engagement continues to evolve toward a more focused and purpose-driven model, with greater emphasis on implementation and accountability.

Strategic Approach:

ADIB's community engagement strategy is directly aligned with the Bank's Sustainability Framework and long-term vision. It is embedded within our 2035 strategic direction and guided by our values, ensuring that all initiatives contribute to responsible banking and sustainable development.

Our approach is designed to respond to evolving community needs while supporting UAE national priorities and global sustainability objectives. This alignment enables a structured and disciplined approach to community engagement, ensuring consistency, relevance, and long-term value creation.

Focus Areas:

ADIB's community footprint reflects a broad range of initiatives across social and environmental areas, focused on delivering meaningful and scalable impact. In 2025, the Bank implemented community initiatives aligned with national priorities and evolving community needs, reinforcing its role in supporting social development and overall well-being.

ADIB MAIN PILLARS:

- Culture and Heritage
- Community Development
- Sustainability

Our Approach:

ADIB adopts a structured and purpose-driven approach to community engagement, with a clear focus on planning, implementation, and measurable impact. Each initiative is evaluated to ensure alignment with the Bank's sustainability strategy and strategic priorities, relevance to identified community needs, and the ability to deliver tangible and lasting outcomes.

This approach is strengthened through collaboration with key national entities and community partners, enabling effective delivery and broader reach. As ADIB continues to expand its community footprint, there is an increased focus on strengthening governance, enhancing transparency, and developing more robust accountability and reporting mechanisms, ensuring that community initiatives are executed with greater discipline, consistency, and impact.

Volunteering:

ADIB promotes a culture of volunteering, recognising employee engagement as an important contributor to community impact. In 2025, the Bank placed greater emphasis on collaborating with partners to develop and deliver volunteering opportunities externally, enabling more structured and targeted initiatives aligned with community needs and national priorities. This approach supports more effective engagement while enhancing the quality and impact of volunteering programmes.

Community Investment

ADIB engages with local communities through a structured and delivery-focused approach built on partnerships with non-profit organisations and targeted community initiatives. This model ensures that all community investments are aligned with priority areas, responsive to actual needs, and supported by clear implementation pathways.

Our approach emphasises effectiveness and impact by selecting initiatives that contribute to sustainable community development and deliver measurable outcomes. ADIB maintains strong collaborations with key national entities, including the Emirates Red Crescent, the Faraj Fund, and the General Authority of Islamic Affairs & Endowments, ensuring that initiatives are locally relevant and well-executed. Through these partnerships, the Bank leverages established networks and expertise to enhance reach, strengthen implementation, and maximise the overall impact of its community efforts.

ADIB Communities Pillars

Culture and Heritage:

Focuses on promoting UAE culture, celebrating national values, and preserving Islamic traditions through cultural education, support for national institutions and charities, and active participation in heritage-driven events and initiatives.

- Holy Quran Tahbeer
- Emirati Women's Day
- MBR Initiatives
- General Women's Union
- National Day
- Islamic Affairs Zakat Endowment
- Flag Day

Sheikh Zayed Festival

Under its Culture and Heritage pillar, ADIB's participation in the Sheikh Zayed Festival reflects its commitment to preserving and promoting the UAE's rich cultural legacy. Through its interactive activation zone, the Bank actively engages the community in celebrating national traditions while supporting a key cultural platform. This initiative reinforces ADIB's role in fostering cultural awareness, strengthening community connection, and contributing to the continuity of Emirati heritage.

Focuses on acting as a long-term partner to the community by supporting its growth through financial education, youth and sports development, women empowerment, entrepreneurship initiatives, health-related programmes, inclusion of People of Determination, and humanitarian support.

- Faraj Fund
- Laborer Initiatives
- Blood donations
- POD Inclusion
- Maan
- Public Safety
- Financial education
- Gender Diversity Program
- Humanitarian activities
- Red Crescent
- Mass Wedding

Community Development through Mass Weddings

Under its Community Development pillar, ADIB's support of mass wedding initiatives reflects its commitment to strengthening social cohesion and family stability in the UAE. In partnership with the Ministry of Family and ICP, the Bank contributed to enabling over 100 Emirati nationals to begin their family life by easing financial pressures and supporting culturally significant traditions. This initiative demonstrates ADIB's role in fostering resilient communities, promoting inclusive social development, and contributing to long-term societal well-being.

Sustainability:

Focuses on aligning with the UAE's sustainability goals and Net Zero strategy by driving environmental initiatives, strengthening stakeholder engagement, integrating ESG and CSR into business practices, supporting sustainable finance, enhancing transparency, and building strategic partnerships and alliances.

- Environmental Conferences
- Planting Initiative
- GCFC
- WWF Family Day Partnership

WWF Family Day Partnership

Under its Sustainability pillar, ADIB's partnership with Emirates Nature–WWF reflects its commitment to advancing environmental stewardship and strengthening community understanding of local ecosystems. Through such collaborations, the Bank supports initiatives that contribute to biodiversity knowledge and promote the protection of natural habitats, reinforcing its role in fostering environmental responsibility and enabling more sustainable communities.

Employees participating in volunteering programs: **263**

Total volunteering hours: **618hrs**

Total community-related events **160+**

Financial Inclusion

Financial inclusion remains a core pillar of ADIB's community engagement approach and a key component of its role as a responsible financial institution. Expanding access to affordable and appropriate financial services is essential to reducing inequality and supporting inclusive economic growth. ADIB is committed to enhancing access to Shari'a-compliant financial solutions for underserved and underbanked segments, contributing to greater financial participation and economic resilience.

Inclusive Banking Solutions

ADIB's approach to financial inclusion is centred on practical implementation through tailored products, digital innovation, and targeted outreach. The Bank continues to enhance accessibility by developing solutions designed to meet the specific needs of diverse customer segments, including women, youth, and underserved communities, while ensuring full adherence to Shari'a principles.

This approach is supported by continuous improvement in customer access channels and service delivery, enabling more efficient, convenient, and inclusive banking experiences.

International Footprint

ADIB's financial inclusion efforts are supported by its extensive physical and international presence, enabling broader access to financial services across multiple markets. The Bank operates more than

60 branches
and over 600+ ATMs

across the UAE, complemented by an international network spanning six strategic markets, including Egypt, Saudi Arabia, the United Kingdom, Qatar, and Iraq.

This geographic reach supports the delivery of financial services to a wide and diverse customer base. While maintaining its strong position among UAE nationals, the Bank continues to expand its reach to include expatriate communities and customers beyond Abu Dhabi, strengthening overall financial accessibility.

FINANCIAL EDUCATION INITIATIVES

For its ADIB Financial Education Program, the bank has an MOU with ADEK (Abu Dhabi Education and Knowledge department). We run a series of workshops for multiple entities (targeting specific targets and notably schools and pre retired people) on an annual basis / regular basis.

Our training program extends beyond developing our employees—it is designed to create positive and lasting impact within the wider community. While we invest continuously in upskilling our workforce, we also open relevant training opportunities to community members, with a particular focus on advancing financial inclusion. Through targeted financial literacy sessions, practical workshops, and awareness programs, we aim to empower individuals with the knowledge and confidence needed to access, understand, and responsibly use financial products and services. By sharing our expertise and resources, we help reduce barriers to participation in the financial system, support underserved groups, and contribute to more inclusive and resilient local economies.

Data	2023	2024	2025
Number of participants in financial literacy initiatives underserved customers	2,715	817	1,777

Our customer centric approach encourages to have open and transparent procedures when it comes to our relations with our customers.

An important part is done digitally but we also embed our strategy through key in person interactions

Managing challenges is a key part of our customer experience. ADIB manages complaints through a structured, transparent process with defined channels, timely resolution and escalation mechanisms, while upholding strong consumer protection by ensuring fair treatment, safeguarding customer rights, and continuously monitoring service quality and compliance.

Financial Education

ADIB places strong emphasis on financial education as a key enabler of long-term economic stability and inclusive growth. The Bank is committed to equipping individuals and businesses with the knowledge and tools needed to make informed financial decisions and adopt responsible financial behaviours, including safe digital practices.

Our Financial literacy initiatives include:

- The Moneysmart online community
- Complimentary webinars for SMEs
- Financial literacy programs in schools and corporates

The Moneysmart Online Community

MoneySmart is ADIB's digital platform dedicated to advancing financial literacy among youth and adults. Through this platform, the Bank delivers structured and accessible content designed to build practical financial knowledge and promote responsible financial habits.

The platform covers a wide range of topics, including budgeting, financial planning, fraud awareness, cybersecurity, and emerging financial trends such as digital assets. This platform includes tailored content supporting specific community segments, including single mothers, with a focus on business development and investment awareness. This reflects ADIB's commitment to continuously evolving its educational offerings to address diverse and changing needs.

Complimentary Webinars for SMEs

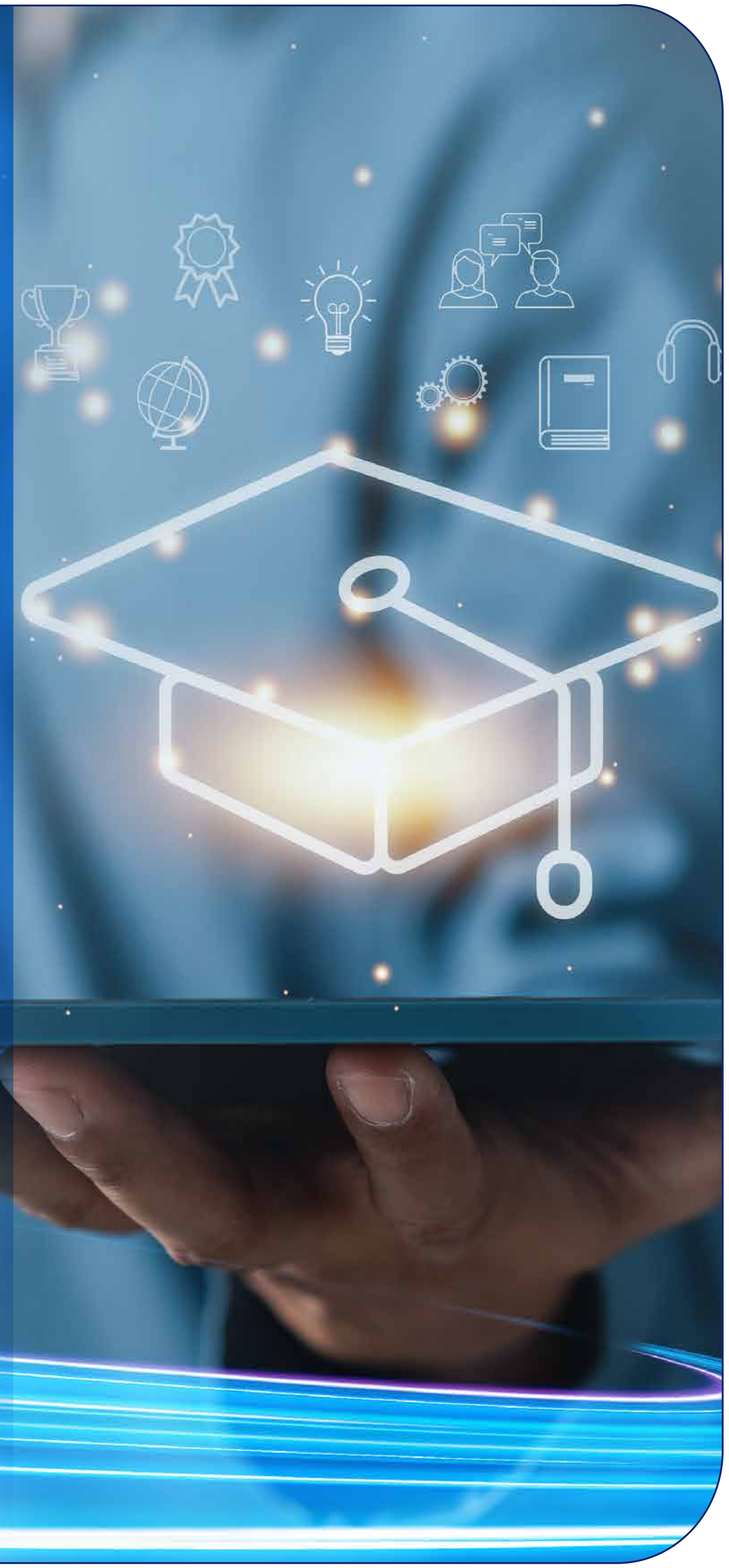
ADIB supports the development and growth of small and medium-sized enterprises (SMEs) through a series of complimentary webinars designed to address practical business challenges. These sessions provide targeted insights across key areas such as financial management, marketing, operations, and accounting.

This initiative reflects ADIB's focus on delivering actionable knowledge that enables SMEs to strengthen operations, improve decision-making, and scale their businesses effectively.

Financial Literacy Programmes in Schools and Corporates

ADIB delivers structured financial literacy programmes across the UAE, targeting a wide range of age groups, from children to pre-retirees. These programmes are conducted in both English and Arabic and are designed to provide purely educational value, with no promotion of ADIB products, in line with the Bank's policies.

Content is tailored to different age groups to ensure relevance and effectiveness. For younger audiences, sessions focus on foundational topics such as budgeting, early financial planning, and entrepreneurship, supporting the development of responsible financial habits from an early stage. The programmes also encourage participation from families, strengthening broader financial awareness at the household level.



EGYPT

ABOUT ADIB-EGYPT

Abu Dhabi Islamic Bank (ADIB) Egypt is one of the leading Sharia-compliant financial institutions in Egypt. Operating as a joint-stock company (S.A.E.) under Investment Law No.159 of 1981, the Bank has been listed on the Egyptian Stock Exchange since its establishment in 2007, following the acquisition of the National Bank for Development (NBD) as part of a consortium led by Abu Dhabi Islamic Bank (ADIB) and Emirates International Investment Company (EIIC).

Driven by a commitment to its vision, mission, and core values, ADIB Egypt operates as a comprehensive financial hub. The Bank utilizes a diverse array of specialized subsidiaries and affiliated companies to offer a comprehensive suite of Sharia-compliant solutions. These products complement the Bank's core operations, serving a vast network of customers across every segment of the market.

As a Sharia-compliant institution, ADIB-Egypt prioritizes sustainability through the implementation of environmental, social, and governance (ESG) principles in operations, aligning financial success with sustainable practices. The bank recognizes its opportunity and responsibility to drive a positive impact in communities through strategic planning, consistent implementation, and dedication to Islamic banking principles.

ESG AWARDS

2025 SUSTAINABILITY AND SUSTAINABLE FINANCE AWARDS

Most Sustainable Islamic Bank in Egypt from International Business Magazine

Best Islamic Bank for Sustainable Finance - Egypt from Global Brands Magazine

Best Sustainable Islamic Bank in Egypt from Arab Sustainability Expo

Best Sustainable Islamic Bank in Egypt from World Economic Magazine

Best Islamic Bank in Sustainability - Middle East from IFN Awards

Best Sustainable Islamic Bank in Egypt from The Next 100 Global Awards - Global Banking & Finance Review

Best Islamic Bank in Sustainability - Egypt from World Business Achievers Awards

Best Sustainable Islamic Bank in Egypt from International Business Magazine

Best ESG Strategy in MENA from MENA Banking Excellence Awards

Best CSR Initiative in Egypt for ADIB Charity Foundation from Global Business & Finance Magazine

PILLAR I: GOVERNANCE EXCELLENCE

ADIB Egypt upholds a robust governance framework that integrates Sharia principles with corporate governance best practices to support sustainable growth, ethical conduct, and long-term value creation. The Bank fosters a governance culture centered on transparency, accountability, integrity, and equitable stakeholder engagement, ensuring that decision-making processes are sound, well-controlled, and aligned with regulatory and ethical expectations.

Our corporate governance framework extends beyond regulatory compliance by embedding ethical, professional, and risk-aware practices into day-to-day operations.

GOVERNANCE OVERSIGHT

Board Duties and Responsibilities

The Board of Directors at ADIB Egypt is responsible for overseeing the Bank's long-term value creation. The Board provides high-level strategic guidance, ensuring that the Bank's operational framework remains resilient, ethical, and Sharia-compliant.

Key responsibilities include:

- Strategic Direction Design: Approving the Bank's overarching strategic direction and key objectives while overseeing implementation to ensure alignment across all business units.
- Governance and Structural Design: Defining a robust organizational structure, establishing clear frameworks for power distribution, and outlining accountability across all functions.
- Executive Oversight: Selecting and supervising senior executives, including evaluating the CEO's performance and strategic input.
- Performance Monitoring: Continuously evaluating senior management's adherence to established governance protocols and internal policies.
- Strategic and Operational Oversight: Maintaining high-level oversight of the Bank's operations to ensure strategic integrity without infringing upon daily operational management.
- ESG Leadership and Oversight: Conducting quarterly reviews of ESG-related matters, including the final approval of sustainability reports and ensuring the Bank's unwavering compliance with the CBE's latest sustainability regulations and international best practices. In line with CBE regulations, the Sustainability and Sustainable Finance Division is responsible for preparing periodic internal and regulatory reports on sustainability and sustainable finance activities. These reports support management and Board oversight, facilitate transparency, and enable the continuous assessment of performance against strategic objectives.

Moreover, to ensure absolute alignment with the ADIB Egypt's long-term vision, strategic stewardship, and ESG and sustainability leadership remain centralized at the ADIB Egypt Bank level. This governance structure allows the Bank to drive the overarching sustainable finance agenda and sustainability strategy, while its subsidiaries focus on executing these high-level objectives within their specific functional frameworks.

PILLAR II: RESPONSIBLE AND SUSTAINABLE FINANCING

ESG INTEGRATION IN FINANCING AND INVESTMENT DECISIONS

ADIB Egypt's Sustainable Finance Policy reflects its commitment to ethical, Sharia-compliant banking while supporting long-term economic value creation, environmental protection, and social responsibility. Sustainability is embedded as a strategic objective, guiding financing decisions toward financial activities that generate tangible economic impact, promote shared prosperity, and avoid harm to society and the environment.

The Bank applies a structured sustainable finance framework that integrates environmental, social, and governance (ESG) considerations into Corporate, SMEs, Business Banking, ADI-Finance and Small Business Finance (SBF) financing. All financing activities are assessed against Sharia requirements, national laws, Central Bank of Egypt (CBE) regulations, and internationally recognized standards, including the IFC Performance Standards. Activities associated with unacceptable environmental, social, or ethical risks are excluded to ensure alignment with responsible and sustainable development principles.

ADIB Egypt's approach is guided by the six sustainable finance principles mandated by the CBE, embedding sustainability into the fabric of our operations:

- Capacity Building: The Bank invests in strengthening internal capabilities through targeted training, equipping our workforce with the expertise to identify and manage environmental and social risks.
- Sustainable Finance Integration: ADIB Egypt actively seeks and supports projects that generate positive environmental and social impacts.
- Stakeholder Engagement: The Bank maintains transparent dialogue with clients, regulators, and the community to foster collective progress, supporting national development priorities and Egypt Vision 2030.
- Climate Risk Management: In alignment with the Paris Agreement, climate-related risks are recognized as material and are under review and to be integrated into the Bank's risk management framework to enhance portfolio resilience.
- Internal Sustainability Integration: We aim to reduce our own operational footprint through energy efficiency and responsible resource management.
- Transparent Reporting: Transparency and accountability underpin implementation, with regular reporting to senior management and the Board of Directors. This ensures that stakeholders are provided with clear, data-driven insights into our sustainability performance.

CLIMATE AND ESG-RISK MANAGEMENT

A core pillar of ADIB Egypt's sustainability governance framework is the integration of environmental and social risk management into the credit and investment lifecycle. To protect both our portfolio and the environment, every financing request undergoes a structured Environmental and Social Risk Management (ESRM) due diligence process. This ESRM system ensures compliance with EEAA regulations, CBE requirements, and the IFC Performance Standards.

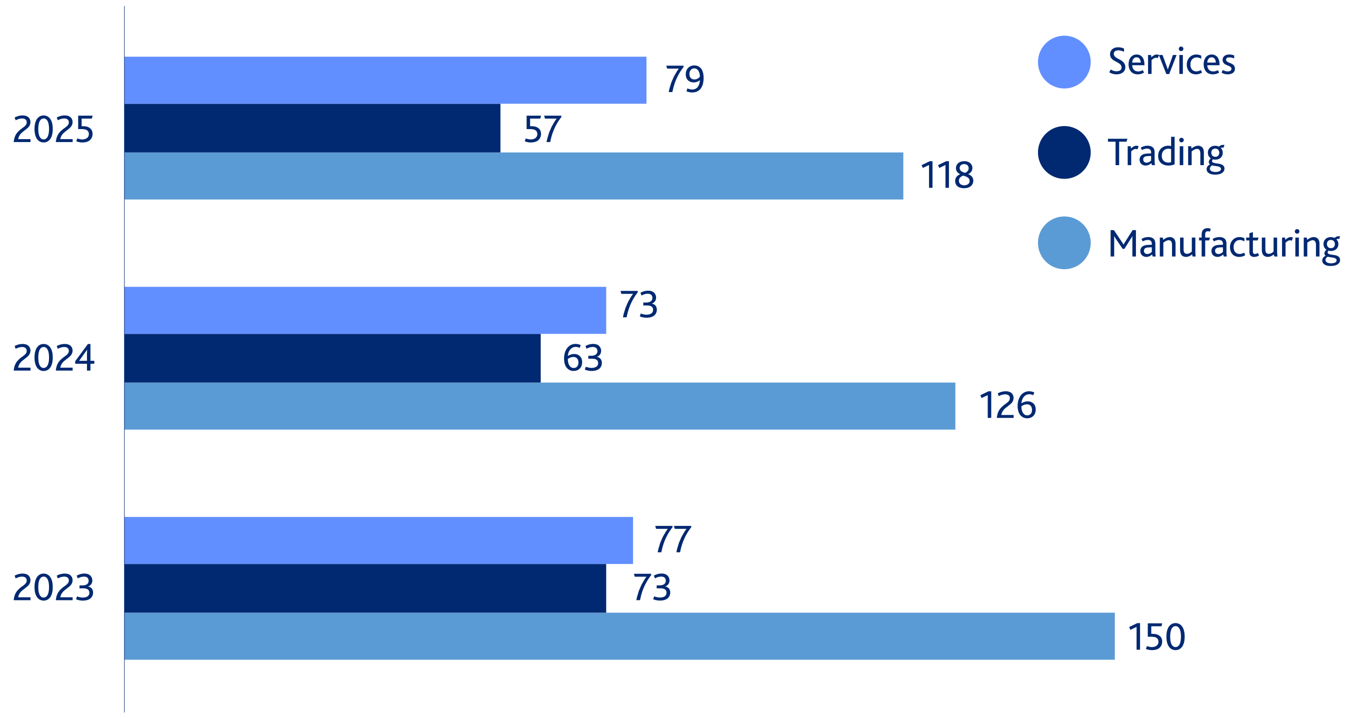
SUSTAINABLE AND GREEN FINANCE PORTFOLIO

The Bank adopts a structured approach to SMEs financing, guided by formal strategies and internal policies governing all SMEs-related products and services, with continuous improvement embedded across processes and service delivery.

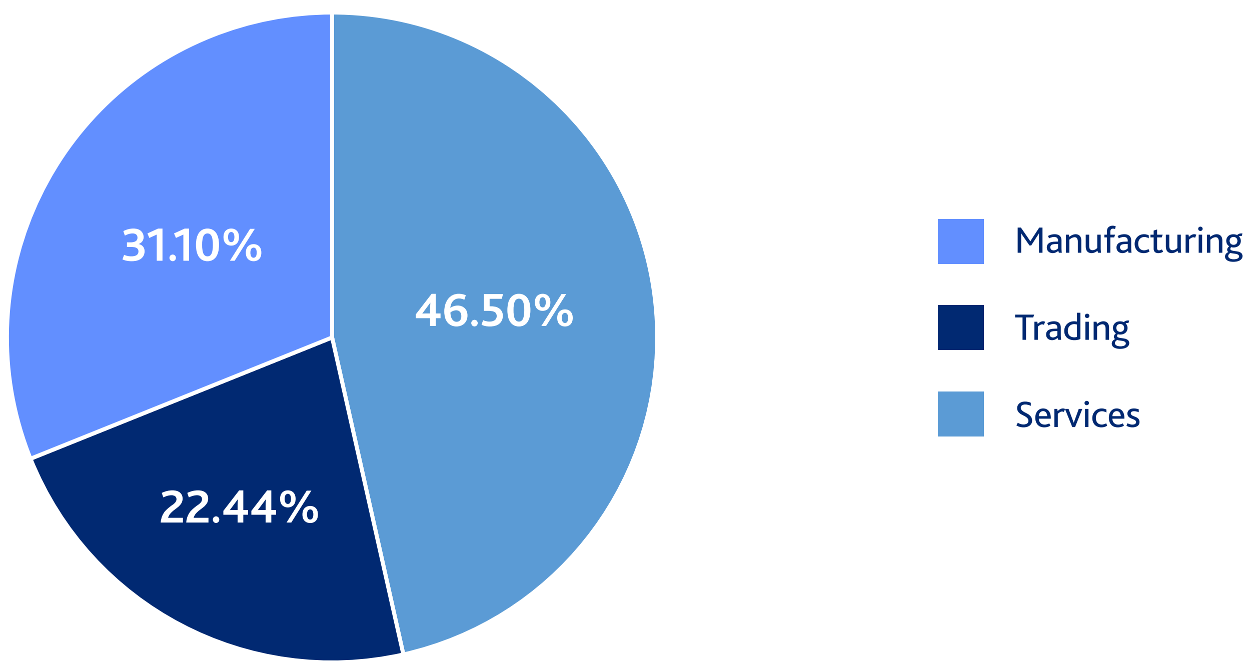
As of 2025, the SMEs and Business Banking portfolio totals EGP 24 billion in unsecured financing, serving 254 active clients.

In line with CBE requirements, ADIB Egypt allocates a defined portion of its credit portfolio to SMEs, applies relevant CBE initiatives, and closely monitors anticipated regulatory developments.

SMES AND BUSINESS BANKING CLIENTS CATEGORIZED BY SECTOR



PERCENTAGE OF CLIENTS BY SECTPOR IN 2025



RESPONSIBLE GROWTH - MICROFINANCE

ADI Microfinance is the specialized Sharia-compliant Microfinance arm of ADIB-Egypt. The company focuses on expanding financial inclusion through the provision of Sharia-compliant micro finance and tailored financing solutions to small entrepreneurs and underserved segments of society, supporting economic development at the grassroots level.

Since its launch in 2023, ADI Microfinance has focused on its mission to expand financial inclusion through the provision of Sharia compliant microloans and tailored financing solutions in alignment with the ADIB Egypt's Sustainability Strategy and Sustainable Finance Policy.

By the end of 2025, the impact of this mission is reflected in our growing portfolio, with the total number of ADI Microfinance clients reaching 11,314, with 5,405 female clients and 5,909 male clients empowered through our services.

Our 2025 portfolio reflects a diverse generational impact across Egypt, with 3,005 of our clients under the age of 30, 6,785 clients between the ages of 30 and 50, and 1,524 clients above the age of 50, ensuring inclusive growth across all life stages.

ADI Microfinance's financial performance in 2025 reflects our strategy to ensure long-term sustainability and social impact. The subsidiary generated a Direct Economic Value (Revenue) of EGP 108,087,830.

FINANCIAL INCLUSION

ADIB Egypt's commitment to financial inclusion is driven by a Board-approved strategy built on three core pillars: tailored product innovation, digital expansion, and financial literacy. In alignment with CBE priorities, the framework establishes qualitative and quantitative targets to bridge gaps for underserved segments, with specific focus on youth, women, and persons with disabilities (PWDs).

To translate our strategy into measurable impact, the Bank has removed traditional barriers to entry by implementing a structured action plan supported by simplified onboarding processes and enabling internal policies. **Key initiatives include:**

- **Segmented Growth:** Our dedicated youth proposition engages customers from the age of 15. The youth savings account portfolio currently serves 3,166 customers, with a total value of EGP 78 Million.
- **Reducing Barriers:** We offer Simple KYC accounts that do not require formal proof of income, alongside microfinance solutions that rely on alternative credit assessment methodologies rather than traditional scoring models.
- **PWD Empowerment:** Financial inclusion for persons with disabilities is supported through tailored PWD accounts and services, as well as microfinance programs, particularly during financial inclusion campaigns. ADIB Egypt has strengthened internal capacity through staff training, including sign language education and awareness sessions aimed at improving sensitivity and accessibility across branches. All ATMs are equipped with assistance tools to support PWD usage, and digital applications are designed to accommodate accessibility needs, reinforcing the Bank's commitment to equitable access and an inclusive customer experience.

While women-focused entrepreneurship products are not separately categorized, the Bank's inclusive product offerings and simplified onboarding processes support increased female participation in the formal financial system.

HIGHLIGHTS:

- The number of Simple KYC accounts increased by 20%, including a 20% increase in youth accounts.
- Prepaid cards increased by 46%, while digital wallet usage grew by 84%, indicating significant expansion in access to basic banking services.
- Financial literacy programs have reached and engaged more than 50,000 individuals, reflecting the scale and societal impact of these efforts.

PILLAR III: ENVIRONMENTAL STEWARDSHIP

ENVIRONMENTAL INFRASTRUCTURE AND FUTURE OUTLOOK

sustainability considerations increasingly inform branch design, material selection, and operational planning, positioning the Bank to pursue certification pathways as its environmental management framework evolves.

Environmental stewardship at ADIB Egypt directly supports the preservation of natural capital by reducing resource intensity, limiting emissions, and promoting responsible material use. As climate considerations continue to reshape the financial landscape, the Bank recognizes that safeguarding natural systems is fundamental to maintaining the economic environments upon which sustainable growth depends.

Looking ahead, ADIB Egypt aims to further enhance environmental data coverage, strengthen emissions management, and identify opportunities to advance decarbonization initiatives.

WASTE AND CIRCULARITY

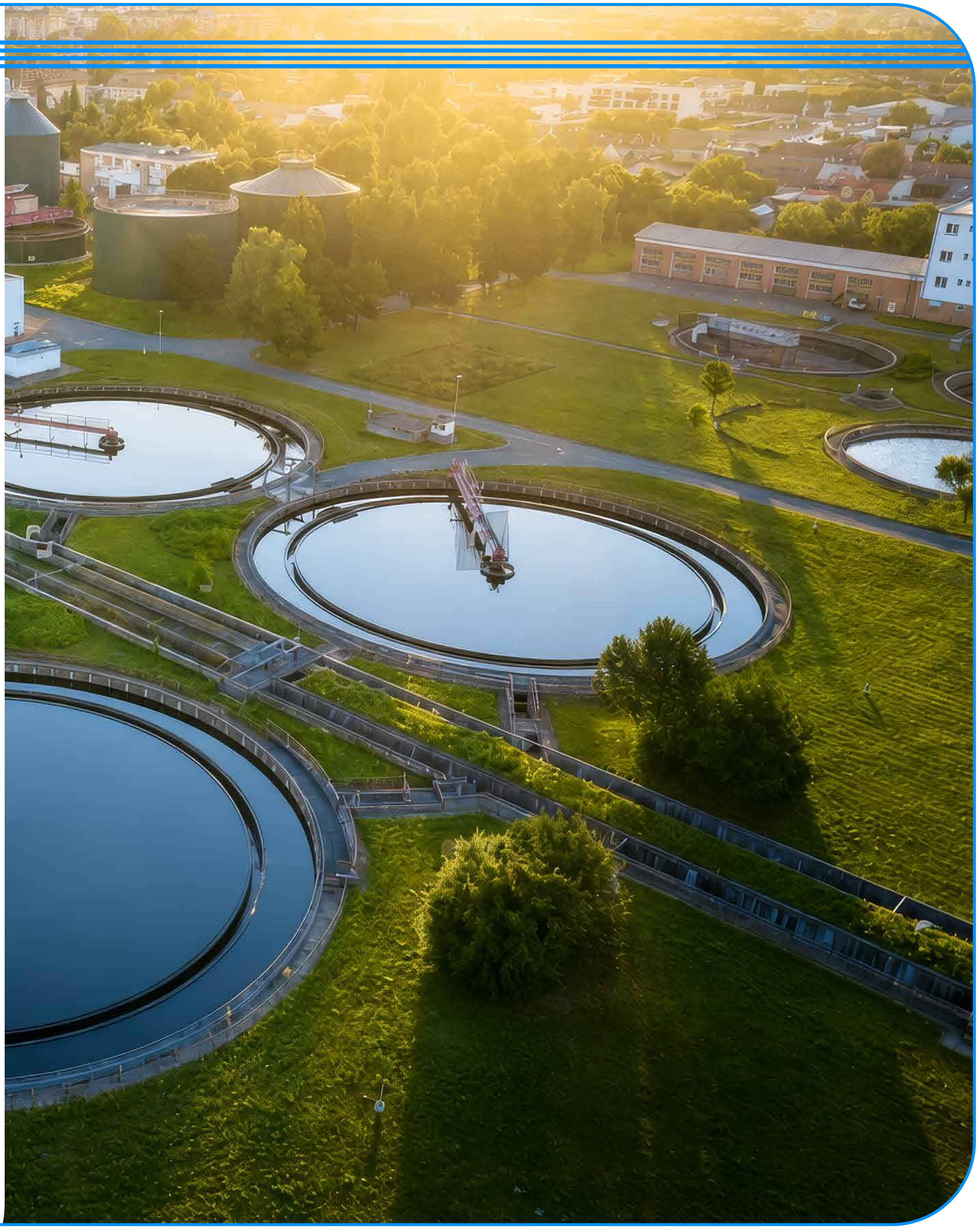
Waste reduction remains central to ADIB Egypt's resource efficiency strategy and its broader commitment to circular economy principles.

In 2024, paper waste totaled 23.2 tons, with recycling programs supporting diversion from landfill.

Paper waste increased to 56.91 tons in 2025; however, 100% of this volume was recycled through specialized processing that converts outdated documents into pulp for reuse in cardboard manufacturing.

Waste Stream	2024	2025	Disposal Method
Paper Waste	23.2 tons	56.91 tons	Fully recycled

Although a formalized waste management system covering all waste streams has not yet been implemented, the Bank continues to strengthen its waste governance practices as part of its environmental maturity pathway.



PILLAR IV: PEOPLE-CENTRIC ORGANIZATION

TALENT ATTRACTION, DEVELOPMENT, AND RETENTION

ADIB Egypt continues to invest in attracting and developing talent to support organizational growth and operational resilience. During 2025, the Bank hired 624 new employees, reflecting a significant increase from 478 hires in 2024. This represents a 30.5% year-on-year rise.

NEW HIRES BY EMPLOYEE LEVEL

Employee Level	FEMALE	MALE	TOTAL	Female Representation
Middle Management	13	56	69	18.8%
Supervisory	24	53	77	31.2%
Clerical / Professionals	178	300	478	37.2%
Total	**215**	**409**	**624**	**34.5%**

ADIB Egypt maintains a structured approach to workforce planning and retention. In 2025, the Bank recorded a full-time employee turnover rate of 12.27%, representing a notable improvement compared to 16.84% in 2024, indicating enhanced workforce stability.

TALENT DEVELOPMENT AND LEARNING

ADIB Egypt continues to prioritize employee development through behavioral and technical training programs designed to strengthen capabilities across all organizational levels.

TOTAL TRAINING HOURS

Employee Level	Training Hours
Executives	478
Middle Management	28,090
Supervisory	30,833
Clerical / Professionals	74,861
Total	**134,262**

TOTAL TRAINING HOURS

2024	2025	YoT INCREASE
103,791	134,262	29.4%

PILLAR V: CUSTOMER VALUE AND OUTREACH

CUSTOMER EXPERIENCE AND SATISFACTION

Abu Dhabi Islamic Bank Egypt has developed an integrated Customer Rights Protection framework, ensuring full alignment with regulatory requirements while embedding customer protection principles into day-to-day banking operations. This framework combines the strategic direction set by the Customer Rights Protection Policy (2025) with the operational mechanisms detailed in the Customer Rights Protection Unit Operating Manual (2024), forming a cohesive system that governs customer protection across the institution. It applies to all bank employees, external service providers, payment service providers, and agents acting on behalf of the bank, ensuring that customer protection principles are consistently implemented across all operations.

BRANDING AND OUTREACH: COMMUNICATING WITH INTEGRITY

ADIB Egypt's marketing and communications efforts are guided by a dual objective: accelerating rapid growth in its client base while maintaining the integrity of its Sharia-compliant identity. This approach is governed by the Brand and Marketing Management Manual, which ensures that brand development is supported by a robust ethical and regulatory framework.

Outreach efforts are focused on increasing awareness of the Bank's diversified product portfolio and upgraded technological infrastructure. The primary mission is to position ADIB Egypt not just as a holistic financial Establishment but as the benchmark for Islamic Banking excellence in the region.

PILLAR VI: COMMUNITY AND SOCIAL IMPACT

PROJECT IMPLEMENTATION AND IMPACT (2024–2025)

The Foundation acted as the primary sponsor for all initiatives, working in partnership with governmental bodies, non-governmental organizations, and direct implementation mechanisms. The projects targeted social welfare, healthcare, education, and seasonal humanitarian support across several Egyptian governorates. The total budget for CSR initiatives spent in 2025 amounted to EGP 38.9 Mn.

SOME OF THE IMPORTANT CONTRIBUTIONS THAT WE HAVE MADE OVER THE LAST YEAR ARE AS FOLLOWS:

HEALTH PILLAR

Our commitment to specialized care is exemplified by our recent technological and infrastructural investments. In Upper Egypt, we have taken decisive steps to support oncology and critical care patients, notably through the procurement of a ventilator for oncology patients in Luxor and the ongoing sponsorship—initiated in December 2024—of the Bone Marrow Transplant isolation unit and the nitrogen-based stem cell preservation unit at the Upper Egypt Oncology Center. In Cairo, we have strengthened the emergency response capabilities by underwriting the full operational expenses for two Intensive Care Units at Ahl Masr Hospital for 2025, ensuring the continuity of critical care for burn and trauma victims.

Beyond clinical infrastructure, we are deeply committed to targeted health equity for women. This includes our initiative to fund the treatment for the breast cancer patients, where the Foundation successfully provided comprehensive treatment for 50 women from the waiting lists at Baheya Hospital. This effort reflects our broader mission to reduce wait times and ensure timely access to life-saving oncology care for underprivileged women across the country.

Beyond critical care, the Foundation is dedicated to expanding access to specialized surgery and diagnostic services. We have equipped a new ophthalmology clinic at the Haraz Medical Center in Helwan and supplied advanced phacoemulsification technology for cataract surgeries in Alexandria, a facility that now supports approximately 2,800 patients annually.

Similarly, our investment in the first phase of two emergency digestive endoscopy units at Kasr Al-Ainy University Hospital serves as a vital component of the hospital's capacity, facilitating life-saving interventions for 3,200 patients each year.

Recognizing that medical excellence must be complemented by financial accessibility, the Foundation remains committed in its social mandate to reduce barriers to treatment. This includes our ongoing support for the Diabetic Foot Unit at Sohag Hospital, where we have not only cleared the fourth installment of the unit's operational expenses but also subsidized direct medical care for approximately 600 patients.

EDUCATION PILLAR

The Foundation supported educational development by funding the rehabilitation and upgrading of Al-Rimas Primary School in Qena, benefiting 276 students, as well as the development of Amal Taha Hussein School for the Deaf and Hard of Hearing in Luxor, supporting 100 students with multiple disabilities

In another education-focused initiative, the Foundation supported 2,000 students across Upper Egypt by facilitating school enrollment and distributing 2,000 school supply cartons also we supported educational development by funding the rehabilitation and upgrading of Nazlet Salam school & Elsalheya school in Giza, in cooperation with Fox Company and Ammar Al Ard Foundation.

COMMUNITY DEVELOPMENT PILLAR

During the holy month of Ramadan, the Foundation implemented multiple food assistance initiatives. In cooperation with Misr El Kheir Foundation for Development, 10,000 families received 15 kg dry food boxes distributed across Cairo, Fayoum, Beheira, Minya, Sohag, Luxor, Aswan, and Qena.

In partnership with Tahya Misr Fund, an additional food distribution initiative benefited 658 families across various governorates in Egypt through the provision of food supply boxes. These initiatives aimed to alleviate economic burdens on vulnerable households during Ramadan. Social support programs included a monthly financial sponsorship for female breadwinners in Cairo, provided for nine months, with cases reviewed annually. In addition, the Foundation implemented a winter relief campaign, distributing 3,250 blankets and winter jackets to children across Upper Egypt, Sinai, and Saint Catherine.

Collectively, the 2025 initiatives of Abu Dhabi Islamic Bank and the ADIB Egypt Charity Foundation reflect a comprehensive approach to community development. The projects addressed immediate humanitarian needs while strengthening healthcare systems, educational infrastructure, and long-term social protection mechanisms. Through strategic partnerships and targeted interventions, the Foundation contributed to improving living conditions for thousands of beneficiaries across Egypt.

IRAQ

ADIB IRAQ SUSTAINABILITY REPORT 2025

Requirement	ADIB Iraq	Sustainability Report Pg. Reference
Organization Details	Name :Abu Dhabi Islamic Bank -Iraq Address Karada kharig Dist. - 905 Street 21 - Baghdad - Iraq Report Date - 2025	
Operations Overview	Number of branches - 3 Products - As listed below International branches - 0 Number of employees - 81 Mother company - Abu Dhabi Islamic Bank - UAE	
External Funding Partners	No Financial Institutions providing funding to ADIB Iraq	
Environmental and Social Responsibility	ADIB is committed to fostering an ethical, professional, and values driven work environment across the Group, guided by the principles set out in the Employee Code of Ethics and Standards of Professional Conduct. This framework promotes integrity, responsibility, and ethical behavior in all aspects of the Bank's operations. Oversight of the Code's effectiveness and consistent application is provided by the Board Audit Committee (BAC), ensuring accountability at the highest level of governance. The framework applies to UAE based employees and ADIB Group including Adib Iraq. The Code of Ethics clearly defines the Bank's approach to identifying and addressing misconduct, including the application of appropriate disciplinary measures. It establishes clear expectations for employee behavior across key areas such as data protection and confidentiality, conflicts of interest, use of Group assets, fair treatment in the workplace, discrimination, workplace conduct, communications, and the acceptance of gifts and benefits. All employees are required to formally acknowledge their compliance with the Employee Code of Conduct, reinforcing a shared commitment to ethical standards. In the current year, 100% of the workforce completed this acknowledgement, demonstrating strong organizational alignment with ADIB's ethical values and conduct expectations.	Our Core Approach of ESG Governance, page No. 31- 32 ESG Policy, page No. 33 Code of Ethics, page No. 37

ADIB IRAQ SUSTAINABILITY REPORT 2025

Requirement	ADIB Iraq	Sustainability Report Pg. Reference
Environmental and Social Risk Management System Overview	Adib Iraq aligns with the CBI requirements to ensure all Policies and Procedures are reviewed on their due renewal dates and taking into consideration the regulatory requirements and other governmental entities that impacts the related documents. All environmental and social risks are reviewed and adhered to in line with the group ESG Policies/Procedures and Framework as well as the bank Risk appetite . Adib Iraq complies with all ESG regulatory requirements as part of the main Adib Group and the ESG report details all these requirements through out it. In the event of non-compliance, A corrective action plan is raised through the main repository system (GRC - Governance , Risk and Compliance) with a specific target date for completion to rectify the issue. At the customer and transaction level, ESG risks are identified, assessed, and managed within financing and investment processes. Front line units conduct initial screening against defined exclusion lists and ESG restricted activities, followed by a structured ESG risk assessment to determine potential exposure. Transactions are assessed using a proprietary ESG due diligence toolkit aligned with global standards and best practices, enabling consistent ESG risk scoring and informed decision making. Adib Iraq follows the group toolkit as outlined in this report (ESG DUE DILIGENCE TOOLKIT)	"ESG Risk Management Policy, page No. 34- 35 ESG Due Diligence Toolkit, page No. 66
Portfolio and Performance Analysis	Adib Iraq complies with the regulatory requirements as listed below and will apply the below requirements through the toolkit Overview of the number of clients screened Overview of the number of rejected transactions Overview of client non-compliance cases Portfolio breakdown by industry sector and client type Portfolio breakdown by environmental and social risks Overview of the top 10 clients Overview of incidents	ESG Due Diligence Toolkit, page No. 66 Climate Governance, Scenario Analysis, and Monitoring, page No. 67- 71

ADIB IRAQ SUSTAINABILITY REPORT 2025

Requirement	ADIB Iraq	Sustainability Report Pg. Reference
Environmental and Social Training	We have tailored ESG training to support our employees in building skills and awareness related to sustainability, ESG and related topics. We believe that knowledge and training on ESG topics facilitate the effective implementation of our ESG strategy across the organization. We have made these trainings mandatory for all employees within the ADIB Group. ADIB Group regularly conducts ESG-related training for its staff in accordance with the training calendar developed by the Group Learning and Development in agreement with business and other functions. Tailored training is conducted for the audience depending on their role in the ESG and ESG risk management process. The different sections of the ESG report outlines the different training criteria and provides data on the number of hours invested in training for different levels of management as well as training hours by Gender.	ESG Training, page No. 35

Services	Products
Account Opening and Maintenance	Current Accounts
Account Operating Maintenance &	Saving Accounts
Issue certificates	Islamic Investments
Cheque Books Issuance	Letters of Credit (LC)
RTGS	Letters of Guarantee (LG)
ACH	Inward Bills for Collection (IBC)
Saftaja	Islamic Certificate of Deposits
Cash Transactions	Murabaha
Outward Transfers	Sukuk Investments
Inward Transfers	
Foreign Exchange	
ADIB-Direct	

IRAQ CIB

Topic	CBI ESG	ADIB
Environmental and Social Risk Management System Overview	Overview of the bank's policies, procedures, and approach to implementing and managing environmental and social risks Monitoring customer compliance Incentives offered Statement of compliance Action plan in case of non-compliance Difficulties and constraints	
Portfolio and Performance Analysis	Overview of the number of clients screened Overview of the number of rejected transactions Overview of client non-compliance cases Portfolio breakdown by industry sector and client type Portfolio breakdown by environmental and social risks Overview of the top 10 clients Overview of incidents	
Environmental and Social Training	Training is only for employees in the environmental, social, health and safety field.	

APPENDICES

GRI DISCLOSURES

2025 SUSTAINABILITY REPORT GRI

GRI	Disclosure	Page Number
GRI 2: General Disclosures	2-1 Organizational details	Who we are, page No. 06 Scope and Reporting Period, page No. 13
	2-2 Entities included in the organization's sustainability reporting	Scope and Reporting Period, page No. 13
	2-3 Reporting period, frequency and contact point	Scope and Reporting Period, page No. 13
	2-4 Restatements of information	
	2-6 Activities, value chain and other business relationships	Activities on Annual Report page No 17 Value chain on this report page No. 72
	2-7 Employees	Our People page No. 82
	2-9 Governance structure and composition	Governance Structure page No. 21- 22
	2-10 Nomination and selection of the highest governance body	On Annual Report 2025, Board Selection, page No. 89 On this report, Board Governance, page No. 22
	2-11 Chair of the highest governance body	Board Evaluation for Effectiveness, page No. 23
	2-12 Role of the highest governance body in overseeing the management of impacts	Board Governance, page No. 22- 23
	2-13 Delegation of responsibility for managing impacts	Board Governance, page No. 22
	2-14 Role of the highest governance body in sustainability reporting	Our Core Approach of ESG Governance, page No. 31- 32
	2-15 Conflicts of interest	Annual Report 2025 page No. 91 This report, Code of Ethics and Profesional Conduct, page No. 37
	2-16 Communication of critical concerns	Feedback, page No. 13 Whistleblowing and Grievance Mechanism, page No. 38 Grievance Mechanism, page No. 82

GRI DISCLOSURES

2025 SUSTAINABILITY REPORT GRI

GRI	Disclosure	Page Number
GRI 2: General Disclosures	2-17 Collective knowledge of the highest governance body	On Annual Report, page No. 21-22
	2-18 Evaluation of the performance of the highest governance body	Board Evaluation for Effectiveness, page No. 23
	2-19 Remuneration policies	On Annual Report, Remuneration Policy page No. 199. On this report, pages No. 24 & 28
	2-20 Process to determine remuneration	On Annual Report, pages No. 91 & 199
	2-21 Annual total compensation ratio	
	2-22 Statement on sustainable development strategy	Scope and Reporting Period, page No. 13
	2-23 Policy commitments	Details can be found on link: https://www.adib.com/en/pages/policies-statements-and-disclosures.aspx
	2-24 Embedding policy commitments	ESG Policy ESG Risk Management Policy Whistleblowing Policy Anti Money Laundering and Counter Terrorist Financing Policy Responsible Marketing Policy "
	2-25 Processes to remediate negative impacts	Employee Satisfaction and Grievances page No. 82
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing and Grievance Mechanism, page No. 38
	2-27 Compliance with laws and regulations	Scope and Reporting Period, page No. 13
	2-28 Membership associations	Key Partnerships, page No. 10
	2-29 Approach to stakeholder engagement	Creating Value for all our Stakeholders, page No. 07
	2-30 Collective bargaining agreements	Collective Bargain and Freedom of Association, page No. 82

GRI DISCLOSURES

2025 SUSTAINABILITY REPORT GRI

GRI	Disclosure	Page Number
MATERIAL TOPICS		
GRI 3: Material Topics	3-1 Process to determine material topics 3-2 List of material topics	Double Materiality, page No. 14 Double Materiality, pages No. 14-16
ECONOMIC PERFORMANCE		
GRI 201: Economic Performance	201-1 Direct economic value generated and	Economic Prosperities, page No. 41
MARKET PRESENCE		
GRI 202: Market Presence	202-2 Proportion of senior management hired from the local community	Emiratisation, page No. 75
PROCUREMENT PRACTICES		
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	Supporting Local Suppliers, page No. 72
ANTI-CORRUPTION		
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption 205-2 Communication and training about anti-corruption policies and procedures 205-3 Confirmed incidents of corruption and actions taken	Anti-money Laundering and Anti-corruption, page No. 39 Anti-money Laundering and Anti-corruption, page No. 39- 40 Anti-money Laundering and Anti-corruption, page No. 39- 40
TAX		
GRI 207: Tax	207-1 Approach to tax 207-2 Tax governance, control, and risk management	Tax, page No. 41 Risk Management and Compliance, page No. 30

GRI DISCLOSURES

2025 SUSTAINABILITY REPORT GRI

GRI	Disclosure	Page Number
ENERGY		
GRI 203: Energy	302-1 Energy consumption within the organization	Energy Management, page No. 55- 56
	302-2 Energy consumption outside of the organization	Energy Management, page No. 55- 56
	302-3 Energy intensity	Energy Management, page No. 55- 56
	302-4 Reduction of energy consumption	Energy Management, page No. 55- 56
	302-5 Reductions in energy requirements of products and services	Energy Management, page No. 55- 56
WATER AND EFFLUENTS		
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	Water Management and Conservation Initiatives, page No. 57
	303-5 Water consumption	Water Management and Conservation Initiatives, page No. 57
EMISSIONS		
GRI 3: Material Topics	3-3 Management of material topics	Emissions, pages No. 47- 51
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	Emissions, pages No. 52- 53
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions, pages No. 52- 53
	305-3 Other indirect (Scope 3) GHG emissions	Emissions, pages No. 52 & 54
	305-4 GHG emissions intensity	Emissions, page No. 52- 54
	305-5 Reduction of GHG emissions	Emissions page No. 47- 50

GRI DISCLOSURES

2025 SUSTAINABILITY REPORT GRI

GRI	Disclosure	Page Number
	WASTE	
GRI 3: Material Topics	3-3 Management of material topics	Waste Management, page No. 58
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	Waste Management, page No. 59
	306-3 Waste generated	Total Waste Generated, page No. 59
	306-4 Waste diverted from disposal	Waste Management, page No. 58-59
	EMPLOYMENT	
GRI 3: Material Topics	3-3 Management of material topics	Our People, page No. 74- 75 & 79- 82
GRI 401: Employment	401-1 New employee hires and employee turnover	Employee Turnover, page No. 82
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Wellbeing, page No. 81
	401-3 Parental leave	Wellbeing, page No. 81
	OCCUPATIONAL HEALTH AND SAFETY	
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	Health and Safety, page No. 81
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety, page No. 81
	403-3 Occupational health services	Health and Safety, page No. 81
	403-5 Worker training on occupational health and safety	Health and Safety, page No. 81
	403-6 Promotion of worker health	Health and Safety, page No. 81
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety, page No. 81

GRI DISCLOSURES

2025 SUSTAINABILITY REPORT GRI

GRI	Disclosure	Page Number
TRAINING AND EDUCATION		
GRI 3: Material Topics	3-3 Management of material topics	Training and Development, page No. 76- 78
GRI 404: Training and Education	404-1 Average hours of training per year per employee	Training and Development, page No. 76
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development, page No. 76- 78
	404-3 Percentage of employees receiving regular performance and career development reviews	Training and Development, page No. 76- 79
DIVERSITY AND EQUAL OPPORTUNITY		
GRI 3: Material Topics	3-3 Management of material topics	Diversity and Inclusion, page No. 74
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	Representations at Levels of Management, page No. 82. Women in Workforce, page No. 78. Board Governance, page No. 22
	405-2 Ratio of basic salary and remuneration of women to men	Equal Pay, page No. 74
NON-DISCRIMINATION		
GRI 406: Non-Discrimination	406-1 Incidents of discrimination and corrective actions taken	Diversity and Inclusion, page No. 82
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Collective Bargain and Freedom of Association, page No. 82
RIGHTS OF INDIGENOUS PEOPLE		
GRI 411: Rights of Indigenous People	411-1 Incidents of violations involving rights of indigenous peoples	No such cases have been identified

GRI DISCLOSURES

2025 SUSTAINABILITY REPORT GRI

GRI	Disclosure	Page Number
	LOCAL COMMUNITIES	
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	Lifelong Partner to Our Community, page No. 90- 94
	PUBLIC POLICY	
GRI 3: Material Topics	3-3 Management of material topics	Anti-money Laundering and Anti-corruption, page No. 39- 40
GRI 415: Public Policy	415-1 Political contributions	Anti-money Laundering and Anti-corruption, page No. 39- 40
	CUSTOMER PRIVACY	
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Protection Process and Measures, page No. 45

IFRS S1 AND S2 DISCLOSURES

IFFRS S1 AND S2 ALIGNMENT TABLE

Topic	IFRS Index	Page Number
Governance	IFRS S1-27	23, 28-35, 62-70
Strategy	IFRS S1-29	14-16
	IFRS S1-30	14-16
	IFRS S1-32	14-16
	IFRS S1-33	14-16, 34-35, 60-71
	IFRS S1-34	Ongoing
	IFRS S1-35	Ongoing
	IFRS S1-37	14-16, 60-71
	IFRS S1-38	N/A
	IFRS S1-39	N/A
	IFRS S1-40	ADIB is gradually developing its disclosure against IFRS and aims to increase the quality and breadth of quantitative information related to sustainability-related risks
		14-16
		N/A
	IFRS S1-41	14-16
	IFRS S1-43	14-16

IFRS S1 AND S2 DISCLOSURES

IFFRS S1 AND S2 ALIGNMENT TABLE

Topic	IFRS Index	Page Number
Risk Management	IFRS S1-43	14-16
	IFRS S1-44	14-16, 60-71
Metrics and targets	IFRS S1-45	N/A
	IFRS S1-46 IFRS S1-48	14-16, 60-71
	IFRS S1-49	
	IFRS S1-50	14-16, 47-52
	IFRS S1-51	50 N/A
	IFRS S1-52 IFRS S1-53	14-16, 37-41, 49, 79-86
General Requirements	IFRS S1-59 IFRS S1-60 IFRS S1-75	N/A

IFRS S1 AND S2 DISCLOSURES

IFFRS S1 AND S2 ALIGNMENT TABLE

Topic	IFRS Index	Page Number
Governance	IFRS S2-6	23, 28-35, 62-70
Strategy	IFRS S2-8 IFRS S2-9	62-70
	IFRS S2-10	62-70
	IFRS S2-13	15, 62-70
	IFRS S2-14	3, 19, 46-60, 62-70
	IFRS S2-15	14-16
	IFRS S2-16	Ongoing
	IFRS S2-22	49, 62-70
Risk Management	IFRS S2-24	62-70
	IFRS S2-25	30, 62-70

IFRS S1 AND S2 DISCLOSURES

IFFRS S1 AND S2 ALIGNMENT TABLE

Topic	IFRS Index	Page Number
Metrics and targets	IFRS S2-28	49, 52-56, and see seperate ADIB Net Zero Report
	IFRS S2-29	52-56, and see separate ADIB Net Zero Report. Quantitative disclosure on assets ongoing.
	IFRS S2-32	52-56, and see separate ADIB Net Zero Report.
	IFRS S2-33	52-56, and see separate ADIB Net Zero Report.
	IFRS S2-34	47-50
	IFRS S2-36	47-50, also see ADIB Net Zero Report

DATA DISCLOSURES

Data Disclosure	2023	2024	2025
Governance Excellence KPIs			
Total number of board members	7	7	7
Total number of independent members	5	5	5
Total number of non-independent members	2	2	2
Total number of executive members	0	0	0
Total number of non-executive members	7	7	7
Total board seats occupied by men	6	6	6
Total board seats occupied by women	1	1	1
Total number of whistleblowing cases filed in the reporting period	26	41	48
Total number of whistleblowing cases addressed or resolved in the reporting period	16	36	48
Amount of fraudulent transaction activity (total value of account holder transactions refunded to account holders due to fraud) (AED mn)	5.71	3.5	18.79
Activity from card-not-present fraud (%)	97.5	100	89.70%
Activity from card-present and other fraud (%)	2.5	0	10.30%
Number of business units analysed for risks related to AML and CTF	12	12	11
Business units analysed for risks related to AML and CTF (%)	100	100	100
Number of high data security breaches	0	0	0

DATA DISCLOSURES

Data Disclosure	2023	2024	2025
Governance Excellence KPIs			
Number of high data security breaches involving customers' personally identifiable information	7	0	0
Percentage of high data security breaches involving customers' personally identifiable information (%)	6	0	0
Number of account holders whose information is used for secondary purposes	1	0	0
Attempted cyberattacks	16	114	118
Actual high cyberattacks	1	0	0
Strong Economic Impact KPIs			
Number of retail banking customers	1,200,000	1,500,000	1,700,000
Value of retail banking portfolio (AED bn)	60.4	77	98.8
Corporate and institutional banking (AED bn)	50	56	79.2
Total number of suppliers engaged	458	490	539
Total number of local suppliers engaged	381	403	460
Total number of SME suppliers engaged	179	220	238

DATA DISCLOSURES

Data Disclosure	2023	2024	2025
Strong Economic Impact KPIs			
Total number of women-owned suppliers engaged	21	20	23
Total procurement spending (AED Bn)	0.79	1.1	1.1
Procurement spending on local suppliers (AED mn)	0.696	0.89	1
Spending on local suppliers (%)	87.78	74.79	92.37
Number of suppliers assessed against sourcing code of conduct	458	495	539
Lifelong Partners For Our Communities KPIs			
Digitally active customers (%)	84%	84%	+90%
New customers onboarded digitally (%)	53	62	72
Credit cards sold digitally (%)	4	6	7
Number of online/mobile transactions, (mn)	95.33	120.5	146
Employees participating in volunteering programs	1,895	1,147	263
Nationals FTE (%)	44	44	49
Female national FTE	682	697	926

DATA DISCLOSURES

Data Disclosure	2023	2024	2025
Strong Economic Impact KPIs			
Male national FTE	265	271	295
Nationalisation among the total workforce (%)	44	44	49
Nationalisation in senior management (%)	20	22	20
Total number of nationalities	52	50+	50+
Mystery Shopper (%)	96	97	96
Customer Resolution TAT	91%	85%	93%
# of Complaints / VS customer base	0.46%	0.53%	0.54%
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	2,715	817	1,777
SME customers ('000)	32.3	40.8	63.5
SME value of transactions (AED mn)	3,448	3,379	4,811
Sheikh Zayed Housing Programme (AED mn)	1,063	1,173	1,210
Number of Branches in low populated and economically disadvantaged areas*	9	9	12
Number of ATMs in low populated and economically disadvantaged areas*	16	35	68

*(Low populated and economically disadvantaged areas include: Dibba, Ghayathi, Hayer, Hisn, Liwa, Madam, Mirfaa, Ruwais, Qidfaa, Silaa, Sweihan, Wagan, Yahar, Kalba, Khorfakkan, AlDhaid)

DATA DISCLOSURES

Data Disclosure	2023	2024	2025
Maximizing Positive Impact			
Direct GHG emissions (Scope 1) (tCO_2e)	522.98	190.82	418.6
Indirect GHG emissions (Scope 2) (tCO_2e)	13,310.45	12,905.89	11,008.30
Other indirect GHG emissions: air business travel (Scope 3), (tCO_2e)	100	347	165.35
Total GHG emissions (tCO_2e)	13,933.42	13,443.71	11,592.25
GHG emissions intensity (tCO_2e / employee)	6.45	6.06	2.21
Energy from petrol consumption (GJ)	2,454.74	2,045.18	3,480.50
Energy from diesel consumption (GJ)	536.25	295.32	308.1
Energy consumption from fuel consumption (GJ)	2,990.99	2,340.50	3,789
Electricity consumption (office, storage, facilities, etc.) (kWh)	28,192,196	28,679,764	27,520,702
Energy from electricity consumption (GJ)	93,278.64	103,247	99,643
Energy consumption intensity (GJ/employees)	46.28	47.56	14.58
General waste (Kg)	194,870	341,520	357,910
Non-hazardous waste recycled (Kg)	38,567	44,410	49,740
Total water consumption (m^3)	44,410	79,809	86,120
Water consumption intensity (m^3/employees)	40.9	35.95	12.61

DATA DISCLOSURES

Data Disclosure	2023	2024	2025
People Centric Organization KPIs			
Senior management training (Hours)	13,085	15,330	9492
Middle management training (Hours)	102,848	90,810	91091
Non-management employees training (Hours)	209,191	183,267	207648
Total number of employees who left the bank	281	215	227
FTE turnover	281	215	227
Percentage of employee turnover (voluntary and involuntary) (%)	13	10	8.31
New female employees	66	288	315
New male employees	196	798	161
New employees age 18-29	63	379	261
New employees age 30-50	195	686	208
New employees age 51+	4	119	7
Total number of employees	2,161	2,220	2496
FTE employees	2,161	2,220	2496
FTE in senior management	66	238	255
Female FTE under senior management	4	20	26

DATA DISCLOSURES

Data Disclosure	2023	2024	2025
People Centric Organization KPIs			
Male FTE in senior management	62	218	229
FTE employees in middle management	1,974	1,009	1,075
Female FTE in middle management	745	225	248
Male FTE in middle management	1,229	784	827
FTE employee staff (other levels)	121	963	1,156
Female FTE	86	615	819
Male FTE	35	348	337
Total Female FTE	835	862	1,095
Total Male FTE	1,326	1,358	1,401
Age 18-29 FTE	359	321	534
Age 30-50 FTE	1,572	1,633	1,662
Age 51+ FTE	230	266	300
Median gender pay gap (ratio men : women)	1.2:1	1.22:1	1.32:1
Male employees training hours	204,356	194,964	180,291
Total training delivered in alignment with Islamic principles (Hours)	17,846	271,305	308,406

DATA DISCLOSURES

Data Disclosure	2023	2024	2025
People Centric Organization KPIs			
Female employees training hours	120,768	94,443	127940
Number of grievances filed	108	80	41
Number of these grievance addressed or resolved	9	73	41
Percentage of employees formally trained on information security, data privacy and protection (%)	99	100	97
Percentage of workforce who have formally acknowledged compliance with the Employee Code of Conduct (%)	100	100	100
Percentage of workforce formally trained on the anti-corruption/bribery policy (%)	96	97	96
*Number of employees that took parental leave	133	134	168
*Number of employees who returned to work after parental leave ended (return to work)	134	134	168
*Number of employees returned from parental leave who were still employed twelve months after return to work (retention)	115	111	148
*Return to work rate (%)	99	100	100
*Retention rate (%)	93	83	88.67
Employee absentee rate (% of total days scheduled)	1.74	1.33	1.83
Number of employees who completed health, safety, and wellbeing training	201	3,972	1612