



طيران أبو ظبي  
ABU DHABI AVIATION

ABU DHABI AVIATION

**INTEGRATED  
ANNUAL  
REPORT 2025 ●**

# Chairman Statement



● **H.E. NADER AHMED MOHAMED AL HAMMADI**

*Chairman of Abu Dhabi Aviation*

“We are collectively very pleased with the significant strides **Abu Dhabi Aviation** has made in reinforcing its leadership within the regional aviation sector. Our robust financial performance in **2025**, coupled with strategic acquisitions and ongoing expansion, have positioned us for continued growth and long-term success. The seamless integration of EYE, AMMROC and GAL has not only enhanced our capabilities, but driven substantial value creation. We remain unwavering in our commitment to advancing our vision, fortifying Abu Dhabi’s role as a global aviation hub and delivering sustainable growth and lasting value for our shareholders.”

2025 was a year of continued integration, operational execution and investment into sustainable growth. Following the transformational year of 2024, marked by the full consolidation of AMMROC, Etihad Engineering, and GAL, Abu Dhabi Aviation (“ADA”) continued integrating the assets strengthening ADA’s foundations across its principal business segments; Maintenance, Repair and Overhaul (MRO) and General Aviation. In addition, ADA continued the identification of synergies and execution of targeted initiatives aimed at maintaining operational discipline and delivering growth.

ADA was further supported, by the UAE’s strong macroeconomic environment, driven by population growth, increasing tourism and industrial expansion, all underpinned by the long-term national vision and growth initiatives. Holding a market leading position, ADA is committed to becoming a global aviation leader based in Abu Dhabi, further reinforcing its role as a premier hub for aviation, maintenance, repair and overhaul services, as well as logistics and advanced engineering.

With the formation of the new Group, we have created a broader and more integrated aviation and aerospace platform aligned with the development priorities of the United Arab Emirates enabling long term growth, resilience and national value creation. The Group plays a critical role in the UAE’s aviation sector supporting national aviation champions, defence operations, search and rescue missions and essential government aviation requirements, delivering mission-critical services where safety, reliability and operational readiness are paramount. These responsibilities reinforce our focus on operational excellence, disciplined risk management and trusted delivery.

During 2025, the Group continued its strategy of measured expansion and business diversification, strengthening resilience and long-term value creation. The combined capabilities of the Group enhance our ability to serve complex national and commercial requirements across operations, maintenance, training and support services. As part of this, ADA made investments in expanding our MRO capabilities, most notably our hangar infrastructure, underpinned responsible, long-term growth. Separately, our General Aviation operations across rotary- and fixed-wing platforms continued to perform strongly, reinforcing the Group’s regional leadership.

Our people remain central to our success. We continue to invest in workforce development, wellbeing and Emiratisation initiatives, including the Al Jeer Program, which supports the attraction, development and long-term integration of Emirati talent across the Group. ADA’s 2025 results are a testament to the commitment and professionalism of our more than 8,000 employees across 79 nationalities.

Environmental stewardship and strong governance are embedded in strategic decision-making, supporting efficiency, transparency and regulatory compliance across the Group.

Our commitment to innovation and environmental stewardship was underscored by the achievement of a significant milestone with the completion of the first Sustainable Aviation Fuel (SAF) flight in the MENA region as well as our partnership with Archer for eVTOL.

As we look towards the year ahead, we remain focused on maintaining best-in-class safety and operational excellence, while advancing the UAE’s aviation capabilities and delivering sustained value to all stakeholders.

# CEO Statement



● **Mahmood Al Hameli**  
*Group Chief Executive Officer*

“We are pleased to provide a full-year update on the performance and progress of **Abu Dhabi Aviation (“ADA”)** during 2025. This Integrated Report reflects our progress and direction as we continue to build a diversified, resilient and future-ready aviation group in service of our stakeholders and the nation.”

2025 has been a year of disciplined execution and strategic focus for AD Aviation. Following the transformation of the ADA Group in 2024 and the continued integration and identification and realisation of synergies, we have remained steadfast in our commitment to operational excellence, safety leadership and long-term value creation. Our performance this year reflects the resilience of our business model and the strength of our partnerships across government, commercial and international stakeholders.

Throughout the year, we continued to prioritise reliability, efficiency and sustainable growth. By strengthening our core operations, optimising asset utilisation and advancing targeted investments in technology and capability development, AD Aviation has reinforced its position as a trusted aviation partner in the region. At the same time, we have maintained prudent financial management, ensuring that growth initiatives are balanced with capital discipline and robust risk oversight.

As we look ahead, our strategic direction remains clear: to build a future-ready aviation platform that is operationally resilient, commercially agile and aligned with the UAE’s vision and ambitions in the sector. The foundations we have strengthened in 2025 position us well to capture emerging opportunities while continuing to deliver safe, reliable and high-quality services to our customers and stakeholders.

In terms of our business:

In MRO, ADA is optimistic on the segment’s future growth potential strengthening its market position, enhancing its service offering and expanding its operational footprint. GAL, ADA’s largest revenue contributor serving a diverse client base of commercial airlines, military operators and lessors across the Middle East, Africa and Asia Pacific regions continued to strengthen its competitive position through new contract awards supporting revenue diversification and enhanced market presence.

Etiha Engineering (“EYE”) launched the strategic program “Al Massar” (The Path), focused on growth, product diversification, customer experience and operational excellence. EYE maintains a positive outlook, having recently secured new customers, completed a new hangar with an additional hangar expected to be completed in Q1 2026. AMMROC continues to expand its service offering by broadening its technical capabilities and improving facility utilisation through strategic collaborations with Original Equipment Manufacturers within the UAE and internationally and following the substantial completion of its blade shop, AMMROC has unlocked a promising new revenue stream.

In General Aviation, enhanced asset availability is supporting the division’s competitive positioning in the region while growth is supported by sustained demand across charter, cargo and passenger flight operations reflecting the segment’s diversified service offering.

In Aviation, fleet upgrades are a priority, with potential market entry being considered in attractive geographies and segments.

ADA’s continued focused on cost optimization initiatives are expected to continue to drive sustainable growth in the future with synergies continuing to materialise supporting operational scalability. At the same time, our accelerating digitalization across the organization has supported the realisation of operational efficiency, cost discipline and customer experience.

Our broader commitment to technical excellence and our strategic vision for advanced air mobility progressed meaningfully with the successful completion of a comprehensive eVTOL flight-test campaign, undertaken in partnership with Archer Aviation. This milestone positions Abu Dhabi at the forefront of the global transition toward commercial electric air taxi operations.

Looking ahead to 2026, we remain committed to delivering sustainable growth across our business segments, improving efficiency and competitiveness and exploring new market opportunities.

# ADA at a Glance

## Key Performance Indicators

**AED 7,818.7mn**

FY Revenue<sup>(1)</sup>

**+2.7%**

Revenue Growth<sup>(1)</sup>

**AED 1,157.0mn**

EBITDA

**14.8%**

EBITDA Margin

**AED 1,066.4mn**

Net Profit

**13.6%**

Net Profit Margin

**1.0x**

Gross Debt/EBITDA<sup>(2)</sup>

**+33.2% YoY**

Adjusted Net Profit Growth<sup>(3)</sup>

## Key Highlights



### Safety

Maintained the highest cumulative safety standards to date



### Fleet Scale

67 aircraft | 5 simulators | 1.1mn+ rotary wing hours



### Integration

Ongoing consolidation of AMMROC, Etihad Engineering and GAL into ADA



### Workforce

Over 8,000 employees across 79 nationalities



### Sustainability

First Sustainable Aviation Fuel (SAF) flight in MENA region completed



### Global Reach

~40% Business from outside UAE



(1) Group revenue reflects the impact of intercompany eliminations. Total Group revenue reflects the impact of intercompany eliminations, statutory reporting based on 12 months performance in FY 2024 for MRO, and 8 months for General Aviation, consistent with the reverse acquisition.  
 (2) Based on total borrowings of AED 1,122.8 million and a 2025 EBITDA of AED 1,157.0 million. Including leases of AED 1,676.7 million, gross debt / EBITDA was 1.7x; ADA net cash of AED 2,064.2 million (excluding leases).  
 (3) Like-for-Like Basis: FY 2024 net profit of AED 1,292.0 million adjusted for one-off gain of AED 596.8 million and inclusion of General Aviation segment (Jan-Apr: AED 108.8 million) = AED 800.4 million vs FY 2025: AED 1,066.4 million, representing 33.2% growth.

# ADA at a Glance



**14 Fixed Wing**



**53 Helicopters**



**5 Simulators**

ADA employs over  
**1,100** personnel  
including

- 159 pilots
- 400 engineers and technicians

## ADA Ownership

- 59.45% - ADQ Aviation & Aerospace Services LLC
- 12.17% - Government of Abu Dhabi through Mamoura Diversified Global Holding PJSC
- 28.38% - UAE Nationals and Foreign Shareholders

In addition, ADA also manages below customer aircraft:

- 4 Airbus H145
- 1 Bombardier DHC-8-400
- 2 Bombardier DHC-8-300

# FY25 Highlights

## Summary

### Operational & Strategic Performance

- FY 2025 marked a **transition from transformational consolidation to execution and growth**, following successful integration activities completed in 2024.
- The Group delivered **robust operational performance across all segments**, driven primarily by strong demand in MRO across both military and civil aviation resilient General Aviation operations.
- Early **synergies from the enlarged Group platform** began to materialize during the year, supporting operational scalability and positioning ADA for sustained performance.

### Capital Allocation & Shareholder Returns

- **The Board proposed a FY 2025 dividend of AED 0.30 per share, totaling AED 329.0 million** subject to shareholder approval, implying a **dividend yield of ~ 5.74%** based on the year-end share price of **AED 5.24**.
- The proposed dividend represents a **30.0% payout ratio**, reflecting confidence in cash flow sustainability while maintaining balance sheet strength.



### Financial Performance & Discipline

- Revenue reached ~ **AED 7.8 billion**, supported by diversified earnings across the Group and disciplined cost management.
- **Adjusted net profit increased by 33.2% year-on-year** on a like-for-like basis, excluding non-recurring consolidation impacts in the prior year<sup>(1)</sup>.
- Improved working capital management supported stronger cash generation, underpinned by a **conservative capital structure and solid liquidity**.

### Growth Outlook & Strategic Priorities

- The Group remains focused on **expanding its MRO capabilities**, including enhancements to technical capacity, facilities and customer diversification across military and civil markets.
- General Aviation growth supported by fleet modernization and expansion into air mobility, including the launch of Air Taxi Egypt.
- Entering 2026, Abu Dhabi Aviation is positioned with strong operational momentum, a clear strategic focus and the financial capacity to support **long-term value creation**.



(1) Like-for-Like Basis: FY 2024 net profit of AED 1,292.0 million adjusted for one-off gain of AED 596.8 million and inclusion of General Aviation segment (Jan-Apr: AED 108.8 million) = AED 800.4 million vs FY 2025: AED 1,066.4 million, representing 33.2% growth.

# Why Invest in ADA?

## Investment Highlights

### Leading UAE and Regional Aviation Player

Leading integrated aviation group and regional leader in aviation MRO, engineering and logistics solutions, with diversified operations in commercial aviation services including air cargo and business jets. ADA has 50+ years of proven operations and execution track record with deep capabilities reinforced by strong government and institutional partnerships.

### Diversified Operations with Balanced End User Exposure

Diversified aviation and services portfolio spanning general aviation, MRO, defence, training and investments, providing balanced exposure across commercial, government and private clients while enhancing resilience through market cycles.

### Operational Excellence with Strong Safety Track Record

ADA maintains the highest cumulative safety standards, with over 1mn helicopter flight hours achieved under IS-BAO Stage 3 and a zero loss-of-life incident record.

### Financial Strength

Delivered AED 7,818.7mn in revenue and strong profitability with a 14.8% EBITDA margin for the FY 2025 and adjusted net profit increase of 33.2%<sup>(1)</sup> resulting from the integration of ADA Group. This consistent cash generation supports ADA's ongoing commitment to shareholder dividends.

### Focused Innovation And Expansion

Building on its already strong operational and financial momentum, ADA announced a partnership with Archer to deploy its first aircraft globally and launched Egypt's first Air Taxi Egypt program to expand into premium air-mobility services.

### Experienced Board and Management with ADQ as Anchor Shareholder

ADA has a highly experienced board and management team backed by ADQ, a USD 251.0bn sovereign wealth fund rated Aa2/AA providing strategic backing, governance strength, long-term visibility and stability.



(1) Like-for-Like Basis: FY 2024 net profit of AED 1,292.0 million adjusted for one-off gain of AED 596.8 million and inclusion of General Aviation segment (Jan-Apr: AED 108.8 million) = AED 800.4 million vs FY 2025: AED 1,066.4 million, representing 33.2% growth.

# ADA Strategy

The Group's forward-looking agenda is built around 3 strategic priorities

## Enhancing

Core operations to drive efficiency, quality and innovation.



## Integrating

Capabilities across business entities to unlock cross-functional value.



## Accelerating

Growth through international in-organic expansion and strategic investments.



## Key Performance Indicators

ADA is expanding within the MRO market through enhancing technical capacity and facility utilization. Efficiency and cost-optimization measures continue to reinforce profitability and operational resilience.



## Key Performance Indicators

- Fleet renewal remains central to ADA's aviation strategy, with new aircraft additions enhancing efficiency and capability each year.
- In parallel, the Group is pursuing regional expansion, particularly within Africa's Oil & Gas aviation markets, to capture emerging opportunities.
- The company recently added two new widebody hangars to its facility, with plans for further expansion in the near future and has secured new clients.



# Business Overview ●

- About ADA
- ADA History
- Business Overview
- ADA Group Review
- Year in Review



# About ADA

**Abu Dhabi Aviation Group (ADA)** was established in 1975 by Amiri Decree and started operations in March 1976.

The company is the largest commercial helicopter operator in the Middle East and currently owns and operates a fleet of Leonardo, Bell and Airbus helicopters and Bombardier DHC-8 aircraft. We provide aviation services to a range of sectors, including offshore oil support, aerial construction, medical evacuation, and search and rescue. The company also offers MRO services for helicopters, delivering comprehensive maintenance, repair, and overhaul services for various helicopter models to ensure their optimal performance and safety. The company's expertise extends to maintenance, repair, and overhaul (MRO) services, air cargo solutions, luxury travel, helicopter leasing, advanced aircraft simulator training, and technical training.

The Group continues to expand its business into other markets, including a 50% equity stake in Royal Jet, an international VIP charter airline, and 100% ownership of Maximus Air. In 2016, ADA opened Abu Dhabi Aviation Training Centre (ADATC), a state-of-the-art training simulator facility.

In May 2024, Abu Dhabi Aviation (ADA) underwent a significant milestone with the formation of the ADA Group under the holding company ADQ Aviation & Aerospace Services LLC, part of Abu Dhabi Developmental Holding Company (ADQ). This strategic realignment strengthened ADA's role in advancing Abu Dhabi's vision for sustainable and innovative aviation services.

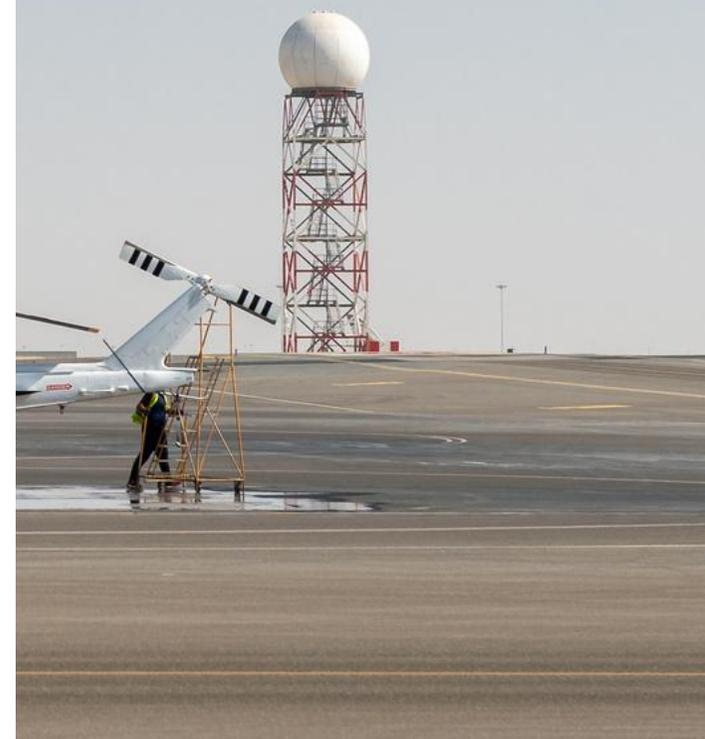
The ADA Group operates as part of ADQ's Aviation & Aerospace portfolio, emphasizing collaboration, growth, and sustainability across its operations.

Headquartered in Abu Dhabi, United Arab Emirates (UAE), with international operating locations in the Middle East, Europe and Africa, the ownership structure of Abu Dhabi Aviation is as follows:

- **59.45%**  
ADQ Aviation & Aerospace Services LLC 
- **12.17%**  
Mamoura Diversified Global Holding PJSC  
(a Mubadala company) 
- **28.38%**  
Other investors

The establishment of the ADA Group marks a new chapter in the company's journey, consolidating its leadership in the aviation sector while driving environmental and operational sustainability.

The company has exceeded **1,000,000** helicopter flight hours with an enviable safety record.



## Major Activities:

- Offshore Oil & Gas Support including oil spill containment

- Emergency Medical Services

- Disaster Relief

- External Load

- VIP Charters & Air Taxi



- Regional Fixed Wing Operations

- Aerial Photography

## Aviation authority approvals and certifications

General Civil Aviation Authority of the United Arab Emirates (GCAA) - Operator, Maintenance (MRO), Continuing Airworthiness Management Organisation Approval, Type Training

Federal Aviation Administration of the United States of America (FAA) - Maintenance (MRO)

European Union Aviation Safety Agency - Maintenance (MRO)

ISO 9001 for Material Management

General Authority of Civil Aviation of the Kingdom of Saudi Arabia (Saudi Arabia) - Operator, Maintenance (MRO)

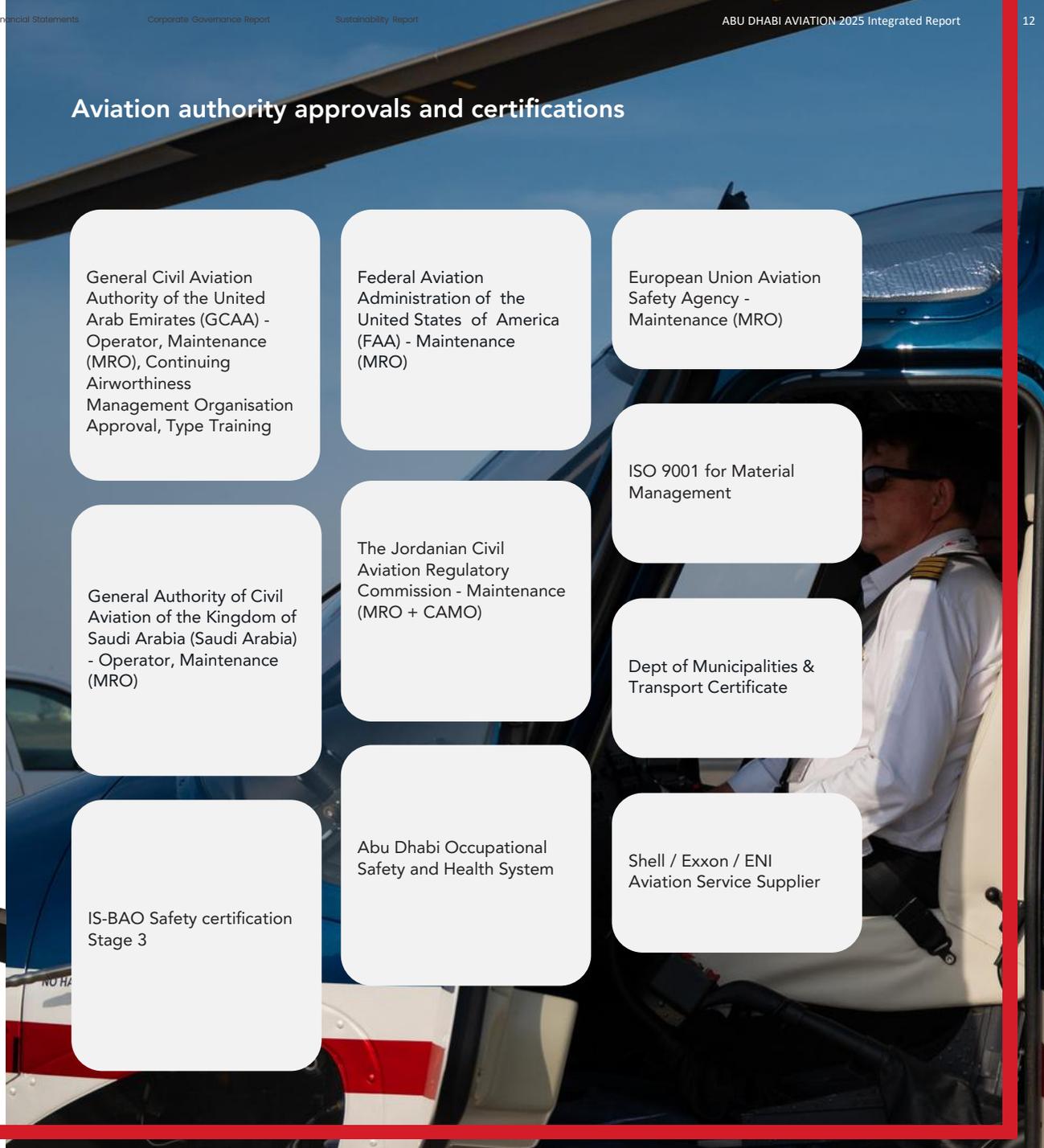
The Jordanian Civil Aviation Regulatory Commission - Maintenance (MRO + CAMO)

Dept of Municipalities & Transport Certificate

IS-BAO Safety certification Stage 3

Abu Dhabi Occupational Safety and Health System

Shell / Exxon / ENI Aviation Service Supplier



# Our Vision

## Our Values

Safety



Quality



Customer  
Focus



Teamwork



Integrity &  
Ethics



## Our Mission

To provide innovative solutions globally, while exceeding shareholder, customer, and employee expectations

## Our Goals

Safety is ADA's top priority & fundamental core value and is never compromised.

01

We value innovative, timely, efficient, cost-effective, reliable, and best quality services.

02

We are committed to achieving the highest levels of customer satisfaction.

03

We value the contribution that our team makes in achieving our mission and

04

we support and encourage teamwork to ensure a high level of competence, expertise, and competitiveness.

05

Trust, responsibility, transparency, commitment, and accountability are the pillars of our existence.

06

## Our Vision

One team, propelling ADA safely and profitably into the future



# ADA History



Publicly listed on ADX



ADA acquires Maximus Air



Abu Dhabi Aviation training centre established




Acquired stakes from ADQ in Etihad Engineering, AMMROC and GAL



ADA formed under a mandate to provide air service support to the oil industry

1976

2000

2008

2014

2024

1991

ADA formed under a mandate to provide air service support to the oil industry



2002

Established Royal Jet in partnership with Presidential Flight



2011

Agusta Westland, a JV with ADA, created a leading Helicopter MRO



2017

ADAIRE established



2025

Launched the eVTOL project with Archer and initiated the Air Taxi Egypt program



# Business Overview

## General Aviation



The Middle East's largest commercial helicopter operator, offering offshore oil & gas support, search and rescue, air ambulance, VIP transport and maintenance services.



Rotary Maintenance, Repair and Overhaul (MRO) A JV between ADA & Leonardo.



A leading cargo aircraft operator in the Middle East region.



Premium private aviation group with 8 BBJs and 2 Bombardier Global 500s.



Offers elite pilot training for fixed and rotary wing aircraft using state-of-the-art simulators.

## Maintenance, Repair & Overhaul



Provides comprehensive logistics, maintenance and support services for military and civilian aviation.



Defense MRO and one of world's only 3rd party MRO fleet wide performance based logistics program.



Offers comprehensive aircraft maintenance, repair and engineering services for Airbus and Boeing fleets.

## Investments



Real estate development, asset management and investment company fully owned by ADA.

Real estate  
Equity  
Debt



## General Aviation



- Largest general aviation operator in the UAE

- **67**  
Rotary & Fixed-wing

- **5**  
Simulators

- **AED 1,192m**  
2025 Revenue



## Maintenance, Repair & Overhaul



- **+8,000**  
Employees combined

- **137,188 sqm**  
Total Hangar Size

- **AED 6,709m**  
2025 Revenue

- **35+**  
Aircraft Platforms

- **16**  
Hangars



## Investments



- **ADAIRE**  
Property management platform delivering professional asset management and tenant services

- **AED 28m**  
2025 Revenue

- **AED 1,446.1m**  
2025 Investments Pot

- **AED 445.1m**  
2025 Real Estate Portfolio



# ADA Group Review

## Maintenance, Repair & Overhaul Segment

# GAL

Established in 2007 and 50% ADA Group owned, GAL is a provider of integrated aerospace & defense services, based in Abu Dhabi and has nearly two decades of experience providing aviation sustainment solutions to customers.

Through experience and efficiency, GAL deliver solutions that allow customers to remain focused on their core operations, confident that their assets and platforms will be available and mission-ready at any time.

GAL operates with the world's largest Original Equipment Manufacturers (OEM), helping customers to achieve exceptional fleet readiness through maintenance, supply chain, engineering and people services including rotary wing, fixed wing and unmanned aerial platforms.

### Services:

- Military Support Services
- Specialized Augmentation
- Engineering & Upgrades
- Air Defense Services
- Training



Founded in 2010 and headquartered in Abu Dhabi, UAE, AMMROC operates an international Centre of excellence in military aircraft MRO that successfully meets the dynamic needs of military operations.

AMMROC currently is one of the world's only third-party MRO service providers capable of managing a fleet-wide Performance Based Logistics programme. And, the region's only authorized Lockheed Martin C-130 Service Centre, dynamic blade testing facility and depot MRO hub for comprehensive BLACK HAWK components.

They offer one of the region's largest military and civil MRO hangar capacities including a dedicated state-of-the-art strip / paint shop.

### Services:

- |                                 |                                |
|---------------------------------|--------------------------------|
| ➤ Airframe Services             | ➤ Field Services               |
| ➤ Aircraft Stripping & Painting | ➤ Technical Support & Training |
| ➤ Modifications & Upgrades      | ➤ Supply Chain Management      |
| ➤ Component Services            | ➤ Quality Assurance            |
| ➤ Engine Services               |                                |
| ➤ Engineering Services          |                                |



Etihad Airways Engineering offers industry leading aircraft maintenance and engineering solutions and has vast experience in providing total maintenance solutions for Airbus and Boeing aircraft, offering light and heavy maintenance including, but not limited to, advanced composite repair, cabin refurbishment and component services around the clock from their facility adjacent to Abu Dhabi International Airport.

EYE is the first organization in the Middle East to be granted an extended Part 21J Design Organization Approval by the European Aviation Safety Agency (EASA) to undertake major cabin design and modification. They are also the first MRO in the world outside Europe approved by the European Aviation Safety Agency for Production Organization Approval, under EASA Part 21G.

The investment in new technology, skills, and MRO capabilities has enabled EYE to offer services for the Boeing 787, Airbus A350, and Airbus A380 aircraft. Additionally, EYE is expanding its capabilities to support new platforms, such as the Boeing 777X, to meet the needs of the world's leading fleets.

### Services:

- Airframe Services
- Component Services
- Design, Engineering & Innovation
- Material & Logistics
- Cabin Services
- Paint Services



## Maintenance, Repair & Overhaul Segment (Cont'd)

- GAL is the largest revenue contributor to the ADA group, representing approximately two-thirds of consolidated group revenues.
- Operating advanced maintenance facilities with comprehensive capabilities across airframe, engine, and component overhaul services, GAL serves a diverse client base of commercial airlines, military operators, and lessors throughout the Middle East, Africa and Asia Pacific regions.
- GAL continues to strengthen its competitive position by pursuing new contract awards, thereby enhancing both its market presence and service diversification.



- Etihad Engineering (EYE), through its strategic Al Massar ("The Path") initiative, is driving a transformation focused on growth, customer experience and operational excellence.
- Completed Hangar 7 in October 2025, which is now operational with an additional Hangar expected to be completed in Q1:26




- AMMROC continues to expand its service offering by broadening its technical capabilities and improving facility utilization through strategic collaborations with Original Equipment Manufacturers (OEMs) both locally and internationally.



## General Aviation Segment



Abu Dhabi Aviation Training Centre offers elite pilot training for fixed and rotary wing aircraft using state-of-the-art simulators. The Centre, one of the best in the MENA region, has training simulators for the following aircraft:

- AW169
- AW139
- Bell 412
- KingAir350
- Embraer ERJ145

### Additional courses offered:

- Pilot Initial and Type Rating (Ground and Flight)
- Recurrent and Refresher (Ground and Flight)
- LOFT
- Airframe and Avionics
- GCAA, EASA and GACA approved courses
- GCAA, EASA and GACA Examiners
- NVG Training
- CRM



AWAS is a joint venture (JV) between ADA (70%) and Leonardo Helicopters (30%) that provides first class services to the Leonardo fleet in the Middle East. Our concept is to bring services to clients, so they don't need to send helicopters and components overseas or undertake sophisticated and complex upgrades. AWAS provides services for helicopters that are operated extensively throughout the UAE and the Middle East by Government Authorities, the Armed Forces, commercial operators and individuals.

### Services:

- AOG
- Spare part sales
- Tools/Ground support equipment (GSE)
- Helicopter upgrades
- Customisation
- Repair & Maintenance
- Safety Equipment



Operating out of Abu Dhabi Airport, Maximus Air provides end-to-end cargo solutions especially for moving oversized air cargo. The fleet includes an Antonov AN124, the heaviest of heavy weight cargo lifters, capable of carrying 120 tons, which can load and offload independently using on-board systems. We also operate an Ilyushin IL-76 and variety of sub-chartered freighters such as B747 and B777. Maximus Air services clients including the GHQ Armed Forces, Crown Prince Court, Ministry of Foreign Affairs and several other government entities.

### Services:

- Air Freight
- Sea Freight
- Land Transport Service - Domestic & International
- Cargo Charter (Aircraft and Vessels)
- Project Logistics Management
- Warehousing & Distribution Services
- Cargo Charter (Aircraft and Vessels)
- Project Logistics Management
- Warehousing & Distribution Services
- Exhibition Cargo Service
- Heavy Lift/Out of Gauge Transport



## General Aviation Segment (Cont'd)

# RoyalJet

PREMIUM PRIVATE AVIATION  
المجموعة الخاصة للطيران

The Royal Jet LLC is a premium private aviation group of companies headquartered in Abu Dhabi and jointly owned by ADA (50%) and Wave One Investment RSC Ltd. (50%).

Royal Jet owns and/or operates eight Boeing Business Jets and two Bombardier Global 5000 aircraft (9 of which are owned and 1 leased) in addition to managing aircraft on behalf of aircraft owners. Its employees hold multiple certifications and licenses issued by the UAE General Civil Aviation Authority (GCAA), Guernsey Director of Civil Aviation, and Republic of San Marino Civil Aviation Authority.

The Royal Jet LLC is a founding member of the Middle East Business Aviation Association (MEBAA), a member of various other industry associations, and its flight and ground operations are certified by the International Business Aviation Council (IBAC) and under the Wyvern Wingman programme. Its Fixed Based Operations (FBO)/VIP Terminal at Abu Dhabi International Airport is also a member of the industry leading Air Elite Network.

Royal Jet is a multiple winner of the "World's Leading Private Jet Charter" category at the annual World Travel Awards and its FBO has won multiple awards for its facilities and services.

### Services:

- Aircraft management
- Aircraft charter
- Aircraft leasing
- Medical evacuation flights
- Aircraft brokerage
- Flight support services
- FBO services
- Aircraft maintenance, repair and CAMO services
- Aircraft acquisition and disposal services and VIP aviation consulting



ADA Millennium (ADAME) is an aviation consultancy & advisory service wholly owned by ADA. Our depth of knowledge and experience of the aviation sector including commercial aviation, private aviation, fixed wing & rotary wing allows us to assist clients with a variety of projects including feasibility studies, restructuring & improving operations to improve profitability, or selecting the right aircraft for the right mission then negotiating the purchase. ADA Millennium is a member of the International Society of Transport Aircraft Trading (ISTAT) a professional organisation of aviation companies and individuals involved in buying, selling, and evaluating civil aircraft.

### Services:

- Aviation Strategy
- Aviation Outsourcing
- Aviation Operations
- Lease Management

## Investments



ADA International Real Estate (ADAIRE) is a real estate development, asset management and investment company fully owned by ADA. Established in 2016 in Abu Dhabi, ADAIRE owns, manages, leases and operates various real estate properties in the UAE and wider Middle East regions as well as the United Kingdom. ADAIRE focuses on identifying attractive real estate opportunities in key markets, creating meaningful partnerships with shareholders and clients, enhancing the company's reputation, operating according to high standards and delivering high quality projects.

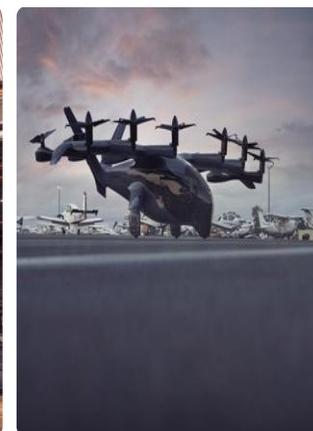
### Services:

- Asset Management
- Property Management
- Project Management
- Leasing Services
- Joint Ventures
- Private Equity
- Facilities Management Services
- Investments

# Year in Review

## Key Developments

- Announced partnership with Archer Aviation to deploy its first aircraft and successfully completed a comprehensive eVTOL flight-test campaign.
- Air Mobility (Air Taxi): Launch of Air Taxi Egypt, expanding ADA's General Aviation platform into premium urban and regional air-mobility services.
- ADA remains well positioned to pursue opportunities through operational execution and disciplined strategic diversification
- Etihad Engineering continues to progress its Al Massar ("The Path") transformation, focused on growth, customer experience and operational excellence.



## Operational & Financial Momentum

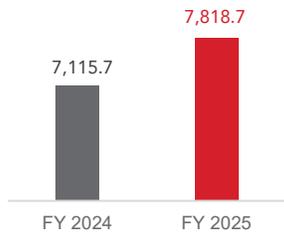
- The UAE operating environment, supported by population growth, economic activity, trade and tourism, provides a supportive backdrop for aviation demand.
- ADA continues to pursue growth in adjacent segments aligned with its strategic priorities, including selective air-mobility initiatives.
- Ongoing investments in capacity expansion at Etihad Engineering and continued digitalization across the Group support operational efficiency and customer experience.



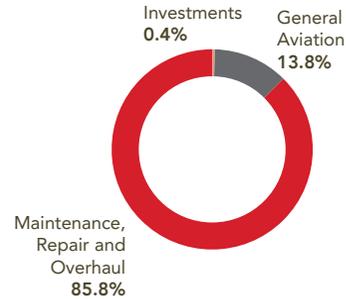
# Financial Review ●

# Financial Review

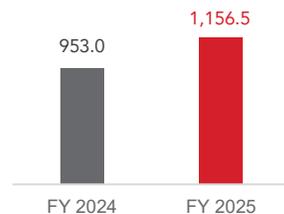
## Revenue (AED million) FY 2024 vs FY 2025



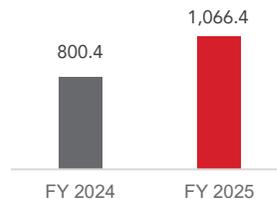
## Segmental Breakdown for FY 2025



## EBITDA (AED million) FY 2024 vs FY 2025



## Adj. Net Profit (AED million) FY 2024 vs FY 2025



**Ashraf Fahmy**  
Group Chief Financial Officer

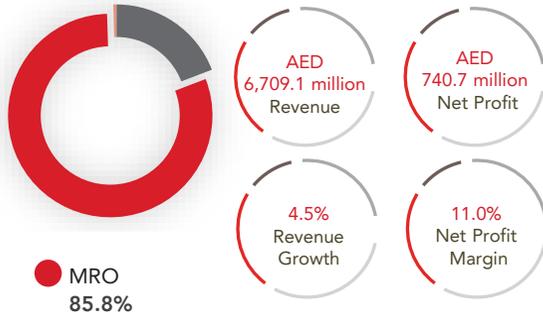
Total Revenue for FY 2025 reached AED 7,818.7mn, compared to AED 7,115.7mn in the prior-year period with a growth of 9.9% primarily attributable to the post combination impact of the Group (effective 1 May 2024). Group Revenue for FY2025 reached AED 7,818.7mn, compared to AED 7,610.2mn in FY2024, reflecting 2.7% year-on-year growth on a like-for like basis. EBITDA increased to AED 1,156.5mn from AED 953.3mn in FY2024, up 21.3%, driven by consolidation and strong profitability expansion across ADA's MRO businesses. The Group reported Net Profit of AED 1,066.4mn versus AED 1,291.9mn in the prior year, which included an AED 596.8mn one-off gain from the reverse acquisition. Excluding this gain and including four months of General Aviation results for comparability, adjusted underlying net profit<sup>(2)</sup> increased 33.2% to AED 1,066.4mn from AED 800.4mn

Basic and diluted earnings per share (EPS) for the year ended 31 December 2025 amounted to AED 0.785. ADA maintained its strong cash position of AED 3,187.1mn and a debt position of AED 1,122.8mn as of 31 December 2025 representing a debt of 1.0x 2025 EBITDA and 1.7x total debt including leases / EBITDA. In the full year period to December 2025, ADA's Capital Expenditure totaled AED 396.8mn, primarily related to aircraft acquisition and investment in new hangars, facility upgrades and technology upgrades. ADA exhibited strong cash conversion and working capital management including an AED 923.8mn reduction in related party receivables. ADA also paid an AED 329.0mn dividend to its shareholders in 2025. The board has proposed a dividend of AED 329.0mn for FY2025 and will seek shareholder approval at the Annual General Assembly Meeting, which will be held later in 2026.

(1) Like-for-Like Basis: FY 2024 net profit of AED 1,292.0 million adjusted for one-off gain of AED 596.8 million and inclusion of General Aviation segment (Jan-Apr: AED 180 million) = AED 875.2 million vs FY 2025: AED 1,066.4 million, representing 21.9% growth.  
(2) Adjusted Net Profit excludes the AED 596.8 million one-time gain recognized in 2024 from the reverse acquisition and includes the first four months (January-April) of General Aviation segment net profit totaling AED 108.8 million for like-for-like comparison.

## MRO Performance

### Revenue & Net Profit (AED million)



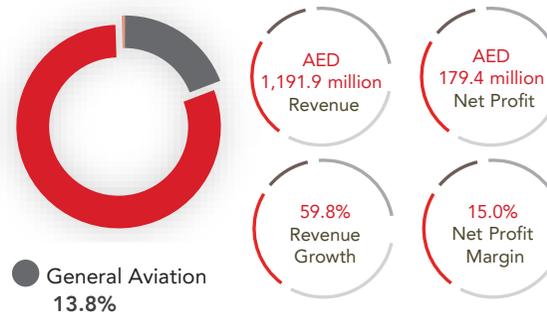
### Commentary

- **Key Revenue Contributor:** MRO segment generated AED 6,709.1 million<sup>(1)</sup> in revenue in FY 2025, representing 85.8% of Group revenue and 4.5% year-on-year growth.
- **Strong Profitability:** The MRO business delivered a net profit of AED 740.7 million, reflecting strong conversion of revenue into bottom-line performance, supported by sustained market demand, synergy realization, and the operational initiatives, resulting in a 11.0% net profit margin and notable growth of 55.0% year-on-year.
- **Dual Market Leadership:** Maintained a strong competitive position across both military and civil maintenance operations, supporting diversified revenue streams and resilience to sector-specific volatility.
- **Strategic Growth Engines:** Continued throughput expansion at Etihad Airways Engineering and AMMROC supported segment growth, with AMMROC benefiting from recurring defense contracts and expanding regional MRO mandates.
- **Forward-Looking Momentum:** Segment demonstrates positive outlook supported by sustained demand in maintenance operations and strategic positioning in high-value military and civil aviation markets.

(1) Segmental revenue include intercompany transactions.

## General Aviation Performance

### Revenue & Net Profit (AED million)

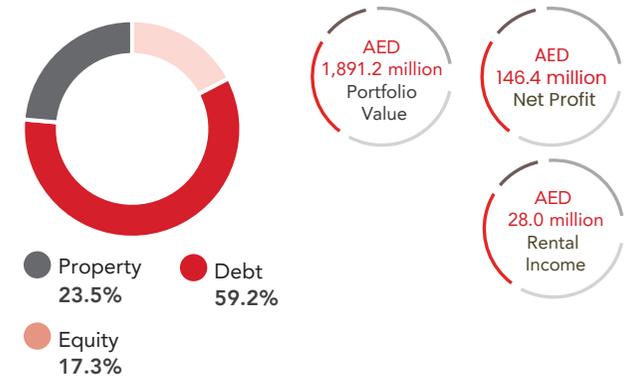


### Commentary

- **Revenue:** The General Aviation segment representing 13.8% of Group revenue, generated AED 1,191.9<sup>(1)</sup> million in FY 2025 compared with AED 746.0 million in the prior year, reflecting 59.8% year-on-year growth, primarily due to the post-combination consolidation effects.
- **Profitability:** The segment delivered a net profit of AED 179.4 million, representing a 15.0% net profit margin, supported by operational efficiency and an improved revenue mix, with year-on-year comparability impacted by one-off MCDU sales recorded in 2024.
- **Diversified Revenue Base:** Strong performance across all three clusters with passenger services reaching AED 442.1 million, cargo operations increasing to AED 336.9 million (driven by sea-air substitution) and technical assistance services increasing to AED 261.8 million.
- **Strategic Market Position:** The Segment accounted for approximately 13.8% of total Group revenue with enhanced asset availability supporting its competitive positioning in the regional aviation market.
- **Demand Profile:** Growth was supported by sustained demand across charter, cargo and passenger flight operations, reflecting the segment's diversified service offering.

## Investments Performance

### Revenue & Net Profit (AED million)

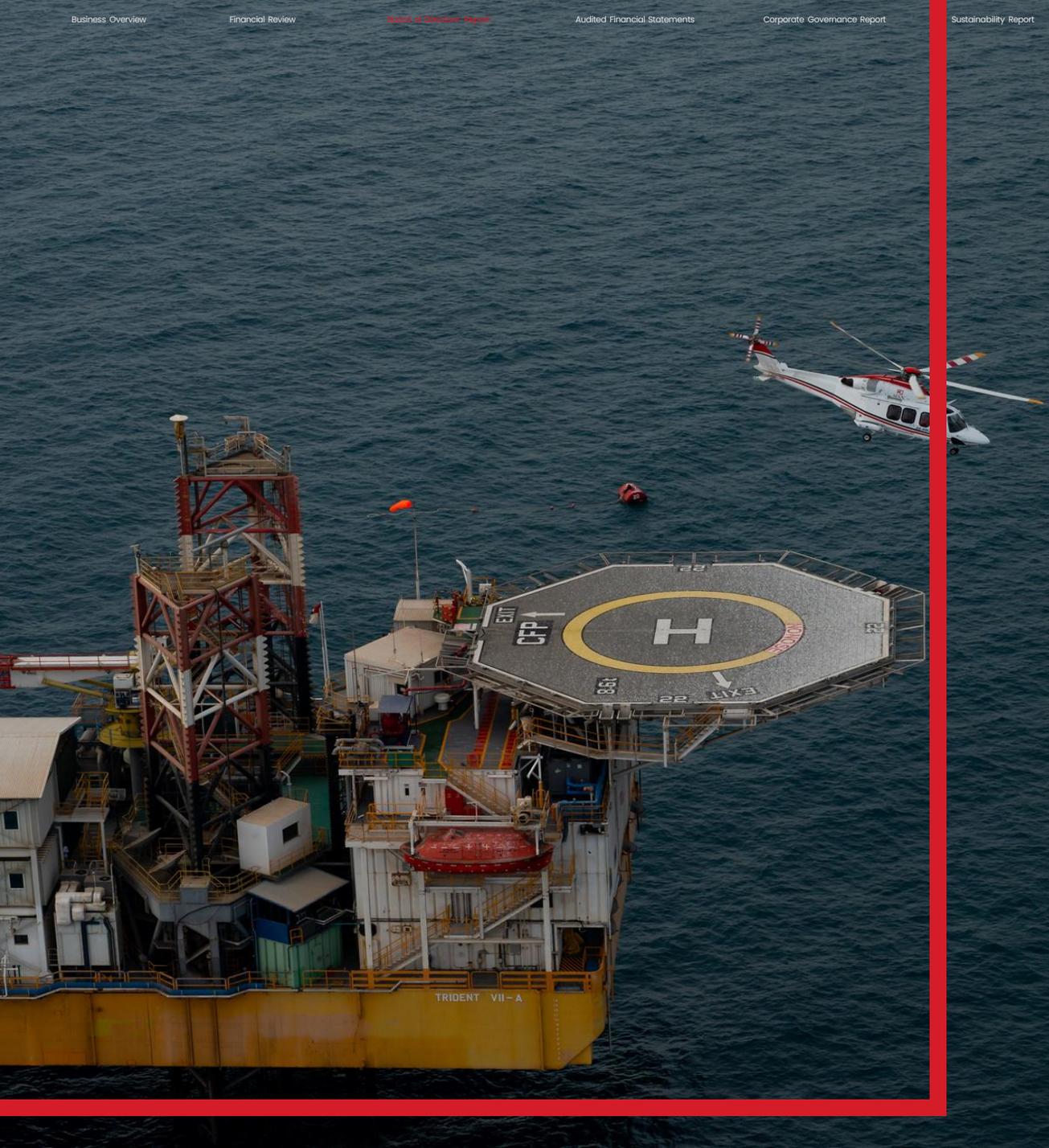


### Commentary

- **Investment Segment:** Generated AED 146.4 million in net profit from ADA's ADAIRE real estate portfolio and returns from a diversified financial asset portfolio, with AED 28.0 million attributable to rental income.
- **Robust Asset Base:** Supported by a diversified financial asset portfolio valued at AED 1,446.1 million (excluding property) as of 2025 (up from AED 564.8 million in Q4 2024), with AED 1,057.2 million in UAE bonds and AED 273.6 million in UAE equities.
- **U.A.E Bond Portfolio:** Expanded significantly from AED 181.5 million, contributing to increase in financial assets (excluding property) at fair value which reached AED 1,057.2 million.
- **Strategic Real Estate Holdings:** Portfolio includes international real estate assets with ADA holding properties across 9 subsidiaries in 4 regions nationwide, providing geographic diversification and a stable rental income stream.



**ABU DHABI AVIATION PJSC Directors'**  
**report and consolidated financial**  
**statements for the year ended 31**  
**December 2025 ●**



## ABU DHABI AVIATION PJSC

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# Directors' Report And Consolidated Financial Statements

For the year ended 31 December 2025

The directors present their report together with the consolidated financial statements of Abu Dhabi Aviation PJSC ("the Company") and its subsidiaries (together referred to as the "Group") for the year ended 31 December 2025.

## Principal activities

The Group is engaged in the provision of maintenance, repair, and overhaul (MRO) services for fixed-wing, rotary-wing, and military aircraft. The Group also provides professional and technical support services, owns and operates helicopters and fixed-wing aircraft, undertakes charter and commercial air cargo operations, and trades in aircraft spare parts, and accessories, both within and outside the United Arab Emirates.

## Review of business

During the year, the Group reported revenue of AED 7,818,731 thousand (2024: AED 7,115,675 thousand). Profit for the year was AED 1,066,433 thousand (2024: AED 1,291,955 thousand).

For the Board of Directors

## Chairman

10 February 2026  
Abu Dhabi, UAE

The appropriation of the results for the period is as below:

	AED'000
<b>Retained earnings as at 1 January 2025</b>	1,964,208
Profit for the year	1,066,433
Less: Profit for the year attributable to non-controlling interests	(205,059)
Less: Dividends paid to owners of the Company	(329,036)
Less: Remeasurement gain transferred to other reserves	(13,335)
Less: Transfer to statutory reserve	(70,561)
<b>Retained earnings as at 31 December 2025</b>	<b>2,412,650</b>

# Independent Auditor's Report

## To the Shareholders of Abu Dhabi Aviation PJSC

### Report on the audit of the consolidated financial statements

#### Our opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Abu Dhabi Aviation PJSC (the "Company") and its subsidiaries (together the "Group") as at 31 December 2025 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards.

#### What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of financial position as at 31 December 2025;
- the consolidated statement of profit or loss for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

PricewaterhouseCoopers Limited Partnership-Abu Dhabi Al Khatem Tower, Al Falah Str., 25 Floor, Abu Dhabi Global Market, PO Box: 45263, Abu Dhabi-United Arab Emirates T: +971 2 694 6800

Licence no. CN-1001301, Auditors' Registry no. FC0006-02,a branch of a DIFC entity.



[www.pwc.com](http://www.pwc.com)

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the applicable requirements of Abu Dhabi Accountability Authority ("ADAA") Chairman's Resolution No. (88) of 2021 Regarding Financial Statements Audit Standards for the Subject Entities. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) as applicable to audits of financial statements of public interest entities together with applicable ethical and independence requirements of United Arab Emirates that are relevant to our audit of the consolidated financial statements in the United Arab Emirates. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

#### Our audit approach

##### Overview

Key Audit Matter	Revenue recognition
------------------	---------------------

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the consolidated financial statements. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud. We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

# Independent Auditor's Report (Continued)

## To the Shareholders of Abu Dhabi Aviation PJSC

### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

### Our audit approach (continued)

Key Audit Matter	How our audit addressed the key audit matter
<p><b>Revenue recognition</b></p> <p>Included in the revenue reported for the year is AED 6.4 billion from services rendered to customers for maintenance, repair and overhaul services (MRO) and professional and technical assistance services.</p> <p>The revenue recognised for the aforementioned services involves certain complexities based on the nature of business. As a result, significant judgment and estimates are required in determining the appropriate measurement of revenue and its recognition and consequently we considered this to be a key audit matter.</p> <p>Refer to notes 3, 4 and 25 in the consolidated financial statements for the accounting policy and disclosures related to this matter.</p>	<p>Our audit procedures performed in relation to revenue recognition included;</p> <ul style="list-style-type: none"> <li>➤ considering the consistency of the Group's revenue recognition policies;</li> <li>➤ assessing the compliance of such policies with the applicable IFRS Accounting Standards;</li> <li>➤ reviewing the control environment and on a sample basis, testing internal controls over revenue recognition;</li> <li>➤ obtaining a representative sample of transactions and testing their occurrence, accuracy and recognition;</li> <li>➤ obtaining supporting documentation, on a sample basis, for revenue recognised, including reviewing signed contracts where available, and assessing alternative supporting evidence for contracts still in the process of being finalised;</li> <li>➤ assessing the completeness and accuracy of disclosures within the consolidated financial statements in accordance with IFRS Accounting Standards.</li> </ul>

# Independent Auditor's Report (Continued)

## To the Shareholders of Abu Dhabi Aviation PJSC

### Other information

The Directors are responsible for the other information. The other information comprises the Directors' report (but does not include the consolidated financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the Integrated report, which is expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Integrated report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

### Responsibilities of the Directors and those charged with governance for the consolidated financial statements

The Directors are responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards and their preparation in compliance with the applicable provisions of the UAE Federal Decree-Law No. (32) of 2021, as amended, and for such internal control as the Directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

# Independent Auditor's Report (Continued)

## To the Shareholders of Abu Dhabi Aviation PJSC

### Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the applicable requirements of ADAA Chairman's Resolution No. (88) of 2021 Regarding Financial Statements Audit Standards for the Subject Entities will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs and the applicable requirements of ADAA Chairman's Resolution No. (88) of 2021 Regarding Financial Statements Audit Standards for the Subject Entities, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

# Independent Auditor's Report (Continued)

## To the Shareholders of Abu Dhabi Aviation PJSC

### Auditor's responsibilities for the audit of the consolidated financial statements (continued)

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### Report on other legal and regulatory requirements

Further, as required by the UAE Federal Decree-Law No. (32) of 2021, as amended, we report that:

- i. we have obtained all the information we considered necessary for the purposes of our audit;
- ii. the consolidated financial statements have been prepared and comply, in all material respects, with the applicable provisions of the UAE Federal Decree-Law No. (32) of 2021, as amended;
- iii. the Group has maintained proper books of account;
- iv. the financial information included in Directors' report is consistent with the books of account of the Group;
- v. as disclosed in note 8 to the consolidated financial statements the Group has purchased or invested in shares during the year ended 31 December 2025;
- vi. note 36 to the consolidated financial statements discloses material related party transactions and the terms under which they were conducted; and

# Independent Auditor's Report (Continued)

To the Shareholders of Abu Dhabi Aviation PJSC

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## Report on other legal and regulatory requirements (continued)

- vii. based on the information that has been made available to us, nothing has come to our attention which causes us to believe that the Group has contravened during the year ended 31 December 2025 any of the applicable provisions of the UAE Federal Decree-Law No. (32) of 2021, as amended, or in respect of the Company, its Articles of Association which would materially affect its activities or its financial position as at 31 December 2025.

Further, as required by the ADAA Chairman's Resolution No. (88) of 2021 Regarding Financial Statements Audit Standards for the Subject Entities, we report, in connection with our audit of the consolidated financial statements for the year ended 31 December 2025, that nothing has come to our attention that causes us to believe that the Group has not complied, in all material respects, with any of the provisions of the following laws, regulations and circulars as applicable, which would materially affect its activities or the consolidated financial statements as at 31 December 2025:

- i. the Articles of Association which would materially affect its activities or its financial position as at 31 December 2025; and
- ii. applicable provisions of the relevant laws, resolutions and circulars that have an impact on the Subject Entity's consolidated financial statements

PricewaterhouseCoopers Limited Partnership - Abu Dhabi 11 February 2026

# Consolidated Statement Of Financial Position

For the year ended 31 December 2025

	Note	31 December 2025 AED'000	31 December 2024 AED'000
<b>Assets</b>			
<b>Non-current assets</b>			
Aircraft, property and equipment	5	2,013,178	1,735,422
Intangible assets	6	42,882	13,982
Investment properties	7	445,104	356,902
Financial assets at fair value through profit or loss	8	1,446,133	564,808
Right-of-use assets	9	740,005	730,495
Investment in a joint venture	10	137,404	109,222
Investment in an associate	10	842,539	762,934
Deferred tax assets	40	3,163	690
Other non-current assets		6,881	-
<b>Total non-current assets</b>		<b>5,677,289</b>	<b>4,274,455</b>
<b>Current assets</b>			
Inventories	11	1,220,168	1,095,273
Trade and other receivables	12	4,188,925	5,070,501
Advances, prepayments and other current assets	13	1,180,590	1,425,728
Other financial assets at amortised cost	14(b)	623,730	460,018
Cash and cash equivalents	14(a)	3,187,074	3,841,376
<b>Total current assets</b>		<b>10,400,487</b>	<b>11,892,896</b>
<b>Total assets</b>		<b>16,077,776</b>	<b>16,167,351</b>
<b>Equity and liabilities</b>			
<b>Equity</b>			
Share capital	15(a)	1,096,787	1,096,787
Share premium	16	3,489,349	3,489,349
Contributed capital		347,768	347,768
Reserves	17	471,433	396,590
Retained earnings		2,412,650	1,964,208
Equity attributable to owners of the Company		7,817,987	7,294,702
Non-controlling interests	15(b)	1,221,806	1,266,747
<b>Total equity</b>		<b>9,039,793</b>	<b>8,561,449</b>

	Note	31 December 2025 AED'000	31 December 2024 AED'000
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Provision for employees' end of service benefits	22	522,122	472,454
Borrowings	20	260,764	212,015
Lease liabilities	19	807,207	799,040
Deferred tax liabilities	40	8,765	3,490
Deferred government grants	23	36,540	42,162
<b>Total non-current liabilities</b>		<b>1,635,398</b>	<b>1,529,161</b>
<b>Current liabilities</b>			
Trade and other payables	21	4,353,682	5,076,208
Provisions	24	24,968	80,130
Borrowings	20	862,072	808,070
Lease liabilities	19	62,261	39,364
Deferred government grants	23	5,622	5,622
Current tax liabilities	40	93,980	67,347
<b>Total current liabilities</b>		<b>5,402,585</b>	<b>6,076,741</b>
<b>Total liabilities</b>		<b>7,037,983</b>	<b>7,605,902</b>
<b>Total equity and liabilities</b>		<b>16,077,776</b>	<b>16,167,351</b>

To the best of our knowledge, and in accordance with the IFRS Accounting Standards, the consolidated financial statements present fairly in all material respects, the consolidated financial position, consolidated financial performance and consolidated cash flows of the Group as of, and for the year ended 31 December 2025.

The consolidated financial statements were authorised and approved by the Board of Directors for issuance on 10 February 2026.

Nader Al Hammadi

Chairman

Mahmood Alhameli

Group Chief Executive Officer

Ashraf Fahmy

Group Chief Financial Officer

# Consolidated Statement Of Profit Or Loss

For the year ended 31 December 2025

	Note	31 December 2025 AED'000	31 December 2024 AED'000
Revenue from contracts with customers	25	7,818,731	7,115,675
Direct operating costs	26	(6,406,973)	(6,197,029)
<b>Gross profit</b>		<b>1,411,758</b>	<b>918,646</b>
General and administrative expenses	27	(690,189)	(529,823)
Provision for impairment on trade and other receivables	12	(9,084)	101,245
Reversal of impairment/(impairment) of property plant and equipment	5	54,600	(3,720)
Gain on bargain purchase		-	596,841
Net change in the fair value of financial assets through profit or loss	8	36,192	43,492
Other income	28	160,610	115,880
Amortisation of deferred income	23	5,622	3,748
Share of net profit of a joint venture	10	28,182	15,383
Share of net profit of an associate	10	79,605	53,516
Finance income	29	154,751	93,315
Finance costs	30	(67,798)	(55,109)
<b>Profit before income tax</b>		<b>1,164,249</b>	<b>1,353,414</b>
Income tax expense	40	(97,816)	(61,459)
<b>Profit for the year</b>		<b>1,066,433</b>	<b>1,291,955</b>
Profit for the year attributable to:			
Owners of the Company		861,374	1,130,233
Non-controlling interests		205,059	161,722
		<b>1,066,433</b>	<b>1,291,955</b>
<b>Basic and diluted earnings per share (AED)</b>	32	<b>0.785</b>	<b>1.190</b>

The accompanying notes 1 to 42 form an integral part of these consolidated financial statements.

# Consolidated Statement Of Comprehensive Income

For the year ended 31 December 2025

	Note	31 December 2025 AED'000	31 December 2024 AED'000
<b>Profit for the year</b>		<b>1,066,433</b>	<b>1,291,955</b>
<b>Other comprehensive income:</b>			
Items that may be reclassified to profit or loss			
Exchange differences on translation		4,282	(27)
Items that will not be reclassified subsequently to profit or loss:			
Remeasurement loss on employees' end of service benefits	22	(13,335)	(196)
Other comprehensive income for the year		(9,053)	(223)
<b>Total comprehensive income for the year</b>		<b>1,057,380</b>	<b>1,291,732</b>
<b>Total comprehensive income for the year is attributable to:</b>			
Owners of the Company		852,321	1,130,010
Non-controlling interests		205,059	161,722
		<b>1,057,380</b>	<b>1,291,732</b>

# Consolidated Statement Of Changes In Equity

For the year ended 31 December 2025

	Share Capital AED'000	Share Premium AED'000	Contributed capital AED'000	Reserves AED'000	Retained earnings AED'000	Equity attributable to the owners of the Company AED'000	Non- controlling interests AED'000	Total equity AED'000
At 1 January 2024 (Unaudited)	1,735,050	-	347,768	311,891	2,023,922	4,418,631	-	4,418,631
Reverse acquisition (Note 1)	(638,263)	3,489,349	-	-	(1,105,025)	1,746,061	1,105,025	2,851,086
Profit for the year	-	-	-	-	1,130,233	1,130,233	161,722	1,291,955
Other comprehensive income for the year	-	-	-	(27)	(196)	(223)	-	(223)
Total comprehensive income for the year	-	-	-	(27)	1,130,037	1,130,010	161,722	1,291,732
Transfer to reserves (Note 17)	-	-	-	84,726	(84,726)	-	-	-
At 31 December 2024	1,096,787	3,489,349	347,768	396,590	1,964,208	7,294,702	1,266,747	8,561,449
At 1 January 2025 (Audited)	1,096,787	3,489,349	347,768	396,590	1,964,208	7,294,702	1,266,747	8,561,449
Profit for the year	-	-	-	-	861,374	861,374	205,059	1,066,433
Other comprehensive income for the year	-	-	-	4,282	(13,335)	(9,053)	-	(9,053)
Total comprehensive income for the year	-	-	-	4,282	848,039	852,321	205,059	1,057,380
Transfer to reserves (Note 17)	-	-	-	70,561	(70,561)	-	-	-
<i>Transaction with owners in their capacity as owners:</i>								
Dividends paid (Note 18)	-	-	-	-	(329,036)	(329,036)	(250,000)	(579,036)
<b>At 31 December 2025</b>	<b>1,096,787</b>	<b>3,489,349</b>	<b>347,768</b>	<b>471,433</b>	<b>2,412,650</b>	<b>7,817,987</b>	<b>1,221,806</b>	<b>9,039,793</b>

The accompanying notes 1 to 42 form an integral part of these consolidated financial statements.

# Consolidated Statement Of Cash Flows

For the year ended 31 December 2025

	Note	31 December 2025 AED'000	31 December 2024 AED'000		Note	31 December 2025 AED'000	31 December 2024 AED'000
<b>Cash flows from operating activities</b>							
Profit before income tax		1,164,249	1,353,414				
<b>Adjustments for:</b>							
Depreciation of aircraft, property and equipment	5	92,192	67,317				
Aircraft, property and equipment written off	5	187	102				
Depreciation of right-of-use assets	9	37,765	29,648				
Amortisation of intangible assets	6	9,511	2,617				
(Reversal of)/impairment of aircraft, property and equipment	5	(54,600)	3,720				
Provision for slow moving and obsolete inventories	11	21,562	2,467				
Provision for onerous contracts	24	2,587	(4,144)				
Provision for employees' end of service benefits	22	91,540	69,720				
Provision/(reversal) for expected credit losses on trade and other receivables	12	9,084	(101,245)				
Gain on disposal of aircraft, property and equipment	28	(9,799)	(3,661)				
Net change in the fair value of financial assets at FVTPL	8	(36,192)	(43,492)				
Net change in the fair value of investment property	7	(83,189)	(3,352)				
Gain on bargain purchase	1	-	(596,841)				
Share of profit from a joint venture	10	(28,182)	(15,383)				
Share of profit from an associate	10	(79,605)	(53,516)				
Gain on termination of lease	28	-	(58,221)				
Amortisation of deferred income	23	(5,622)	(3,748)				
Foreign exchange gain		-	(1,164)				
Finance costs	30	32,177	21,359				
Interest on lease liabilities	19	35,621	33,247				
Finance income	29	(154,751)	(93,315)				
Dividend income	28	(9,898)	(4,058)				
<b>Operating cash flows before payment of employees' end of service benefits, tax paid and changes in working capital</b>		1,034,637	601,471				
Payment of employees' end of service benefits	22	(55,263)	(53,311)				
Corporate tax paid	40	(68,204)	-				
<b>Changes in working capital:</b>							
Inventories	11	(146,457)	(52,488)				
Trade and other receivables	12	872,493	1,501,404				
Advances, prepayments and other current assets	13	245,138	(294,705)				
Trade and other payables	21	(647,470)	444,474				
Provisions	24	(57,749)	(77,665)				
<b>Net cash generated from operating activities</b>		1,177,125	2,069,180				
<b>Cash flows from investing activities</b>							
Purchase of aircraft, property and equipment	5	(353,359)	(255,802)				
Proceeds from disposal of aircraft, property and equipment		47,623	8,145				
Purchase of investment property	7	(5,013)	(7,207)				
Purchase of intangible assets	6	(38,411)	(4,203)				
Proceeds from disposal of intangible assets	6	-	6				
Purchase of investments in financial assets at fair value through profit or loss	8	(864,507)	(101,779)				
Proceeds from disposal of financial assets at fair value through profit or loss	8	25,865	27,693				
Purchase of other financial assets at amortised cost	14(b)	(4,786,134)	(3,741,174)				
Proceeds from other financial assets at amortised cost	14(b)	4,627,526	3,281,156				
Cash received upon acquisition of subsidiary		-	477,073				
Finance income received		142,588	102,027				
Dividend income received		9,898	4,058				
<b>Net cash used in investing activities</b>		(1,193,924)	(210,007)				
<b>Cash flows from financing activities</b>							
Proceeds from borrowings	20	451,276	214,030				
Repayment of borrowings	20	(447,235)	(224,210)				
Finance costs paid	20	(30,674)	(18,928)				
Dividends paid		(654,036)	-				
Interest paid on lease liabilities	19	(28,183)	(33,247)				
Principal elements of lease liabilities	19	(23,648)	(55,595)				
<b>Net cash used in financing activities</b>		(732,500)	(117,950)				
<b>Net (decrease)/increase in cash and cash equivalents</b>		(749,299)	1,741,223				
Cash and cash equivalents at the beginning of the period		3,754,952	2,013,729				
Effect of currency translation on cash and cash equivalents		71	-				
<b>Cash and cash equivalents at the end of the period</b>	14(a)	3,005,724	3,754,952				

The accompanying notes 1 to 42 form an integral part of these consolidated financial statements.

# Notes to the consolidated Financial Statements

For the year ended 31 December 2025

## 1. General information

Abu Dhabi Aviation PJSC (the "Company" or "ADA") is a national shareholding company incorporated in Abu Dhabi, United Arab Emirates by the Decrees and Laws No. 3, No. 10, No. 8, No. 9 and No. 11 of the years 1982, 1985, 1999, 2003 and 2004, respectively. The Company's shares are listed on the Abu Dhabi Securities Exchange (ADX). The Company has its registered office at P.O. Box 2723, Abu Dhabi, United Arab Emirates.

The Company and its subsidiaries (together referred to as the "Group") are engaged in the provision of maintenance, repair, and overhaul (MRO) services for fixed-wing, rotary-wing, and military aircraft. The Group also provides professional and technical support services, owns and operates helicopters and fixed-wing aircraft, undertakes charter and commercial air cargo operations, and trades in aircraft spare parts, and accessories, both within and outside the United Arab Emirates.

The Company is owned by ADQ Aviation and Aerospace Services LLC ("ADQ Aviation") which is a wholly owned subsidiary of Abu Dhabi Developmental Holding Company PJSC (the "Ultimate Parent") and then ultimately by the Government of Abu Dhabi (the "Ultimate Beneficial Owner").

During the year 2022, the Group had received an offer from ADQ Aviation to combine its shareholdings in Advanced Military Maintenance Repair and Overhaul Centre LLC ("AMMROC"), Etihad Airways Engineering LLC ("EYE") and Global Aerospace Logistics LLC ("GAL") (together referred to as the "Perimeter assets") with the Group.

On 22 March 2023, the shareholders of the Company approved the proposed 'transaction' in accordance with the terms of the share purchase agreement entered into between ADA and ADQ Aviation, whereby ADQ Aviation contributed the Perimeter Assets to ADA. The following are the Perimeter Assets forming part of the transaction, which became effective on 1 May 2024;

- a) a 100% stake in Advanced Military Maintenance Repair and Overhaul Centre LLC ("AMMROC")
- b) a 100% stake in Etihad Airways Engineering LLC ("EYE")
- c) a 50% stake in Global Aerospace Logistics LLC ("GAL")

The consideration for transferring of the Perimeter Assets was satisfied by the issuance of convertible instruments (the "Convertible Instruments") from ADA to ADQ Aviation. At transaction closing, the Convertible Instruments were converted into 652,000,000 ordinary shares of par value AED 1 each in the capital of ADA. Following the completion of the transaction on 1 May 2024, ADQ Aviation's ownership represents 59.45% of the entire issued share capital of ADA.

The transaction is expected to create a globally competitive aviation business headquartered in Abu Dhabi to position the Emirate as a world-leading hub for aviation maintenance, repair and overhaul ('MRO') services, logistics, supply chain and advanced engineering capabilities, with an extensive portfolio of aircrafts, MRO centres and hangars.

### Reverse acquisition

Under the terms of the transaction ADA (the "legal acquirer") issued 652,000,000 new shares, representing 59% of the shares of the merged group to ADQ shareholders in exchange for the stake in ADQ Aviation's (the "legal acquiree") equity of the Perimeter assets, which resulted in ADQ Aviation becoming the majority shareholder of the new group with 59.40% of ADA's shares in issue.

IFRS 3 requires one of the combining entities to be identified as the accounting acquirer and in some cases, the accounting acquirer may not be the same as the legal acquirer. Subsequent to the transaction, as noted above, ADQ Aviation's shareholder hold the majority of shares of the combined entity, thereby gaining control over the new group. In this Transaction, the Perimeter Assets comprising of AMMROC, EYE and GAL, together representing the "ADQ Aviation Group" (the "legal acquiree") were determined as the accounting acquirer while ADA (legal acquirer) was determined to be the accounting acquiree resulting in a reverse acquisition.

The overall transaction is deemed to have substance, given different businesses are coming together and the external minority shareholders of ADA will get diluted. IFRS 3 provides guidance on the considerations that are relevant for identifying the acquirer, where the acquirer is the entity that obtains control of the acquiree.

## 1. General information (continued)

### Reverse acquisition (continued)

The principles of reverse acquisition were used to reflect the acquisition of ADA by ADQ Aviation Group effective 1 May 2024. The number of shares as required under IFRS 3 is that of ADA (as legal acquirer) and not ADQ Aviation Group and therefore the share capital in the consolidated statement of changes in equity is that of ADA. This resulted in an adjustment of AED 638,263 thousand within share capital and also an adjustment to earnings per share for the previous period.

#### a. Consideration transferred

The fair value of the equity instruments issued at the date of the acquisition is used to determine the consideration for the business combination. The quoted market price of ADA's shares provides a more reliable basis for measuring the consideration effectively transferred than the estimated fair value of the shares in ADQ Aviation Group, the consideration is therefore measured using the market price of ADA's shares as of 1 May 2024.

The following tables summarise the acquisition date fair value of consideration transferred.

Fair valuation	% Ownership	AED'000
Fair valuation of accounting acquirer	59.45%	4,179,320
Fair valuation of accounting acquiree	40.55%	2,851,086
<b>Combined fair value</b>	<b>100%</b>	<b>7,030,406</b>

Capital structure post acquisitions	% Ownership	No. of Shares
Number of shares held by accounting acquiree (ADA)	40.55%	444,787,200
Number of shares issued to accounting acquirer (ADQ Aviation Group)	59.45%	652,000,000
	<b>100%</b>	<b>1,096,787,200</b>

	AED'000
Consideration transferred for reverse acquisition	
(444,787,200 ADA shares at AED 6.41 per share)	2,851,086

#### b. Acquisition-related costs

The Group incurred acquisition-related costs of AED 7,877 thousand on legal fees, valuation and due diligence costs.

#### c. Non-controlling interest

The non-controlling interest at the acquisition date represents the minority interest in Global Aerospace Logistics LLC (GAL) and has been recognised at the proportionate share of the acquired net identifiable assets of GAL at the acquisition date attributable to owners of non-controlling interest (Note 15(b)).

#### d. Consideration and purchase price allocation

The consideration paid by the Group was based on results of an external appraisal of ADA's business taken as a whole.

However, in accordance with IFRS 3 "Business Combinations", the Group must account for acquisitions based on fair values of the identifiable assets acquired, and liabilities and contingent liabilities assumed as set out in the following table:

Fair valuation	AED'000
<b>Assets</b>	
Aircraft, property and equipment	947,292
Investment properties	342,701
Investments in financial assets	447,230
Right-of-use assets	91,043
Investment in a joint venture	93,839
Investment in an associate	709,418
Inventories	612,891
Trade and other receivables	713,304
Advances, prepayments and other current assets	78,435
Cash and cash equivalents	477,073
<b>Total assets acquired</b>	<b>4,513,226</b>
<b>Liabilities</b>	
Provision for employees' end of service benefits	136,339
Borrowings	451,818
Lease liabilities	125,103
Deferred government grants	51,532
Trade and other payables	238,589
Provisions	53,229
Income tax provision	8,689
<b>Total liabilities acquired</b>	<b>1,065,299</b>
<b>Fair value of identifiable net assets acquired</b>	<b>3,447,927</b>
<b>Net consideration transferred for the reverse acquisition</b>	<b>2,851,086</b>
<b>Gain on bargain purchase</b>	<b>596,841</b>

## 1. General information (continued)

### Reverse acquisition (continued)

The fair values of assets and liabilities acquired are based on a combination of cost approach and income approach. The valuation of identifiable assets was performed by an independent professional appraiser. Based on the appraisal report, the aircraft, property and equipment were included in the purchase price allocation.

#### e. Revenue and profit contributed by the accounting acquirees

The acquired business recognised a revenue of AED 763,946 thousand and net profit of AED 201,971 thousand for the period from 1 May 2024 to 31 December 2024. If the acquisition had occurred on 1 January 2024, consolidated pro forma revenue and net income for the year ended 31 December 2024 would have been AED 7,621,135 thousand and AED 1,530,938 thousand respectively for the comparative period.

#### f. Cash and cash equivalents contributed by the accounting acquirees

On 1 May 2024 the acquired business contributed net cash and cash equivalents of AED 477,074 thousand.

#### g. Accounts receivable and other receivables contributed by the accounting acquirees

On 1 May 2024 the acquired business includes trade and other receivables with a fair value of AED 713,304 thousand

## 2. Application of new and revised IFRS Accounting Standards

### 2.1 New and amended IFRS Accounting Standards applied with no material effect on the consolidated financial statements.

The accounting policies adopted in the preparation of the consolidated financial statements are consistent with those followed in the preparation of the Group's annual consolidated financial statements for the year ended 31 December 2024, and the notes attached thereto, except for the adoption of certain new and revised IFRS Accounting Standards, that became effective in the current year as set out below.

Amendments to IAS 21 - Lack of Exchangeability (effective 1 January 2025) - An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations.

### 2.2 New and revised IFRS Accounting Standards in issue but not yet effective and not early adopted

The Group has not early adopted new and revised IFRS Accounting Standards that have been issued but are not yet effective.

#### *Amendment to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments (effective 1 January 2026)*

These amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

## 2. Application of new and revised IFRS Accounting Standards (continued)

### 2.2 New and revised IFRS Accounting Standards in issue but not yet effective and not early adopted (continued)

These amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the sole payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

#### *Annual improvements to IFRS – Volume 11 (effective 1 January 2026)*

Annual improvements are limited to changes that either clarify the wording in an Accounting Standard or correct relatively minor unintended consequences, oversights or conflicts between the requirements in the Accounting Standards. The amendments are to the following standards:

- IFRS 1 First-time Adoption of International Financial Reporting Standards;
- IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash Flows.

#### *IFRS 18 Presentation and Disclosure in Financial Statements (effective 1 January 2027)*

IFRS 18 will replace IAS 1 Presentation of financial statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance and providing management-defined performance measures within the financial statements.

Management is currently assessing the detailed implications of applying the new standard on the Company's financial statements. From the high-level preliminary assessment performed, the following potential impacts have been identified:

- Although the adoption of IFRS 18 will have no impact on the Company's net profit, the Company expects that grouping items of income and expenses in the statement of profit or loss and other comprehensive income into the new categories will impact how operating profit is calculated and reported. From the high-level impact assessment that the Company has performed, the following items might potentially impact operating profit:
  - Foreign exchange differences currently aggregated in the line item 'Finance costs' need to be disaggregated, with some foreign exchange gains or losses presented below operating profit.
  - Accretion expense currently aggregated in the line item 'Finance costs' need to be disaggregated and will be presented within operating profit.
- The line items presented on the primary financial statements might change as a result of the application of the concept of 'useful structured summary' and the enhanced principles on aggregation and disaggregation.
- The Company does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:

## 2. Application of new and revised IFRS Accounting Standards (continued)

### 2.2 New and revised IFRS Accounting Standards in issue but not yet effective and not early adopted (continued)

- management-defined performance measures;
- a breakdown of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss and other comprehensive income – this breakdown is only required for certain nature expenses; and
- for the first annual period of application of IFRS 18, a reconciliation for each line item in the statement of profit or loss and other comprehensive income between the restated amounts presented by applying IFRS 18 and the amounts previously presented applying IAS 1.

From the statement of cash flows perspective, there will be changes to how interest received and interest paid are presented. Interest paid will be presented as financing cash flows and interest received as investing cash flows, which is a change from current presentation as part of operating cash flows.

The Company will apply the new standard from its mandatory effective date of 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with IFRS 18.

IFRS 19 Subsidiaries without Public Accountability: Disclosures (effective 1 January 2027) - This new standard works alongside other IFRS Accounting Standards. An eligible subsidiary applies the requirements in other IFRS Accounting Standards except for the disclosure requirements and instead applies the reduced disclosure requirements in IFRS 19. IFRS 19's reduced disclosure requirements balance the information needs of the users of eligible subsidiaries' financial statements with cost savings for preparers. IFRS 19 is a voluntary standard for eligible subsidiaries. A subsidiary is eligible if: - it does not have public accountability; and - it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards.

### *Translation to a Hyperinflationary Presentation Currency (Amendments to IAS 21) (effective 1 January 2027)*

The amendments specify the translation procedures for an entity whose presentation currency is that of a hyperinflationary economy. The entity applies the amendments if:

- A. its functional currency is that of a non-hyperinflationary economy and it is translating its results and financial position into the currency of a hyperinflationary economy; or
- B. it is translating into the currency of a hyperinflationary economy the results and financial position of a foreign operation whose functional currency is that of a non-hyperinflationary economy.

The amendments will improve the usefulness of the resulting information in a cost-effective manner and reduce diversity in practice.

The Group is currently assessing the impact of these standards and amendment on the future consolidated financial statements of the Group, and intends to adopt it, if applicable, when it becomes effective.

## 3. Material accounting policies

### **Basis of preparation**

#### *Statement of compliance*

The consolidated financial statements for the year ended 31 December 2025 have been prepared in accordance with IFRS Accounting Standards. The consolidated financial statements comply with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

#### *Functional and presentation currency*

The consolidated financial statements are presented in United Arab Emirates Dirhams ("AED"), which is the Group's functional and presentational currency. All values are rounded to the nearest AED thousands, unless otherwise stated.

### 3. Material accounting policies (continued)

#### Basis of consolidation

The consolidated financial statements incorporate the financial position and performance of the Group and its legal subsidiaries as disclosed below:

#### Historical cost convention

The consolidated financial statements have been prepared on a historical cost basis, except for the following:

- certain financial assets and liabilities and investment property – measured at fair value or revalued amount.
- defined benefit pension plans – measured at present value.

Name	Percentage holding		Country of incorporation	Principal Activities
	31 December 2025	31 December 2024		
Maximus Air – Sole Proprietorship L.L.C.	100%	100%	UAE	Air cargo
Herbal Hill Gardens Limited	100%	100%	Gibraltar	Investment properties ownership
Maximus Airlines L.L.C	100%	100%	Ukraine	Air cargo services
ADA International Real Estate Owned by Abu Dhabi Aviation – Sole Proprietorship Co. L.L.C.	100%	100%	UAE	Real estate lease and management services
Abu Dhabi Aviation Training Centre L.L.C.*	100%	100%	UAE	Aviation training
ADA Millennium Consulting – Owned by Abu Dhabi Aviation Sole Proprietorship L.L.C.	100%	100%	UAE	Advisory and implementation consultancy services to aviation, manufacturing, hospitality, oil and gas and private equity sectors
Global Aerospace Logistics LLC	50%	50%	UAE	Professional and technical assistance services, maintenance of aircrafts and engines, the sale of aircraft, spare parts and accessories thereof.
Etihad Airways Engineering L.L.C	100%	100%	UAE	Maintenance, Repair and Overhaul to airlines and aviation operators
Advanced Military Maintenance, Repair and Overhaul Centre LLC	100%	100%	UAE	Repair, maintenance and overhaul services in respect of fixed and rotary wings, military aircraft and sale of spare parts related to military aircraft.

\*The Group entered into a cooperation and services arrangement with Canadian Aviation Electronics Limited (CAE) where the contributions and profit sharing is based on 50-50% basis between the parties. The parties have direct rights to the assets and are jointly and severally liable for the liabilities incurred by the arrangement. This arrangement is therefore classified as a joint operation, and the group recognises its direct right to the jointly held assets (AED 39 million), liabilities (AED 6 million), revenues (AED 15 million) and expenses (AED 14 million).

#### Business combinations

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred
- liabilities incurred to the former owners of the acquired business
- equity interests issued by the group
- fair value of any asset or liability resulting from a contingent consideration arrangement, and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

The excess of the:

- consideration transferred
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity

### 3. Material accounting policies (continued)

#### Business combinations (continued)

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value, with changes in fair value recognised in profit or loss.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss.

#### (i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity where the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases. The acquisition method of accounting is used to account for business combinations by the Group. Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

#### (ii) Changes in ownership interests

The group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of Abu Dhabi Aviation PJSC. When the group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss. If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

#### Aircraft, property and equipment

##### *Recognition and measurement*

Aircraft, property and equipment are measured at cost, which includes capitalised borrowing costs, less accumulated depreciation, and any accumulated impairment losses.

If significant parts of an item of aircraft, property and equipment have different useful lives, then they are accounted for as separate items (major components) of aircraft, property and equipment.

Any gain or loss on disposal of an item of aircraft, property and equipment is recognised in profit or loss.

### 3. Material accounting policies (continued)

#### Aircraft, property and equipment (continued)

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group. The cost of replacing part of an item of aircraft, property and equipment including major inspections and overhauls is recognised in the carrying amount of the related asset if it is probable that future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably.

The remaining carrying amount of replaced parts is derecognised simultaneously. Major inspections and overhaul are capitalised as a separate component of aircraft, property and equipment and are amortised over the period to the next major overhaul.

#### Depreciation

Depreciation is calculated on a straight-line basis so as to write off the cost of assets over their estimated useful lives, after allowing for estimated residual value.

Residual value is the net amount which the Group expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Depreciation of operational aircraft, property and equipment commences with the commercial use of the asset.

The estimated useful life for aircraft, property and equipment in the current year and comparative period is as follows:

Fair valuation	Years
Buildings	30-50
Helicopters, aircraft and major rotables	10-15
Commercial aircraft, rotatable parts and repairables	20-30
Cargo aircraft building	30
Cargo aircraft and spares	25
Leasehold improvements	3-50
Furniture, fixtures, and computers	3-10
Machinery, equipment, and others	4-30

#### Capital work in progress

Properties or assets in the course of construction for production, supply, or administrative purposes, or for purposes not yet determined, are carried at cost, less any recognised impairment loss.

Cost includes all direct costs attributable to the design and construction of the asset including related staff costs, and for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy.

When the assets are ready for intended use, the capital work in progress is transferred to the appropriate property and equipment or intangible asset category and is depreciated or amortised in accordance with the Group's policies.

#### Intangible assets

Intangible assets, which have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses, if any. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Subsequent expenditure is recognised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in profit or loss as incurred.

The intangible assets are amortised on a straight-line basis over their estimated useful lives as follows:

	Years
Intellectual property	4 - 7
Customer contracts	2 - 5
Software	2 - 5

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

### 3. Material accounting policies (continued)

#### Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is measured initially at cost, including transaction costs.

Subsequent to initial recognition, investment property is measured at fair value. Gains or losses arising from changes in the fair value of investment property are included in profit or loss in the period in which they arise.

At each reporting date, the Group reviews the carrying amounts of its investment properties to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment loss (if any).

Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease and to the extent that the impairment loss is greater than the related revaluation surplus, the excess impairment loss is recognised in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss to the extent that it eliminates the impairment loss which has been recognised for the asset in prior years. Any increase in excess of this amount is treated as a revaluation increase.

#### Interests in joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

When a Group entity undertakes its activities under joint operations, the Group as a joint operator recognises in relation to its interest in a joint operation:

- its assets, including its share of any assets held jointly.
- its liabilities, including its share of any liabilities incurred jointly.
- its revenue
- from the sale of its share of the output arising from the joint operation.
- its share of the revenue from the sale of the output by the joint operation; and
- its expenses, including its share of any expenses incurred jointly.

The Group accounts for the assets, liabilities, revenue and expenses relating to its interest in a joint operation in accordance with the IFRS Accounting Standards applicable to the particular assets, liabilities, revenue and expenses.

#### Investment in joint venture and an associate

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

### 3. Material accounting policies (continued)

#### Investment in joint venture and an associate (continued)

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investment in its associate and joint venture are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the consolidated statement of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture. The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within 'Share of profit of an associate and a joint venture' in the consolidated statement of profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss

When a Group entity transacts with a joint operation in which a Group entity is a joint operator (such as a sale or contribution of assets), the Group is considered to be conducting the transaction with the other parties to the joint operation, and gains and losses resulting from the transactions are recognised in the Group's consolidated financial statements only to the extent of other parties' interests in the joint operation.

When a Group entity transacts with a joint operation in which a Group entity is a joint operator (such as a purchase of assets), the Group does not recognise its share of the gains and losses until it resells those assets to a third party.

#### Inventories

Inventories are stated at the lower of cost or net realisable value, which have been adjusted for any expected impairment. Cost is arrived at using the weighted average method for MRO related inventory and the First In First Out (FIFO) method for all other helicopter and fixed wing operations inventory. Costs comprises cost of materials purchased, duties, freight charges and other related expenses and where applicable, direct labor costs and those overheads that have been incurred in bringing the inventory to its present location and condition.

Net realisable value represents the estimated selling price in the ordinary course of business, less selling expenses. Allowance for obsolete and slow-moving inventory is made to reduce the carrying amount of inventories to their realisable value.

#### Deferred costs

Deferred costs consists of components ordered for certain kits that are principally to be used in maintenance activities in future, sale, with revenue being recognised at the time of delivery of fully completed kits. Cost comprises all direct costs attributable to the purchase of the components of these kits. Management is satisfied that revenue recognition is at the time of delivery of the fully completed kits for the aircraft in the future. Accordingly, all related costs incurred are recorded as deferred costs.

#### Cash and cash equivalents

In the consolidated statement of financial position, cash and cash equivalents comprise cash (i.e., cash on hand and demand deposits). Cash equivalents are short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather for investment or other purposes.

### 3. Material accounting policies (continued)

#### Other financial assets at amortised cost

In the consolidated statement of financial position, other financial assets at amortised cost comprise of other financial assets, structured deposits and short-term investments having maturity of more than 3 months which are not highly liquid and are exposed to significant risk of changes due to early termination costs imposed by the banks and are held by the Group for investment purposes.

#### Financial instruments

##### Financial assets and financial liabilities

Financial assets and financial liabilities are recognised in the consolidated statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

All regular purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

##### *Classification of financial assets*

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows;
  - the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are measured subsequently at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at fair value through profit or loss (FVTPL).

Despite the foregoing, the Group may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met;
- the Group may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

#### i. Amortised cost and effective cost method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets (i.e., assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

### 3. Material accounting policies (continued)

#### i. Amortised cost and effective cost method (continued)

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI. For financial assets other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit-impaired financial assets, the Group recognises interest income by applying the credit-adjusted effective interest rate to the amortised cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit impaired.

Interest income is recognised in profit or loss and is included in the finance income line item.

#### ii. Debt instruments classified as at FVTOCI

The debt instruments held by the Group are classified as at FVTOCI. The debt instruments are initially measured at fair value plus transaction costs. Subsequently, changes in the carrying amount of these debt instruments as a result of foreign exchange gains and losses (see below), impairment gains or losses (see below), and interest income calculated using the effective interest method (see (i) above) are recognised in profit or loss. The amounts that are recognised in profit or loss are the same as the amounts that would have been recognised in profit or loss if these debt instruments had been measured at amortised cost. All other changes in the carrying amount of these debt instruments are recognised in other comprehensive income and accumulated under the heading of investments revaluation reserve.

When these debt instruments are derecognised, the cumulative gains or losses previously recognised in other comprehensive income are reclassified to profit or loss.

#### iii. Equity instrument designated as at FVTOCI

On initial recognition, the Group may make an irrevocable election (on an instrument-by-instrument basis) to designate investments in equity instruments as at FVTOCI. Designation at FVTOCI is not permitted if the equity investment is held for trading or if it is contingent consideration recognised by an acquirer in a business combination.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling it in the near term; or
- on initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has evidence of a recent actual pattern of short-term profit-taking; or
- it is a derivative (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument).

### 3. Material accounting policies (continued)

#### iii. Equity instrument designated as at FVTOCI (continued)

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the investment's revaluation reserve. The cumulative gain or loss is not reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

Dividends on these investments in equity instruments are recognised in profit or loss in accordance with IFRS 9 unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the 'finance income – other' line item in profit or loss.

The Group designated all investments in equity instruments that are not held for trading as at FVTOCI on initial recognition

#### iv. Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI (see (i) to (iii) above) are measured at FVTPL.

Specifically:

Investments in equity instruments are classified as at FVTPL, unless the Group designates an equity investment that is neither held for trading nor a contingent consideration arising from a business combination as at FVTOCI on initial recognition (see (iii) above).

Debt instruments that do not meet the amortised cost criteria or the FVTOCI criteria (see (i) and (ii) above) are classified as at FVTPL. In addition, debt instruments that meet either the amortised cost criteria or the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency (so called 'accounting mismatch') that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Group has not designated any debt instruments as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss includes any dividend or interest earned on the financial asset and is included in the "Net change in the fair value of financial asset through profit or loss" line item in the profit or loss.

#### Impairment of financial assets

The Group recognises a loss allowance for expected credit losses on investments in debt instruments that are measured at amortised cost or at FVTOCI, trade receivables and other receivables, as well as on contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognises lifetime ECL (expected credit losses) for trade receivables and other receivables and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises a lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

#### i. Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organizations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

### 3. Material accounting policies (continued)

#### i. Significant increase in credit risk (continued)

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor;
- and an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise. Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if the Group considers a financial asset to have low credit risk when the asset has external credit rating of 'investment grade' in accordance with the globally understood definition or if an external rating is not available, the asset has an internal rating of 'performing'. Performing means that the counterparty has a strong financial position and there is no past due amounts.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

#### ii. Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

- when there is a breach of financial covenants by the debtor; or
- when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collateral held by the Group).

#### iii. Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- a. significant financial difficulty of the issuer or the borrower;
- b. a breach of contract, such as a default or past due event (see (ii) above);
- c. the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- d. it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- e. the disappearance of an active market for that financial asset because of financial difficulties.

### 3. Material accounting policies (continued)

#### iv. Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which the simplified approach was used.

The Group recognises an impairment gain or loss in consolidated statement of profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the consolidated statement of financial position

#### Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralized borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss. In addition, on derecognition of an investment in a debt instrument classified as at FVTOCI, the cumulative gain or loss previously accumulated in the investment's revaluation reserve is reclassified to profit or loss. In contrast, on derecognition of an investment in an equity instrument which the Group has elected on initial recognition to measure at FVTOCI, the cumulative gain or loss previously accumulated in the investment's revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL.

Financial liabilities that are not (i) contingent consideration of an acquirer in a business combination, (ii) held for trading, or (iii) designated as at FVTPL, are measured subsequently at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in the other income line item in consolidated statement of profit or loss.

### 3. Material accounting policies (continued)

#### Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

When the Group exchanges with the existing lender one debt instrument into another one with the substantially different terms, such exchange is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, the Group accounts for substantial modification of terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10 per cent different from the discounted present value of the remaining cash flows of the original financial liability. If the modification is not substantial, the difference between: (1) the carrying amount of the liability before the modification; and (2) the present value of the cash flows after modification is recognised in profit or loss as the modification gain or loss within other gains and losses.

#### Financial liabilities and equity instruments

Financial liabilities and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

#### Debt and equity instruments

Debt and equity instruments are classified as either financial liability or equity in accordance with the substance of the contractual arrangement.

#### Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recorded at the proceeds received, net of direct issue costs.

A financial instrument is classified as equity instrument if, and only if, both conditions (a) and (b) below are met.

- a. The instrument includes no contractual obligation:
  - to deliver cash or another financial asset to another entity.
  - to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavorable to the issuer.
- b. If the instrument will or may be settled in the issuer's own equity instruments, it is:
  - a non-derivative that includes no contractual obligation for the issuer to deliver a variable number of its own equity instruments; or
  - a derivative that will be settled only by the issuer exchanging a fixed amount of cash or another financial asset for a fixed number of its own equity instruments.

#### Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

### 3. Material accounting policies (continued)

#### Leases

##### a. The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

As a practical expedient, IFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient.

For a contract that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

##### Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options and;
- Payments of penalties for terminating the lease if the lease term reflects the exercise of an option to terminate the lease.

To determine the incremental borrowing rate, the Group:

- Where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received.
- Uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group, which does not have recent third-party financing; and
- Makes adjustments specific to the lease, country, currency and security.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The lease liability is presented as a separate line in the consolidated statement of financial position. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

### 3. Material accounting policies (continued)

#### Leases (continued)

The Group did not make any such adjustments during the years presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses. Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the consolidated statement of financial position. The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Aircraft, property and equipment' policy.

Extension and termination options are included in property and equipment leases. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations.

As a practical expedient, IFRS 16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient.

For a contract that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

#### Lessor accounting

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative standalone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for a major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset rising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Group applies IFRS 15 to allocate the consideration in the contract.

The Group applies the derecognition and impairment requirements in IFRS 9 to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

The Group recognises lease payments received under operating leases as income over the lease term as part of 'other income'.

### 3. Material accounting policies (continued)

#### Deferred government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received. Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct, or otherwise acquire non-current assets (including aircraft, property and equipment) are recognised as deferred income in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful lives of the related assets.

#### Trade payables

Trade payables are obligations to pay for goods or service that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

#### Provision for employees' end of service benefits

##### Short-term employee benefit

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employees' and the obligation can be estimated reliably.

Provision is made for the estimated liability for employees' entitlement to annual leave as a result of services rendered by the employee up to the consolidated statement of financial position date and is considered as a current liability.

#### Terminal benefits for non-UAE Nationals

Terminal benefits: For Group entities domiciled in the UAE, provision for staff terminal benefits is made in accordance to the UAE Federal Labour Law and is determined as the liability that would arise if the employment of all staff were to be terminated at the reporting date. For Etihad Airways Engineering, the Group runs a defined benefit plan for its expatriate employees based in the UAE as per the requirements of UAE Labour Law No 8 of 1980. For defined benefit retirement plans, the cost of providing benefit is determined using the projected unit credit method, with actuarial valuations being carried out at the end of the annual reporting period. Remeasurement, comprising actual gain and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), is reflected immediately in the consolidated statement of financial position with a charge or credit recognised in other comprehensive income in the year in which they occur. Remeasurement recognised in other comprehensive income is reflected immediately in retained earnings and will not be classified to profit or loss. Past service cost is recognised in profit or loss in the year of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the year to the net defined benefit liability or asset. Defined benefit costs are categorized as follows:

- service cost (including current service cost, past service cost, and gains and losses on curtailments and settlement);
- net interest expense or income; and
- measurement.

#### Terminal benefits for UAE Nationals

With respect to its UAE national employees, the Group makes contributions to a pension fund established by the UAE General Pension and Social Security Authority calculated as a percentage of the employees' salary. The Group's obligations are limited to those contributions, which are expensed when due.

Pension contributions are made in respect of UAE national employees to Abu Dhabi Retirement Pensions and Benefits Fund in accordance with the UAE Federal Law No. (2) of 2000. Such contributions are charged to the profit or loss during the employees' period of service.

An actuarial valuation is not performed on staff terminal and other benefits as the net impact of the discount rate and future salary and benefits level on the present value of the benefits obligation are not expected by management to be significant.

### 3. Material accounting policies (continued)

#### Provisions

Provisions are recognised when the Group has a legal or constructive obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be reliably estimated. Provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received, and the amount of the receivable can be measured reliably

#### Onerous Contracts

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract.

#### Income taxes

Income taxes have been provided for in the consolidated financial statements in accordance with legislation enacted or substantively enacted by the end of the reporting period. The income tax charge comprises current tax and deferred tax and is recognised in profit or loss for the period, except if it is recognised in other comprehensive income or directly in equity because it relates to transactions that are also recognised, in the same or a different period, in other comprehensive income or directly in equity.

Taxable profits or losses are based on estimates if the consolidated financial statements are authorised prior to filing relevant tax returns. Taxes other than on income are recorded within operating expenses.

Deferred income tax is provided using the balance sheet liability method for tax loss carry forwards and temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes. In accordance with the initial recognition exemption

deferred taxes are not recorded for temporary differences on initial recognition of an asset or a liability in a transaction other than a business combination if the transaction, when initially recorded, affects neither accounting nor taxable profit and at the time of the transaction, does not give rise to equal taxable and deductible temporary differences. Deferred tax liabilities are not recorded for temporary differences on initial recognition of goodwill, and subsequently for goodwill which is not deductible for tax purposes. Deferred taxes are recorded on temporary differences arising after initial recognition of goodwill, including those arising on initial introduction of the tax law in the UAE.

Deferred tax balances are measured at tax rates enacted or substantively enacted at the end of the reporting period, which are expected to apply to the period when the temporary differences will reverse or the tax loss carry forwards will be utilised. Deferred tax assets for deductible temporary differences and tax loss carry forwards are recorded only to the extent that it is probable that the temporary difference will reverse in the future and there is sufficient future taxable profit available against which the deductions can be utilised.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

The Group controls the reversal of temporary differences relating to taxes chargeable on dividends from subsidiaries or on gains upon their disposal. The Group does not recognise deferred tax liabilities on such temporary differences except to the extent that management expects the temporary differences to reverse in the foreseeable future.

#### Revenue from contracts with customers

Revenue is measured at an amount that reflects the considerations, to which an entity expects to be entitled in exchange for transferring goods or services to customer, excluding amounts collected on behalf of third parties. The Group recognises revenue when each performance obligation of the service is fulfilled.

The stand-alone selling prices are determined based on the observable price at which the Group sells services on a standalone basis. For items that are not sold separately, the Group estimates standalone selling prices using other methods.

### 3. Material accounting policies (continued)

#### Revenue from contracts with customers (continued)

The Group recognises revenue from contracts with customers based on a five-step model as set out in IFRS 15.

##### Step 1 - Identify the contract(s) with a customer.

A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for each of those rights and obligations.

##### Step 2 – Identify the performance obligations in the contract.

A performance obligation in a contract is a promise to transfer a good or service to the customer.

##### Step 3 – Determine the transaction price

Transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring the promised goods or services to a customer, excluding amounts collected on behalf of third parties.

##### Step 4 – Allocate the transaction price to the performance obligations in the contract.

For a contract that has more than one performance obligation, the Group will allocate the transaction price to each performance obligation in an amount that depicts the consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.

##### Step 5 – Recognise revenue when (or as) the entity satisfies a performance obligation

The Group satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

- The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs; or
- The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- The Group's performance does not create an asset with an alternate use to the Group and the Group has an enforceable right to payment for performance obligations completed to date.

For performance obligations where none of the above conditions are met, revenue is recognised at the point in time at which the performance obligation is satisfied. Revenue is recognised over time as the services are provided, and at a point in time for the sale of goods.

If the services under a single arrangement are rendered in different reporting periods, then the consideration is allocated based on the contracts signed with the customers

The following provides information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies.

#### Performance-based logistics ("PBL") services

The total revenue that the Group generates in return for the provision of the maintenance, repair, overhaul ("MRO") capability and services under the contractual arrangement will depend upon the extent of aircraft flight activity reported by Customer, though the contractual arrangements provide for a minimum, which compensates the Group's costs of fulfilling those contractual arrangements. In this contract, the Customer pays fixed, flat rate for each flight hour (subject to certain thresholds) and such rate will cover sale of material and parts, MRO work, and other services. In accordance with IFRS 15, it was assessed and concluded that the revenue attributable to the sale of materials and those attributable to MRO and other services are distinct and separable even if negotiated as one PBL agreement.

- Revenue from sale of materials is recognised on the transfer of control over materials to the Customer i.e., the time when the contract-specific materials are received and accepted by the Group on behalf of the Customer.
- Revenue from MRO services is recognised based on percentage of completion ("PoC") method. PoC is estimated based on factors viz. flight hours, contract period, KPIs, scope changes, and any adjustments to the contract value.

### 3. Material accounting policies (continued)

#### Revenue from contracts with customers (continued)

##### Professional & technical assistance services

Under IFRS 15, the professional & technical assistance services to be provided over the contract period are considered to be a single performance obligation with monthly billing cycle. Further, for each performance obligation under contract, the price agreed on cost plus basis is considered to be 'fair value' in accordance with IFRS 15.

Revenue from professional & technical assistance services is recognized over the contract period on cost plus basis by reference to the recoverable cost incurred during the period together with the fee earned for the services rendered in accordance with the relevant contract

##### Other maintenance, repair and overhaul services

Revenue from MRO services is recognised over time based on the actual labour hours booked, materials issued and other direct costs to jobs based on contractual rates agreed with customers.

##### Sale of materials

Revenue from sale of materials is recognised at point in time when the control over the materials is transferred to customers and include revenue from material sales and spare parts trading to customers.

##### Rotary wing and fixed wing operations and air cargo

Revenue represents amounts invoiced by the Group in respect of aviation services provided during the year measured at the fair value of the consideration received or receivable, net of discounts. Revenue is recognised over time as the services are provided.

##### Rental income/others

This represents amounts invoiced by the Group in respect of rental/consultancy services provided during the year measured at the fair value of the consideration received or receivable, net of discounts. The Group recognises revenue when the amount of the revenue can be reliably measured, and it is probable that future economic benefits will flow to the entity and when specific criteria have been met for Group's activities.

#### Contract assets and liabilities

The Group has determined that contract assets and liabilities are to be recognised at the performance obligation level and not at the contract level and both contract assets and liabilities are to be presented separately in the consolidated financial statements. The Group classifies its contract assets and liabilities as current and non-current based on the timing and pattern of flow of economic benefits.

#### Interest/dividend income and interest expense

Interest income or expense is recognised using the effective interest method.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset;
- the amortised cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

Dividend income is recognised in profit or loss on the date on which the Group's right to receive payment is established.

### 3. Material accounting policies (continued)

#### Foreign currency

In preparing the consolidated financial statements of the Group, transactions in currencies other than the Group's functional currency (foreign currencies) are recognised at the rates of exchange prevailing on the dates of the transactions. At each reporting date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

#### Exchange differences are recognised in profit or loss in the period in which they arise except for:

- Exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;
- Exchange differences on transactions entered into to hedge certain foreign currency risks (see below under financial instruments/hedge accounting); and
- Exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur in the foreseeable future (therefore forming part of the net investment in the foreign operation), which are recognised initially in other comprehensive income and reclassified from equity to profit or loss on disposal or partial disposal of the net investment.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated at exchange rates prevailing on the reporting date. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the date of transactions are used.

Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in a foreign exchange translation reserve (attributed to non-controlling interests as appropriate).

In addition, in relation to a partial disposal of a subsidiary that includes a foreign operation that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in profit or loss. For all other partial disposals (i.e., partial disposals of associates or joint arrangements that do not result in the Group losing significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

#### Dividends

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

#### Value added tax

Output value added tax related to sales is payable to tax authorities on the earlier of (a) collection of receivables from customers or (b) delivery of goods or services to customers. Input VAT is generally recoverable against output VAT upon receipt of the VAT invoice.

The tax authorities permit the settlement of VAT on a net basis. VAT related to sales and purchases is recognised in the consolidated statement of financial position on a net basis. Where provision has been made for the ECL of receivables, the impairment loss is recorded for the gross amount of the debtor, including VAT.

#### Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the consolidated statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

## 4. Critical accounting judgement and key sources of estimation uncertainty

In applying the Group's accounting policies, which are described in Note 3, the Directors are required to make judgements (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### Critical judgements in applying the Group's accounting policies

The following are the critical judgements, apart from those involving estimations (which are presented separately below), that the Directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

### Judgements in determining the timing of satisfaction of performance obligations

The Group generally recognises revenue over time as it performs continuous transfer of control of goods or transport services to the customers. Because customers simultaneously receive and consume the benefits provided and the control transfer takes place over time, revenue is also recognised based on the extent of transfer/completion of transfer of each performance obligation. In determining the method for measuring progress for these performance obligations, the Group has considered the nature of these goods and services as well as the nature of its performance.

### Determination of control over investment in joint ventures

As describe in Note 10, AgustaWestland Aviation Services L.L.C. ("AWAS") is a joint venture of the Group and Agusta SpA. Although the Group owns a 70% ownership interest in AWAS, the Group does not have control or significant influence over AWAS as it is contractually agreed with Agusta SpA that the relevant activities of AWAS require unanimous consent of the parties sharing control and equal voting power

AWAS is a limited liability Group whose legal form confers separation between the parties to the joint arrangement and the Group itself. Furthermore, there are no contractual arrangements or any other facts and circumstances that indicate that the parties to the joint arrangement have rights to the assets and obligations for the liabilities of the joint arrangement. Accordingly, AWAS is classified as a joint venture of the Group.

The Group has also entered into a cooperation and services arrangement with CAE Inc. in relation to Abu Dhabi Aviation Training L.L.C., where the contributions and profit sharing is based on 50-50 percent basis between the parties. The parties have direct rights to the assets and are jointly and severally liable for the liabilities incurred by the arrangement. This arrangement is therefore classified as a joint operation, and the group recognises its direct right to the jointly held assets, liabilities, revenues and expenses.

### Classification of properties

In the process of classifying properties, management has made various judgements. Judgement is needed to determine whether a property qualifies as an investment property, property and equipment and/or asset held for sale. The Group develops criteria so that it can exercise that judgement consistently in accordance with the definitions of investment aircraft, property and equipment and asset held for sale. In making its judgement, management considered the detailed criteria and related guidance for the classification of properties as set out in IAS 2, IAS 16, IAS 40 and IFRS 5, in particular, the intended usage of property as determined by management.

### Significant increase in credit risk

As explained in Note 3, expected credit losses are measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. IFRS 9 does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased the Group takes into account qualitative and quantitative reasonable and supportable forward-looking information.

## 4. Critical accounting judgement and key sources of estimation uncertainty (continued)

### Critical judgements in applying the Group's accounting policies (continued)

#### Business model assessment

Classification and measurement of financial assets depends on the results of the SPPI and the business model test (please see financial assets sections of Note 3). The Group determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated.

The Group monitors financial assets measured at amortised cost or fair value through other comprehensive income that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets. No such changes were required during the periods presented.

#### Performance Based Logistics ('PBL') Contract

##### a) Key Performance Indicators (KPI)

The PBL contract penalizes the Group for not achieving the specified KPI benchmark as agreed in the contract. These penalties are computed on a specific percentage of revenue for the relevant period. Therefore, in computing the percentage of completion for the PBL MRO services management considers an estimated KPI penalty for future periods to assess the overall net revenue from the PBL MRO services. While forecasting KPI penalties, management has assumed future resources availability and learning curve efficiencies being developed based on their experience from past provision of MRO services.

##### b) Total contract value

The PBL contract value is the product of platform-wise flight hour rate multiplied by sum of actual flight hours till date and future estimated flight hours. Future flight hours are estimated based on updated information of historical trends of flight hours. On a quarterly basis management updates the contract value of the PBL contract by incorporating the actual flight hours till date minus the previous quarter. As the total estimated contract value is less than the budgeted value in the PBL contract due to lower than budgeted flight activity, management has assumed the revised estimated contract value in its cost-to-cost calculations.

##### c) Obligation after the end of the PBL contract

The Group's obligation for providing MRO services under the PBL contract is time bound, hence based on its understanding and interpretation of the contractual arrangements, the Group is not responsible for any aircraft brought to service after the end of the PBL contract, regardless of the timing of the flight hours. However, management is responsible for completing MRO services on aircraft which are already under the maintenance process at the contract end date as well as items sent outside the custody of the Group to be repaired.

##### d) Determination of principal or agency relationship

Management has considered all relevant factors and circumstances in determining whether the Group is acting as a principal or as an agent with respect to its contracts with the Customer. As per the terms of the contracts, the Group's position is that of a principal rather than an agent. Thus, the Group recognised revenue based on the gross amount charged to the ultimate customer.

##### e) Determination of existence of customer contract and revenue recognition

Instances where there are unsigned contracts with related party customers ("the Customer"), all relevant factors in accordance with IFRS 15 are considered in determining the amount of revenue recognised, whether it is probable that the economic benefits would arise from the unsigned contract, the service performed has been received and accepted by the customer during the negotiations phase of the contract.

As of the year end, the group has recognised revenue equivalent to the actual cost incurred to fulfil the obligations of the contract in case there is no confirmation received from the customer in respect to the terms of contracts which are under negotiations. In respect to the unsigned contract where the customer has confirmed the terms the revenue has been recognised based on the contractual price agreed with the customer as part of contract negotiations.

## 4. Critical accounting judgement and key sources of estimation uncertainty (continued)

### Critical judgements in applying the Group's accounting policies (continued)

#### Key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

#### Allowance for impairment losses on trade and other receivables

The Group recognises loss allowances for ECLs on trade and other receivables. Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs. The Group measures loss allowances at an amount equal to lifetime ECLs.

When determining whether the credit risk of trade and other receivables has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

The Group assumes that the credit risk on trade and other receivables has increased significantly based on significant judgement. Specific factors management considers include the age of balance, background of the customers, existence of disputes, recent historical payment patterns and any other available information concerning the creditworthiness of the counterparty. Management has estimated the recoverability of trade receivables balances and has considered the allowance required for impaired receivables. Allowance for impairment losses on trade and other receivables at 31 December 2025 is AED 233,415 thousand (31 December 2024: AED 339,927 thousand).

#### Useful lives of aircraft, property and equipment

The Group determines the estimated useful lives of its aircraft, property and equipment for calculating depreciation. This estimate is determined after considering the expected usage of assets and physical wear and tear. Management reviews the residual value and useful lives annually and future depreciation charge is adjusted where management believes that the useful lives differ from the previous estimates (Note 5).

#### Impairment of aircraft, property and equipment and capital work in progress

Aircraft classified under aircraft, property and equipment and capital work in progress are assessed for impairment by comparing the carrying value to their estimated recoverable amount, being the higher of their estimated fair value less costs of disposal and value in use at individual CGU level. For the year ended 31 December 2025, the impairment reversal is AED 54,600 thousand (31 December 2024: impairment of AED 3,720 thousand), as disclosed in Note 5.

#### Impairment of investment in a joint venture

Management regularly reviews its investment in a joint venture for indicators of impairment. This determination of whether the investment in a joint ventures is impaired, entails management's evaluation of the investee's profitability, liquidity, solvency and ability to generate operating cash flows from the date of acquisition and into the foreseeable future. The difference between the estimated recoverable amount and the carrying value of the investment is recognised as an expense in profit or loss. Management is satisfied that no impairment is required on its investment in a joint venture (Note 10).

#### Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated).

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

#### Key sources of estimation uncertainty (continued)

#### Revenue recognition and accrued contract revenue for certain cost-plus contracts

As per the provision of certain cost-plus contracts, the Group is able to bill the customer for certain employee related accruals relating to end of service benefits, airfare and tickets and leave salaries, when these are actually paid to the employees. As these costs are subject to change due to various estimation uncertainties not in control of the Group including employee attritions, final basic salary at termination of employment, period of expected employment and the continuation of the employee to work for cost-plus contracts, at the end of every reporting period, management estimate an amount of revenue required to be recognised relating to the customer contract for these employee related accruals. The accuracy of these estimate has a significant impact on the amount of revenue and accrued revenue recognised.

#### Carrying value of provision for defined end of service benefit obligation

For Etihad Airways Engineering (EYE), the calculation of defined benefit obligation is sensitive to the actuarial assumptions. Subsequent changes in circumstances such as living conditions in the region, labour laws and labour market dynamics may result in actual results differing from estimates. Estimates are reviewed on an annual basis by a qualified independent actuary and revised if deemed necessary.

## 5. Aircraft, property and equipment

	Buildings AED'000	Helicopters, aircraft and major rotables AED'000	Cargo aircraft and spares AED'000	Leasehold improvements AED'000	IT equipment AED'000	Furniture and fittings AED'000	Tools and equipment AED'000	Capital work in progress ("CWIP") AED'000	Total AED'000
<b>Cost</b>									
At 1 January 2024 (unaudited)	867,552	-	-	14,017	101,146	83,116	500,182	3,089,290	4,655,303
Acquisition through business combination (Note 1)	50,937	776,938	47,561	-	1,340	(545)	2,945	68,116	947,292
Additions	64,091	28,140	-	1,483	23,182	6,287	26,557	106,062	255,802
Disposals	(305)	(27,809)	-	(4,210)	(3,269)	(29,477)	(3,381)	(10)	(68,461)
Write-offs	-	-	-	-	(102)	-	-	-	(102)
Transfers from CWIP	2,892	-	-	-	-	-	-	(2,892)	-
<b>At 31 December 2024</b>	<b>985,167</b>	<b>777,269</b>	<b>47,561</b>	<b>11,290</b>	<b>122,297</b>	<b>59,381</b>	<b>526,303</b>	<b>3,260,566</b>	<b>5,789,834</b>
At 1 January 2025	985,167	777,269	47,561	11,290	122,297	59,381	526,303	3,260,566	5,789,834
Additions	5,861	19,797	46,313	2,082	1,879	21,220	25,070	231,137	353,359
Disposals	-	(36,766)	-	-	(125)	(116)	(2,074)	-	(39,081)
Write-offs	-	(187)	-	-	-	-	-	-	(187)
Transfers from CWIP	60,179	160,135	-	-	-	-	25,603	(245,917)	-
Reclassification from CWIP to expenses/intangibles	-	-	-	-	-	-	-	(929)	(929)
<b>At 31 December 2025</b>	<b>1,051,207</b>	<b>920,248</b>	<b>93,874</b>	<b>13,372</b>	<b>124,051</b>	<b>80,485</b>	<b>574,902</b>	<b>3,244,857</b>	<b>6,102,996</b>

## 5. Aircraft, property and equipment (continued)

	Buildings AED'000	Helicopters, aircraft and major rotables AED'000	Cargo aircraft and spares AED'000	Leasehold improvements AED'000	IT equipment AED'000	Furniture and fittings AED'000	Tools and equipment AED'000	Capital work in progress ("CWIP") AED'000	Total AED'000
<b>Accumulated depreciation</b>									
At 1 January 2024 (unaudited)	211,348	-	-	4,711	78,304	74,108	418,410	-	786,881
Depreciation charge for the year	17,738	12,770	5,132	3,132	8,896	3,083	16,566	-	67,317
Disposals	(224)	(12,418)	-	(3,930)	(127)	(29,471)	(3,150)	-	(49,320)
<b>At 31 December 2024</b>	<b>228,862</b>	<b>352</b>	<b>5,132</b>	<b>3,913</b>	<b>87,073</b>	<b>47,720</b>	<b>431,826</b>	<b>-</b>	<b>804,878</b>
At 1 January 2025	228,862	352	5,132	3,913	87,073	47,720	431,826	-	804,878
Depreciation charge for the year	19,745	22,445	9,014	2,989	11,730	5,155	21,114	-	92,192
Disposals	-	-	-	-	(36)	(76)	(2,074)	-	(2,186)
<b>At 31 December 2025</b>	<b>248,607</b>	<b>22,797</b>	<b>14,146</b>	<b>6,902</b>	<b>98,767</b>	<b>52,799</b>	<b>450,866</b>	<b>-</b>	<b>894,884</b>
<b>Accumulated impairment</b>									
At 1 January 2024 (unaudited)	237,780	-	-	-	-	-	-	3,022,691	3,260,471
Impairment charge for the year	-	-	-	-	-	-	-	3,720	3,720
Impairment write-off	-	(14,657)	-	-	-	-	-	-	(14,657)
<b>At 31 December 2024</b>	<b>237,780</b>	<b>(14,657)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,026,411</b>	<b>3,249,534</b>
At 1 January 2025	237,780	(14,657)	-	-	-	-	-	3,026,411	3,249,534
Reversal of impairment	-	-	-	-	-	-	-	(54,600)	(54,600)
<b>At 31 December 2025</b>	<b>237,780</b>	<b>(14,657)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,971,811</b>	<b>3,194,934</b>
<b>Carrying value</b>									
<b>At 31 December 2025</b>	<b>564,820</b>	<b>912,108</b>	<b>79,728</b>	<b>6,470</b>	<b>25,284</b>	<b>27,686</b>	<b>124,036</b>	<b>273,046</b>	<b>2,013,178</b>
At 31 December 2024	518,525	791,574	42,429	7,377	35,224	11,661	94,477	234,155	1,735,422

## 5. Aircraft, property and equipment (continued)

i. Aircraft, property and equipment is primarily operated from the Group's base in the UAE.

ii. The depreciation charge for the year has been allocated as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
Direct operating costs (Note 26)	66,399	48,115
General and administrative expenses (Note 27)	25,793	19,202
	<b>92,192</b>	<b>67,317</b>

iii. The cost of fully depreciated assets as at 31 December 2025 amounts to AED 2,312 million (2024: AED 5,214 million).

iv. Aircraft, property and equipment with a carrying amount of AED 38 million (2024: AED 0.9 million) was disposed of during the year. Proceeds from disposal amounted to AED 48 million (2024: AED 8.1 million). This resulted in a gain of AED 10 million (2024: AED 3.8 million) during the year.

v. Aircraft with a carrying amount of AED 484 million (2024: AED 386 million) are mortgaged to the lending banks (Note 20).

vi. Blade Shop cash-generating unit (CGU) was fully impaired in prior periods. The reversal was recognised because the estimated value in use (VIU) of the Blade Shop CGU exceeded its carrying amount as at the period ending 31 December 2025. The improvement was primarily attributable to the commencement of commercial operations, and the generation of stable positive operating cash flows. The VIU was determined using a discounted cash flow (DCF) model prepared by independent external consultants, based on financial projections approved by management. The calculation uses cash flow projections covering a five-year period, extrapolated beyond that period using a terminal growth rate that reflects long-term industry expectations.

The recoverable amount of the CGU was determined based on value-in-use calculations using the discounted cash flow method (DCF). The following table sets out the key assumptions for the CGU where the impairment assessment was updated as at 31 December 2025:

	31 December 2025
Projection period	5 years
Revenue growth rate	2%
Terminal growth rate	2%
WACC (pre-tax)	9.5%

The directors and management have considered and assessed reasonably possible changes for other key assumptions and have not identified any other instances that could cause the carrying amount of the Blade Shop Facility CGU to exceed its recoverable amount

## 6. Intangible assets

	Computer software AED'000	Work in progress AED'000	Customer contracts and intellectual properties AED'000	Total AED'000
<b>Cost</b>				
At 1 January 2024 (unaudited)	224,354	14,140	620,230	858,724
Additions	4,203	-	-	4,203
Disposals	(1,853)	-	-	(1,853)
At 31 December 2024	226,704	14,140	620,230	861,074
At 1 January 2025	226,704	14,140	620,230	861,074
Additions	38,411	-	-	38,411
Transfers	2,943	(2,943)	-	-
At 31 December 2025	<b>268,058</b>	<b>11,197</b>	<b>620,230</b>	<b>899,485</b>
<b>Accumulated amortisation and impairment</b>				
At 1 January 2024 (unaudited)	218,303	7,789	620,230	846,322
Amortisation charge for the year	2,617	-	-	2,617
Write-off	(1,847)	-	-	(1,847)
At 31 December 2024	219,073	7,789	620,230	847,092
At 1 January 2025	219,073	7,789	620,230	847,092
Amortisation charge for the year	9,511	-	-	9,511
At 31 December 2025	<b>228,584</b>	<b>7,789</b>	<b>620,230</b>	<b>856,603</b>
<b>Carrying value</b>				
At 31 December 2025	<b>39,474</b>	<b>3,408</b>	-	<b>42,882</b>
At 31 December 2024	7,631	6,351	-	13,982

## 7. Investment properties

Investment properties represent investment in properties located in Al Rawdhat, Abu Dhabi, Al Satwa, Dubai, Al Muneera, Abu Dhabi and Zayed City, Abu Dhabi

	31 December 2025 AED'000	31 December 2024 AED'000
At 1 January	356,902	3,642
Acquisition through business combination (Note1)	-	342,701
Additions during the year	5,013	7,207
Change in fair value during the year	83,189	3,352
	<b>445,104</b>	<b>356,902</b>

## 7. Investment properties (continued)

Investments properties were initially recognised at cost at the acquisition date and subsequently revalued based on external valuations performed by the valuation expert. Investment properties are stated at fair value, which has been determined based on valuations performed by an accredited independent valuer with a recognised and relevant professional qualification and with recent experience in the location and category of investment properties being valued. The valuations were prepared in accordance with the Royal Institution of Chartered Surveyors (RICS) Valuation – Global Standards.

The fair value was derived using the market comparable approach based on recent market prices and income capitalisation approach without any significant adjustments being made to the market observable data. There was no impairment loss on valuation of investment property recognised during the year (31 December 2024: AED Nil)

	31 December 2025 AED'000	31 December 2024 AED'000	Fair value hierarchy	Valuation technique(s) and key input(s)	Significant Unobservable input(s) and its relationship to fair value	Sensitivity
Residential property located at Al Rawdhat	188,400	183,737	Level 3	Income approach	Discount rate, taking into account the discounting of rental income potential, nature of the property, and prevailing market condition, of 7.25% rate (2024: 8%).	A slight increase in the capitalisation rate used would result in a significant decrease in fair value, and vice versa.
Residential property located at Al Satwa	112,900	101,899	Level 3	Income approach	Discount rate, taking into account the discounting of rental income potential, nature of the property, and prevailing market condition, of 7% (2024: 8%).	A slight increase in the capitalisation rate used would result in a significant decrease in fair value, and vice versa.
Residential property located at Al Muneera	93,810	51,857	Level 3	Market approach	Unit sales price per Sq. F	A slight increase in the per square foot rate used would result in a significant increase in fair value, and vice versa.
Residential property located at Zayed City	43,500	12,415	Level 3	Income approach	Discount rate, taking into account the discounting of rental income potential, nature of the property, and prevailing market condition, of 7.5%.	A slight increase in the capitalisation rate used would result in a significant decrease in fair value, and vice versa.
Residential property located at Zayed City	6,494	6,994	Level 3	Income approach	Discount rate, taking into account the discounting of rental income potential, nature of the property, and prevailing market condition, of 8% (2024: 8%)	A slight increase in the per square foot rate used would result in a significant increase in fair value, and vice versa.

## 8. Financial assets at fair value through profit or loss

	31 December 2025 AED'000	31 December 2024 AED'000
Equity securities - designated at FVTPL	327,260	305,288
Corporate debt securities - designated at FVTPL	1,118,873	259,520
	<b>1,446,133</b>	<b>564,808</b>

The movement in investment in financial assets at fair value through profit or loss are as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
At 1 January	564,808	-
Acquisition through business combination (Note1)	-	447,230
Purchase during the year	864,507	101,779
Disposal during the year	(25,865)	(27,791)
Change in fair value during the year	36,192	43,492
Net foreign currency translation difference	6,491	98
	<b>1,446,133</b>	<b>564,808</b>

The Group's investments in equity and corporate debt securities are as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
Investment in equities – UAE	273,646	256,411
Investment in developed market equities – US	12,473	12,633
Investment in emerging market equities – Asia	1,840	1,519
Investment in equities – US	441	302
Investment in fixed income SP – UAE	38,860	34,423
Investment in developed government bonds	8,336	5,178
Investment in high yield and emerging market bonds	5,715	17,200
Investment in corporate bonds – US	618	4,666
Investment in short term maturity bonds	1,677	6,586
Investment in corporate bonds – UK	35,724	36,369
Investment in corporate bonds – European (EX-UK)	4,695	4,243

	31 December 2025 AED'000	31 December 2024 AED'000
Investment in bonds - UAE	1,057,184	181,484
Investment in multi class assets	2,949	2,642
Investment in alternate commodities	1,327	590
Investment in alternative trading strategies	648	562
	<b>1,446,133</b>	<b>564,808</b>

## 9. Right of use assets

	Land AED'000	Building AED'000	Motor Vehicle AED'000	Total AED'000
<b>Cost</b>				
At 1 January 2024 (unaudited)	874,433	129,133	3,976	1,007,542
Acquisition through business combination (Note 1)	-	91,043	-	91,043
Additions during the year	393,543	7,401	-	400,944
Termination during the year	(549,883)	(47,388)	-	(597,271)
At 31 December 2024	718,093	180,189	3,976	902,258
At 1 January 2025	718,093	180,189	3,976	902,258
Additions during the year	12,750	2,037	-	14,787
Remeasurement during the year	32,488	-	-	32,488
<b>At 31 December 2025</b>	<b>763,331</b>	<b>182,226</b>	<b>3,976</b>	<b>949,533</b>
<b>Accumulated depreciation</b>				
At 1 January 2024 (unaudited)	146,097	102,565	3,976	252,638
Depreciation for the year	16,658	12,990	-	29,648
Termination during the year	(63,135)	(47,388)	-	(110,523)
At 31 December 2024	99,620	68,167	3,976	171,763

## 9. Right of use assets (continued)

	Land AED'000	Building AED'000	Motor Vehicle AED'000	Total AED'000
At 1 January 2025	99,620	68,167	3,976	171,763
Depreciation for the year	23,829	13,936	-	37,765
<b>At 31 December 2025</b>	<b>123,449</b>	<b>82,103</b>	<b>3,976</b>	<b>209,528</b>

### Carrying Value

At 31 December 2025	639,882	100,123	-	740,005
At 31 December 2024	618,473	112,022	-	730,495

During the comparative period, the Group entered into a settlement and termination agreement with the existing landlord to terminate the MRO land lease with a carrying value of AED 604 million in respect of the lease liability and AED 486 million in respect of right of use assets, having met the conditions precedent related to the settlement and termination agreement. Rent of AED 60 million was repaid to the landlord and a gain in termination of AED 58 million in the consolidated statement of profit or loss.

The termination of the lease agreement resulted in a termination fee of AED 36 million which was netted off against the gain on lease termination, resulting in a net gain on termination of AED 22 million (Note 28) which was recognised in the consolidated statement of profit or loss for the year ended 31 December 2024.

On 1 March 2024, the Group entered into a negotiation with the Ultimate Landlord over a new lease agreement for a lease term of 40 years and rental repayments payable in advance

## 10. Investments in a joint venture and an associate

	31 December 2025 AED'000	31 December 2024 AED'000
Investment in AgustaWestland Aviation Services LLC (Joint venture)	137,404	109,222
Investment in Royal Jet LLC (Associate)	842,539	762,934
	<b>979,943</b>	<b>872,156</b>

## Investment in AgustaWestland Aviation Services LLC

Investment in a joint venture

The Group has a 70% equity shareholding with equal voting power in Agusta Westland Aviation Services L.L.C. (AWAS), a joint venture established in the Emirate of Abu Dhabi, UAE as a limited liability company. AWAS is engaged to undertake repairs, overhaul, customisation, modification and upgrading of helicopters, and sale of helicopter spare parts and accessories. The Group's share of the results, assets and liabilities as at 31 December 2025 have been accounted for using the equity method.

Movement in investment in joint ventures is as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
At 1 January	109,222	-
Acquisition through business combination (Note 1)	-	93,839
Share of profit for the year	28,182	15,383
	<b>137,404</b>	<b>109,222</b>

The joint venture's summarised financial information is as follows

	31 December 2025 AED'000	31 December 2024 AED'000
<b>Statement of financial position</b>		
Non-current assets	2,181	2,982
Cash and cash equivalents	43,063	25,529
Other current assets (excluding cash)	238,012	231,789
Financial liabilities (excluding trade payables)	(54,486)	(75,949)
Other current liabilities (including trade payables)	(29,613)	(24,590)
Other non-current liabilities	(2,865)	(3,729)
<b>Net assets</b>	<b>196,292</b>	<b>156,032</b>

The joint venture's summarised financial performance is as follows:

	For the year ended	
	31 December 2025 AED'000	31 December 2024 AED'000
<b>Statement of profit or loss:</b>		
Income	305,032	182,982
Expenses	(248,788)	(149,681)
Depreciation	(773)	(387)
Other expenses	(11,260)	(8,765)
Income tax for the year	(3,951)	(2,173)
	<b>40,260</b>	<b>21,976</b>

## 10. Investments in a joint venture and an associate (continued)

The reconciliation of the summarised financial information presented to the carrying amount of the Group's interest in the joint venture is as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
At 1 January	156,032	-
Acquisition through business combination (Note 1)	-	134,056
Profit for the year	40,260	21,976
Closing balance	196,292	156,032
Share of interest in joint venture at 70%	137,404	109,222
<b>Carrying value</b>	<b>137,404</b>	<b>109,222</b>

### Investment in Royal Jet LLC

#### *Investment in an associate*

Set out below is the investment in an associate of the group as at 31 December 2025 which, in the opinion of the directors, is material to the Group. The entity below has 50% of share capital consisting solely of ordinary shares, which are held directly by the Group

Movement in investment in joint ventures is as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
At 1 January	762,934	-
Acquisition through business combination (Note 1)	-	709,418
Share of associates profit for the year	79,605	53,516
	842,539	762,934

The associate's summarised financial information is as follows:

Statement of financial position		
Non-current assets	1,190,996	959,998
Cash and cash equivalents	225,121	73,511
Other current assets (excluding cash)	451,073	620,056
Financial liabilities (excluding trade payables)	(134,103)	(69,824)
Other current liabilities (including trade payables)	(254,450)	(240,879)
Other non-current liabilities	(60,455)	(83,890)
<b>Net assets</b>	<b>1,418,182</b>	<b>1,258,972</b>

The associate's summarised financial performance is as follows:

	For the year ended	
	31 December 2025 AED'000	31 December 2024 AED'000
<b>Statement of profit or loss:</b>		
Income	940,404	679,234
Expenses	(717,873)	(516,371)
Other expenses	(43,359)	(39,678)
Finance costs, net	(4,211)	(5,745)
Income tax for the year	(15,751)	(10,408)
	159,210	107,032

The reconciliation of the summarised financial information presented to the carrying amount of the Group's interest in the associate is as follows

	31 December 2025 AED'000	31 December 2024 AED'000
Opening net assets	1,258,972	-
Net assets retained in an associate	-	1,151,940
Profit for the year	159,210	107,032
Closing balance	1,418,182	1,258,972
Share of interest in associate at 50%	709,091	629,486
Fair value gain of interest retained in associate	133,448	133,448
Carrying value	842,539	762,934

## 11. Inventories

	31 December 2025 AED'000	31 December 2024 AED'000
Aircraft consumables and spare parts	1,410,916	1,286,747
Goods in transit	7,653	4,893
Less: allowance for slow moving/ obsolete inventories	(198,401)	(196,367)
	1,220,168	1,095,273

Inventories of AED 2,056 million (2024: AED 2,001 million) was consumed during the year (Note 26)

Movement in allowance for slow moving/ obsolete inventories is as follows:

	2025 AED'000	2024 AED'000
At 1 January	196,367	193,900
Charge for the year	21,562	19,249
Reversal for the year	(19,528)	(16,782)
<b>At 31 December</b>	<b>198,401</b>	<b>196,367</b>

## 12. Trade and other receivables

	31 December 2025 AED'000	31 December 2024 AED'000
Trade receivables	351,197	396,815
Unbilled receivables	114,971	47,291
Other receivables, net of impairment	99,774	69,648
	<b>565,942</b>	<b>513,754</b>
Provision for impairment on trade and other receivables	(42,800)	(32,798)
	<b>523,142</b>	<b>480,956</b>
Due from related parties, net (Note 12(a))	3,665,783	4,589,545
	<b>4,188,925</b>	<b>5,070,501</b>

Trade receivables for the comparative period comprises of AED 203 million acquired through business combination.

12(a) Due from related parties:

	31 December 2025 AED'000	31 December 2024 AED'000
Billed related party receivables	1,739,217	1,809,409
Provision for impairment of billed related party receivables	(113,999)	(234,294)
	<b>1,625,218</b>	<b>1,575,115</b>
Unbilled related party receivables	2,117,181	3,087,265
Provision for impairment of unbilled related party receivables	(76,616)	(72,835)
	<b>2,040,565</b>	<b>3,014,430</b>
	<b>3,665,783</b>	<b>4,589,545</b>

The average credit period of trade receivables is 60 - 90 days (31 December 2023: 60 - 90 days). No interest is charged on trade and other receivables. The Group has adopted a policy of dealing with only creditworthy counterparties. Adequate credit assessment is made before accepting a new customer.

The Group measures the allowance for expected credit loss on trade receivables at an amount equal to lifetime ECL. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

Unbilled receivables include receivables earned from unsigned contracts of AED 269 million (31 December 2024: AED 295 million) for which revenue of AED 177 million was earned during the year (31 December 2024: AED 262 million). These are deemed recoverable based on customer acceptance on ongoing performance obligation.

The average credit period of trade receivables is 60 - 90 days (31 December 2024: 60 - 90 days). No interest is charged on trade and other receivables. The Group has adopted a policy of dealing with only creditworthy counterparties. Adequate credit assessment is made before accepting a new customer.

12(b) The following table shows the movement in the allowance for expected credit loss that has been recognised for trade and other receivables in accordance with the simplified approach set out in IFRS 9:

	2025 AED'000	2024 AED'000
At 1 January	32,798	37,941
Charge for the year	14,765	527
Reversal for the year	(5,332)	(4,178)
Written off during the year	569	(1,492)
<b>At 31 December</b>	<b>42,800</b>	<b>32,798</b>

12(c) Movement in allowance for impairment losses on billed amounts due from related parties is as follows:

	2025 AED'000	2024 AED'000
At 1 January	234,294	290,823
Charge during the year	77,687	4,353
Transfer from unbilled provision	-	45,116
Reversal during the year	(88,224)	(96,104)
Written off during the year	(109,758)	(9,894)
<b>At 31 December</b>	<b>113,999</b>	<b>234,294</b>

12(d) Movement in allowance for impairment losses on unbilled amounts due from related parties is as follows:

	2025 AED'000	2024 AED'000
At 1 January	72,835	319,921
Charge during the year	22,214	8,453
Transfer to billed provision	-	(45,116)
Reversal during the year	(12,595)	(14,296)
Written off during the year	(5,838)	(196,127)
<b>At 31 December</b>	<b>76,616</b>	<b>72,835</b>

### 13. Advances, prepayments and other current assets

	31 December 2025 AED'000	31 December 2024 AED'000
Prepayments	68,521	68,991
Deposits and advances*	917,961	1,164,776
Other current assets**	194,108	191,961
	<b>1,180,590</b>	<b>1,425,728</b>

\* Included in deposits and advances are advances made to suppliers made for the prepayment of inventory for major repair components, which are expected to be utilised within the next 17 months. The Group's policy is to classify prepayments for the purchase of inventory whose utilisation or recovery periods exceeding 12 months as non-financial current assets in the statement of financial position, as these are expected to be realised within the normal operation cycle. The Group's operating cycle is the time between the acquisition of assets for processing and their realisation in the form of cash, which is determined to be 17 months for the maintenance and overhaul operations element of the business. All other operational areas are determined to have an operation cycle of less than 12 months.

\*\*Other current assets disclosed above include restricted cash of AED 45,906 thousand related to cash collateral for performance and advance payment guarantee against customer contracts. For the comparative period (AED 98,649) it included outstanding litigations (Note 33) and cash collateral for performance and advance payment guarantee against customer contracts.

#### 14. (a) Cash and cash equivalents

	31 December 2025 AED'000	31 December 2024 AED'000
Cash on hand	4,192	4,477
Cash in bank	1,063,090	3,097,129
Term deposits (that meet the definition of cash equivalents)	2,119,792	739,770
	<b>3,187,074</b>	<b>3,841,376</b>

For the purposes of the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	31 December 2025 AED'000	31 December 2024 AED'000
Cash and cash equivalents	3,187,074	3,841,376
Less: Bank overdrafts (Note 20)	(181,350)	(86,424)
Cash and cash equivalents in the consolidated statement of cash flows	<b>3,005,724</b>	<b>3,754,952</b>

Cash and deposits with banks include an amount of AED 3.97 million (31 December 2024: AED 3.53 million) held in foreign banks abroad and the remaining balance is held within the UAE. Balances with banks are assessed to have low credit risk of default since these banks are highly regulated by the central banks of the respective countries. Accordingly, management of the Group estimates the loss allowance on balances with banks at the end of the reporting period at an amount equal to 12-month ECL. None of the balances with banks at the end of the reporting period are past due and taking into account the historical default experience and the current credit ratings of the bank, the management of the Group has assessed that there is no impairment, and hence have not recorded any loss allowances on these balances

The interest rates on term deposits range between 0.09% and 4.4% (2024: 0.09% and 5.8%) per annum.

#### 14. (b) Other financial assets at amortised cost

	31 December 2025 AED'000	31 December 2024 AED'000
Term deposits	194,325	429,989
Structured deposits	429,405	30,029
	<b>623,730</b>	<b>460,018</b>

These investments are not highly liquid and are exposed to significant risk of changes due to early termination costs imposed by the banks and held for investment purposes. They are held at an average interest rate of 3.29% (2024: 5.3%) per annum for the year ended 31 December 2025.

#### 15. (a) Share capital

	31 December 2025 AED'000	31 December 2024 AED'000
<i>Authorised, issued and fully paid</i> 1,096,787,200 ordinary shares of AED 1 each	1,096,787	1,096,787

## 15. (b) Non-controlling interest

The movement for the non-controlling interest ('NCI') are detailed below

	31 December 2025 AED'000	31 December 2024 AED'000
Net assets of GAL as at beginning of the year/acquisition date	2,533,495	2,210,050
% of NCI	50%	50%
NCI as at beginning of the year/acquisition date	1,266,747	1,105,025
Profit attributable to NCI for the year	205,059	161,722
Dividends paid to NCI	(250,000)	-
NCI as at end of the year	1,221,806	1,266,747

The following table summarises the information relating to the subsidiary that has material non-controlling interest, before any intra-group eliminations

	31 December 2025 AED'000	31 December 2024 AED'000
Non-controlling interest percentage	50%	50%
<b>Statement of financial position information:</b>		
Non-current assets	60,969	67,091
Current assets	6,503,559	7,169,106
Non-current liabilities	(204,715)	(197,802)
Current liabilities	(3,898,219)	(4,504,900)
Net assets	2,461,594	2,533,495
50% of net assets	1,230,797	1,266,747
Less: Intra-group eliminations	(8,991)	-
Net assets attributable to non-controlling interests	1,221,806	1,266,747
<b>Statement of profit or loss</b>		
Revenue	5,274,333	5,277,893
Profit after tax	428,100	323,444
Total comprehensive income	428,100	323,444
50% of profit	214,050	161,722
Less: Intra-group eliminations	(8,991)	-
Profit allocated to non-controlling interests	205,059	161,722
<b>Statement of cashflow information:</b>		
Cash flows from operating activities	699,751	870,104
Cash used in investing activities	(370,201)	(15,178)
Cash used in financing activities (dividends: AED 575 million)	(583,353)	(5,546)
Net (decrease)/increase in cash and cash equivalents	(253,803)	849,380

## 16. Share premium

The share premium was created on 1 May 2024 as a result of the business combination, being the difference between the capital structure of the legal acquirer (ADA) and the capital structure of the accounting acquirer (ADQ Aviation Group)

## 17. Reserves

	Statutory reserve AED'000	Other reserves AED'000	Total AED'000
At 1 January 2024 (unaudited)	311,891	-	311,891
Transfer to statutory reserve	82,415	-	82,415
Foreign currency translation differences	-	(27)	(27)
Transfer to other reserves	-	2,311	2,311
At 31 December 2024	394,306	2,284	396,590
At 1 January 2025	394,306	2,284	396,590
Transfer to statutory reserve	70,561	-	70,561
Foreign currency translation differences	-	4,282	4,282
At 31 December 2025	464,867	6,566	471,433

### a) Translation reserve

Foreign currency translation reserve represents translation of the results and net assets of the Group's foreign operations from their functional currencies to the Group's reporting currency.

### b) Statutory reserve

The Articles of Association of the Company require 10% of the annual profit to be transferred to a statutory reserve until such reserve amounts to 50% of the share capital of the Company. In addition, the subsidiaries are required in accordance with the UAE Federal Law No. (32) of 2021 concerning Commercial Companies that, 5% of their profits be transferred to an undistributable statutory reserve until such reserve equals 50% of paid up capital of the subsidiaries. This reserve is not available for distribution.

The Group's statutory reserve represents the Company's statutory reserve computed on the basis disclosed above in addition to the Group's share of statutory reserve of subsidiaries. During the year AED 70.6 million (2024: 82.4 million) has been transferred from retained earnings.

## 18. Dividends

At the annual general meeting held on 19 March 2025, cash dividends of AED 0.30 per ordinary share (30% of par value), totaling AED 329.04 million for the year ended 31 December 2024 were approved by the shareholders, which were paid on 4 April 2025.

The Board of Directors, in its meeting held on 10 February 2026, proposed a cash dividend of AED 0.30 per ordinary share (30% of par value), totaling AED 329.04 million for the year ended 31 December 2025. The Board will seek shareholder approval for the 2025 cash dividend at the Annual General Assembly Meeting, which will be held later in 2026

## 19. Lease liabilities

	31 December 2025 AED'000	31 December 2024 AED'000
Current portion	62,261	39,364
Non-current portion	807,207	799,040
	<b>869,468</b>	<b>838,404</b>
At 1 January	838,404	912,921
Acquisition through business combination (Note 1)	-	125,103
Additions/remeasurements during the year	47,274	400,945
Disposals during the year	-	(544,970)
Payments during the year	(51,831)	(88,842)
Interest on lease liabilities (Note 30)	35,621	33,247
At 31 December	<b>869,468</b>	<b>838,404</b>

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored within the Group's treasury function.

The following amounts are recognised in the statement of profit or loss for leases:

	2025 AED'000	2024 AED'000
Expenses related to short-term leases	158,391	75,040
Expenses related to low value leases	5,821	7,140

## 20. Borrowings

	31 December 2025 AED'000	31 December 2024 AED'000
Bank overdrafts	181,350	86,424
Term loans	941,486	933,661
	<b>1,122,836</b>	<b>1,020,085</b>

Borrowings are classified as follows in the consolidated statement of financial position:

	31 December 2025 AED'000	31 December 2024 AED'000
Current portion (including overdrafts)	862,072	808,070
Non-current portion	260,764	212,015
	<b>1,122,836</b>	<b>1,020,085</b>

Movement in term loans during the year is as follows:

	2025 AED'000	2024 AED'000
At 1 January	933,661	489,541
Acquisition through business combination (Note 1)	-	451,818
Interest accrued	24,296	21,360
Foreign exchange loss	2,281	50
Drawdowns	451,276	214,030
Interest paid	(22,793)	(18,928)
Repayment of principal portion	(447,235)	(224,210)
At 31 December	<b>941,486</b>	<b>933,661</b>

In 1993, a subsidiary of the Group, received an interest-free loan of AED 504 million from the Government of Abu Dhabi. Under a revised agreement in 1994, the loan is repayable in annual installments of 80% of the subsidiary's profits, starting from 1996. As of 2003, AED 15.5 million had been repaid, with the remaining balance classified as a short-term liability. As at 31 December 2025, the outstanding balance of this loan amounted to AED 489 million (2024: AED 489 million).

Borrowings consist of six facilities and as at 31 December 2025 the Group was in compliance with all applicable covenants for certain bank borrowings. Aircraft, property and equipment with a carrying amount of AED 484 million (2024: AED 386 million) are mortgaged to the lending banks as collateral for these facilities.

## 20. Borrowings (continued)

### Facility 1: AED 285 million term loan

In 2019, ADA had entered into a restructuring arrangement with a local bank to repay all outstanding payments against a loan obtained from another local bank in previous years. The previous loan was repaid from the funds drawn down from this new loan. The new loan is repayable in twenty semi-annual installments starting 31 December 2019. The loan carries interest at three-month EIBOR plus 0.95% per annum. As at 31 December 2025, the outstanding balance of this facility amounted to AED 109 million (2024: AED 137 million).

### Facility 2: GBP 29 million loan

In 2021, ADA utilized an existing facility with a foreign bank to finance the purchases of corporate bonds amounting to AED 25.3 million. The loan is repayable on demand. The loan carries interest at three-month LIBOR plus 0.75% per annum. The loan is mortgaged against first charge on the investments in corporate debt securities held with the bank. As at 31 December 2025, the outstanding balance of this facility amounted to AED 10 million (2024: AED 35 million).

### Facility 3: AED 200 million term facility

In 2021, ADA entered into an arrangement with a local bank to finance the acquisition of aircraft amounting to AED 200 million out of which the Group has utilized facility amounting to AED 94 million as at 31 December 2025. The loan is repayable in 28 equal quarterly instalments. The facility carries interest at three-month EIBOR plus 1.15% per annum during the first year on the utilized facility amount and three-month EIBOR plus 1% per annum thereafter. As at 31 December 2025, the outstanding balance of this facility amounted to AED 30 million (2024: AED 44 million).

### Facility 4: AED 200 million term facility

In 2023, ADA entered into an arrangement with a local bank to finance the acquisition of aircraft amounting to AED 200 million out of which the Group has utilized facility amounting to AED 166.75 million as at 31 December 2025. The loan is repayable in 14 equal semi-annual instalments. The facility carries interest at three-months EIBOR plus 0.95% per annum.

During 2025, there were two drawdowns of 38 million and 23 million each with respect to purchase of two aircrafts. As at 31 December 2025, the outstanding balance of this facility amounted to AED 131 million (2024: AED 87 million).

### Facility 5: AED 155 million short-term loan

During 2024, ADA had obtained a facility from a local bank amounting to AED 155 million out of which ADA has utilized facility amounting to AED 50 million as at 31 December 2024. A further draw down of AED 80 million was made during 2025. The new loan is repayable in a bullet payment, six months after the date of the draw down. The loan carries interest at three-month EIBOR plus 0.9 % per annum. As at 31 December 2025, the outstanding balance of this facility amounted to AED 80 million (2024: AED 50 million).

### Facility 6: AED 90 million term facility

In 2025, ADA entered into an arrangement with a local bank for cash flow management purposes. The loan is repayable in 6 equal semi-annual instalments. The facility carries interest at three-months EIBOR plus 0.85% per annum. As at 31 December 2025, the outstanding balance of this facility amounted to AED 91 million (2024: nil).

For the comparative period, ADA also had one short term loan amounting to AED 100 million (balance as at 31 December 2024: 91 million) which was repaid during 2025.

## 21. Trade and other payables

	31 December 2025 AED'000	31 December 2024 AED'000
Trade payables	553,757	221,909
Due to related parties (Note 38)	1,091,594	1,384,604
Accrued expenses*	2,457,902	3,069,071
Customer advances	59,151	90,318
VAT payables, net	6,488	106,036
Other payables	184,790	204,270
	<b>4,353,682</b>	<b>5,076,208</b>

\* Included in accrued expenses are contract accruals of AED 1,921 million (2024: 2,776 million) related to the obligations of contract with customers.

### 21(a) Due to related parties

	31 December 2025 AED'000	31 December 2024 AED'000
Other government related entities	993,703	1,293,222
Other entities under common control	95,192	89,707
ADQ Aviation and Aerospace Services LLC (Parent)	-	1,132
Other related parties	2,699	543
	<b>1,091,594</b>	<b>1,384,604</b>

## 22. Provision for employees' end of service benefits

The movement in provision for employees' end of service benefits is as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
At 1 January	472,454	319,510
Acquisition through business combination	-	136,339
Charge for the year	91,540	69,720
Remeasurement loss/(gain)	13,335	(4,978)
Unclaimed liability	-	5,174
Transfer from a related party	56	-
Payments made during the year	(55,263)	(53,311)
At 31 December	522,122	472,454
Current service costs	85,513	44,207
Interest expense	6,027	25,513
	91,540	69,720

In accordance with the provisions of IAS 19 'Employee benefits', management has carried out an exercise to assess the present value of its obligations at 31 December 2025 and 31 December 2024, using the computed shortcuts to estimate the projected unit credit method obligation, in respect of employees' end of service benefits payable under the UAE Labour Law.

Actuarial valuation of end of service benefits obligation and related impact are set out below:

	31 December 2025 AED'000	31 December 2024 AED'000
Discount rate	5%	5.40%
Future salary increases	4.5%	4%
Average retirement age	60	65
Mortality, disability and withdrawal rates	7%	7%

Sensitivity analysis on increase/decrease in discount rate and future salary increases and related impact on end of service benefits obligation is as follows:

	2025 AED'000		2024 AED'000	
	Increase	Decrease	Increase	Decrease
Discount rate (50 basis points movement)	3,543	(3,723)	3,681	(3,913)
Future salary increases (50 basis points movement)	1,076	8,182	(3,844)	3,459

The obligation in respect of retirement benefits is recognised in the statement of financial position at the present value of defined benefit at the end of the reporting period, together with adjustments of past service costs.

## 23. Deferred government grants

	31 December 2025 AED'000	31 December 2024 AED'000
At 1 January	47,784	-
Acquisition through business combination (Note 1)	-	51,532
Amortisation during the year	(5,622)	(3,748)
At 31 December	42,162	47,784

Deferred government grants are classified in the consolidated statement of financial position as:

	31 December 2025 AED'000	31 December 2024 AED'000
Current portion	5,622	5,622
Non-current portion	36,540	42,162
Total	42,162	47,784

During the year, the amortisation income amounting to AED 3.7 million (2024: AED 3.7 million) was recognised in the consolidated statement of profit or loss and other comprehensive income to match the costs for which they are intended to compensate on a systematic basis.

## 24. Provisions

	31 December 2025 AED'000	31 December 2024 AED'000
Legal provision (Note 33)	-	52,699
Provision for onerous contracts	-	5,142
Other provisions	24,968	22,289
	24,968	80,130

Movement in provisions during the year is as follows:

	Legal AED'000	Onerous contract AED'000	Other provisions AED'000	Total AED'000
At 1 January 2024	107,942	767	-	108,709
Acquisition through business combination (Note 1)	-	3,305	49,924	53,229
Provisions made during the year	-	1,837	18,726	20,563
Provisions reversed during the year	-	(767)	(23,940)	(24,707)
Payments made during the year	(55,243)	-	(22,421)	(77,664)
At 1 January 2025	52,699	5,142	22,289	80,130
Provisions made during the year	-	2,587	18,928	21,515
Provisions reversed during the year	(52,699)	-	(16,249)	(68,948)
Payments made during the year	-	(7,729)	-	(7,729)
At 31 December 2025	-	-	24,968	24,968

## 25. Revenue from contracts with customers

### i. Revenue streams

The Group generates revenue primarily from the provision of aviation services. Other sources of revenue include training of pilots, rental income from investment properties and other management consultancy services.

	31 December 2025 AED'000	31 December 2024 AED'000
Maintenance services	5,316,691	4,936,593
Professional and technical assistance	1,060,724	1,074,754
Sale of goods and spare parts	489,421	511,420
Passenger service	442,120	307,539
Cargo service	336,922	170,920
Others	172,853	114,449
Revenue from contracts with customers	7,818,731	7,115,675

### ii. Timing of revenue recognition

	31 December 2025 AED'000	31 December 2024 AED'000
Revenue recognized – overtime	6,176,533	5,876,822
Revenue recognized – point in time	1,642,198	1,238,853
	7,818,731	7,115,675

### iii. Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by primary service lines. The table also includes a reconciliation of the disaggregated revenue with the Group's reportable segments as explained in note 35.

#### (a) Disaggregation of revenue from contracts with customers

31 December 2025	General aviation AED'000	Maintenance, repair and overhaul AED'000	Investments AED'000	Inter segment revenue AED'000	Total AED'000
Maintenance services	17,784	5,299,091	-	(184)	5,316,691
Professional and technical assistance	261,828	895,304	-	(96,408)	1,060,724
Sale of goods and spare parts	24,511	469,608	-	(4,698)	489,421
Passenger service	442,120	-	-	-	442,120
Cargo service	336,922	-	-	-	336,922
Others	108,759	45,057	28,015	(8,978)	172,853
	1,191,924	6,709,060	28,015	(110,268)	7,818,731

\* This includes accrued revenue from unsigned contracts amounting to AED 177 million (2024: AED 262 million). (a) Disaggregation of revenue from contracts with customers

31 December 2024	General aviation AED'000	Maintenance, repair and overhaul AED'000	Investments AED'000	Inter segment revenue AED'000	Total AED'000
Maintenance services	22,304	5,092,912	-	(178,623)	4,936,593
Professional and technical assistance	101,114	984,253	-	(10,613)	1,074,754
Sale of goods and spare parts	3,087	602,722	-	(94,389)	511,420
Passenger service	398,643	-	-	(91,104)	307,539
Cargo service	178,525	-	-	(7,605)	170,920
Others	57,624	39,884	17,978	(1,037)	114,449
	761,297	6,719,771	17,978	(383,371)	7,115,675

#### (b) Disaggregation of timing of revenue recognition

	31 December 2025			31 December 2024		
	Point in time AED'000	Overtime AED'000	Total AED'000	Point in time AED'000	Overtime AED'000	Total AED'000
Maintenance services	150,638	5,166,053	5,316,691	21,399	4,915,194	4,936,593
Professional and technical assistance	165,420	895,304	1,060,724	227,575	847,179	1,074,754
Sale of goods and spare parts	489,421	-	489,421	511,420	-	511,420
Passenger service	442,120	-	442,120	307,539	-	307,539
Cargo service	336,922	-	336,922	170,920	-	170,920
Others	57,677	115,176	172,853	-	114,449	114,449
	1,642,198	6,176,533	7,818,731	1,238,853	5,876,822	7,115,675

### iv. Contract assets and liabilities

The following table provides information about contract assets and contract liabilities from contracts with customers.

	31 December 2025 AED'000	31 December 2024 AED'000
<b>Contract assets</b>		
Unbilled receivables from third-party customers (Note 12)	114,971	47,291
Unbilled receivables from related parties (Note 12)	2,040,565	3,014,430
	2,155,536	3,061,721

## 25. Revenue from contracts with customers (continued)

### iv. Contract assets and liabilities (continued)

	31 December 2025 AED'000	31 December 2024 AED'000
<b>Contract liabilities</b>		
Advances received from third party customers	3,143	90,318
Advances received from related parties	849,109	1,151,308
	852,252	1,241,626

The unbilled receivables primarily relate to the Group's rights to consideration for work completed but not billed at the reporting date. The amount of unbilled receivables during the year ended 31 December 2025 was not impacted materially by an impairment charge. The unbilled receivables are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group issues an invoice to the customer.

The contract liabilities primarily relate to the advance consideration received from customers for contracts against which services will be rendered in future. This will be recognised as revenue when the services are rendered to customers.

	2025 AED'000	2024 AED'000
Aggregate amount of the transaction price allocated to long-term project contracts that are partially or fully unsatisfied as at 31 December	5,098,698	7,617,616

Management expects that 100% of the transaction price allocated to the unsatisfied contracts as of 31 December 2025 will be recognised as revenue over the term of the customer contract.

## 26. Direct operating costs

	31 December 2025 AED'000	31 December 2024 AED'000
Cost of sales	2,056,052	2,000,844
Staff costs (Note 31)	3,130,634	2,979,429
Operating and maintenance costs	655,353	615,116
Depreciation of aircraft, property and equipment (Note 5)	66,399	48,115
Repair and maintenance costs	23,678	37,163
Depreciation of right of use assets (Note 9)	22,309	17,819
Amortisation and impairment of intangible assets (Note 6)	195	132
Other direct costs	452,353	498,411
	6,406,973	6,197,029

## 27. General and administrative expenses

	31 December 2025 AED'000	31 December 2024 AED'000
Staff costs (Note 31)	346,602	292,389
Legal and professional charges	46,499	31,272
IT maintenance and support services	45,517	38,930
Board remuneration	31,507	6,583
Depreciation of aircraft, property and equipment (Note 5)	25,793	19,202
Allowance for stock obsolescence	21,562	19,249
Office rent	21,274	31,053
Maintenance expenses	19,868	16,208
Depreciation of right of use assets (Note 9)	15,456	11,829
Conference and event expenses	11,692	2,717
Bank charges	10,517	7,708
Communication expenses	10,279	9,146
Amortisation and impairment of intangible assets (Note 6)	9,316	2,485
Utilities	5,437	6,341
Other expenses	68,870	34,711
	690,189	529,823

\* Legal and professional fee includes audit fee incurred for the year of AED 2.5 million (2024: 2 million)

## 28. Other income

	31 December 2025 AED'000	31 December 2024 AED'000
Change in fair value of investment property	83,189	3,352
Reversal of prior year accruals	13,374	31,692
Dividend income	9,898	4,058
Gain on disposal of aircraft, property and equipment	9,799	3,848
Insurance claim, bonus and rebate	3,459	9,632
NAFIS incentive income	3,201	3,407
Shared services income	2,609	9,894
Gain/(loss) on termination of lease	-	22,221
Foreign exchange (loss)/gain	(2,236)	1,164
Other income	37,317	26,612
	160,610	115,880

## 29. Finance income

	31 December 2025 AED'000	31 December 2024 AED'000
Interest income on bank accounts	15,286	45,072
Interest income on term deposits	90,416	32,411
Interest income on other financial assets at amortised cost	16,846	7,680
Interest income on bonds	32,203	8,152
	154,751	93,315

## 30. Finance costs

	31 December 2025 AED'000	31 December 2024 AED'000
Interest on borrowings	27,989	18,928
Interest on lease liabilities	35,621	33,247
Interest on bank overdraft	4,188	2,934
	67,798	55,109

## 31. Staff costs

	31 December 2025 AED'000	31 December 2024 AED'000
Salaries and wages	2,364,898	2,299,435
Defined contribution plan expense	83,598	84,287
Provision for employees' end of service benefits	91,540	69,720
Other benefits	937,200	818,376
	3,477,236	3,271,818

### Staff costs are allocated as follows:

Direct operating cost (Note 26)	3,130,634	2,979,429
General and administrative cost (Note 27)	346,602	292,389
	3,477,236	3,271,818

## 32. Basic and diluted earnings per share

	For the year ended 31 December	
	2025	2024
Profit attributable to Owners of the Company (AED'000)	861,374	1,130,233
Weighted average number of shares in issue ('000)	1,096,787	949,740
Earnings per share (AED)	0.785	1.190

Earnings per share amounts are calculated by dividing the profit for the year attributable to shareholders of the Company by the weighted average number of shares outstanding during the year.

The Group does not have potentially dilutive shares and accordingly, diluted earnings per share is equal to basic earnings per share

## 33. Contingent liabilities

As at 31 December 2025, the Group had contingent liabilities in respect of letters of guarantee amounting to AED 6,381 million (31 December 2024: AED 6,547 million) and letters of credit amounting to AED 1.8 million (31 December 2024: AED 5.9 million)

The amount of AED 52.7 million previously ring-fenced towards the settlement of the execution order issued by the Abu Dhabi Courts in respect to a legal case against one of the Group's subsidiaries has been deducted by the Courts. Accordingly, the legal provision made has been utilized.

## 34. Commitments

### i. Capital commitments

As at 31 December 2025, the Group had estimated capital commitments for the acquisition of aircraft, property and equipment of AED 113 million (31 December 2024: 318 million).

### ii. Other commitments

As at 31 December 2025, the Group had commitments issued in the normal course of business of AED 1,193 million (31 December 2024: AED 1,008 million).

## 35. Segment information

Information regarding the Group's operating segments is set out below in accordance with IFRS 8 Operating Segments. IFRS 8 requires operating segments to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segment and to assess its performance. For operating purposes, the Group is organised into three major reporting segments:

- General aviation segment encompasses helicopter and fixed-wing operations, aircraft leasing, charter flights, commercial aircraft operations, aircraft management services, simulator training, the sale of aircraft parts, and air cargo operations;
- Maintenance, repair and overhauls (MRO) segment provides routine inspections, repairs, overhauls, and modifications, among other similar services;
- Investments, which involves the management of the Group's investment portfolio.

The Group's real estate, training and consulting business segments are not reportable operating segments, and accordingly the results of these operations are included in 'all other segments. These segments are the basis on which the Group reports its primary segment information. Transactions between segments are conducted at rates determined by management taking into consideration the cost of funds.

## 35. Segment information (continued)

	General Aviation AED'000	Maintenance, Repair and Overhauls AED'000	Investments AED'000	Eliminations AED'000	Total AED'000
<b>31 December 2025</b>					
Revenue (Note 25)	1,191,924	6,709,060	28,015	(110,268)	7,818,731
Profit for the year	179,375	740,655	146,403	-	1,066,433
<b>31 December 2024</b>					
Revenue (Note 25)	745,969	6,422,226	17,978	(70,498)	7,115,675
Bargain purchase	-	-	596,841	-	596,841
Profit for the year	149,700	477,854	664,401	-	1,291,955
<b>31 December 2025</b>					
Assets	2,789,255	10,865,231	2,534,674	(111,384)	16,077,776
Liabilities	1,264,721	5,834,339	50,307	(111,384)	7,037,983
<b>31 December 2024</b>					
Assets	3,860,742	11,524,695	997,403	(215,489)	16,167,351
Liabilities	1,095,546	6,621,124	84,243	(195,011)	7,605,902

The Group operates primarily from its base in the United Arab Emirates and accordingly no further geographical analysis of revenues, profit, fair value gains, assets and liabilities is given.

## 36. Related parties

Related parties, as defined in International Accounting Standard 24: Related Party Disclosures include associate companies, major shareholders, directors and other key management personnel of the Group, and entities controlled, jointly controlled or significantly influenced by such parties. The Group, in the ordinary course of business, enters into transactions with other business enterprises or individuals that fall within the definition of related parties contained in International Accounting Standard 24. The Group has a related party relationship with the Government of Abu Dhabi, directors and executive officers (including business entities over which they can exercise significant influence, or which can exercise significant influence over the Group).

The Group has elected to use the exemption under IAS 24 'Related Party Disclosures' for Government related entities on disclosing transactions and related outstanding balances with government related parties owned by the Government of Abu Dhabi and entities it owns and controls. The Group provides services in the normal course of business to entities owned and controlled by the Government of Abu Dhabi. Management approves prices and terms of payment for these transactions, and these are carried out at mutually agreed rates.

Balances with related parties at the end of the reporting period comprise:

	31 December 2025 AED'000	31 December 2024 AED'000
Due from related parties		
Entities under common control (Note 12 (a))	3,665,783	4,589,545
Due to related parties (Note 21)	1,091,594	1,384,604
Borrowings		
Other related parties (Note 20)	489,541	489,541

Significant transactions with related parties during the year were as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
Revenue	6,248,478	6,093,763
Key management compensation	40,363	43,085
Directors' remuneration	31,507	16,083
Provisions for employees' end of service benefits	1,412	2,489

## 37. Granted plots of land

### Future economic benefit established

In prior years, the Government of Abu Dhabi granted the Company two plots of land located in Khalifa City, Abu Dhabi.

The granted plots of land located in Khalifa City, Abu Dhabi had been used for the purpose of operating a training center and accordingly, recorded as aircraft, property and equipment (Note 5) at a nominal value of AED 1.

## 38. Financial instruments – fair value and risk management

### a. Fair value measurement

The following table shows the carrying amounts and fair values of financial assets and financial liabilities as at 31 December 2025, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

31 December 2025	Carrying amounts			Fair value hierarchy				
	FVTPL – equity instruments AED'000	FVTPL – debt instruments AED'000	Measured at amortised cost AED'000	Total AED'000	Level 1 AED'000	Level 2 AED'000	Level 3 AED'000	Total AED'000
Investment in Waha CEEMEA Fixed Income Fund SP	38,860	-	-	38,860	-	38,860	-	38,860
Investments in short term maturity bonds	-	1,677	-	1,677	1,677	-	-	1,677
Investments in corp bonds – UK	-	35,724	-	35,724	35,724	-	-	35,724
Investments in corp bonds - US	-	618	-	618	618	-	-	618
Investment in high yield and emerging market bonds	-	5,715	-	5,715	5,715	-	-	5,715
Investment in multi-class assets	-	2,949	-	2,949	2,949	-	-	2,949
Investment in developed government bonds	-	8,336	-	8,336	8,336	-	-	8,336
Investments in corporate bonds – European (EX-UK)	-	4,695	-	4,695	4,695	-	-	4,695
Investment in equities - US	441	-	-	441	441	-	-	441
Investment in equities – UAE	273,646	-	-	273,646	273,646	-	-	273,646
Developed Market Equities – US	12,473	-	-	12,473	12,473	-	-	12,473
Emerging market - Asia	1,840	-	-	1,840	1,840	-	-	1,840
Alternatives – Commodities	-	1,327	-	1,327	1,327	-	-	1,327
Alternative trading strategies	-	648	-	648	648	-	-	648
Investment in bonds - UAE	-	1,057,184	-	1,057,184	1,057,184	-	-	1,057,184
	<b>327,260</b>	<b>1,118,873</b>	<b>-</b>	<b>1,446,133</b>	<b>1,407,273</b>	<b>38,860</b>	<b>-</b>	<b>1,446,133</b>

## 38. Financial instruments – fair value and risk management (continued)

### a. Fair value measurement (continued)

31 December 2024	Carrying amounts			Fair value hierarchy				
	FVTPL – equity instruments AED'000	FVTPL – debt instruments AED'000	Measured at amortised cost AED'000	Total AED'000	Level 1 AED'000	Level 2 AED'000	Level 3 AED'000	Total AED'000
Investment in Waha CEEMEA Fixed Income Fund SP	34,423	-	-	34,423	-	34,423	-	34,423
Investments in short term maturity bonds	-	6,586	-	6,586	6,586	-	-	6,586
Investments in corp bonds – UK	-	36,369	-	36,369	36,369	-	-	36,369
Investments in corp bonds - US	-	4,666	-	4,666	4,666	-	-	4,666
Investment in high yield and emerging market bonds	-	17,200	-	17,200	17,200	-	-	17,200
Investment in multi-class assets	-	2,642	-	2,642	2,642	-	-	2,642
Investment in developed government bonds	-	5,178	-	5,178	5,178	-	-	5,178
Investments in corporate bonds – European (EX-UK)	-	4,243	-	4,243	4,243	-	-	4,243
Investment in equities - US	302	-	-	302	302	-	-	302
Investment in equities – UAE	256,411	-	-	256,411	256,411	-	-	256,411
Developed Market Equities – US	12,633	-	-	12,633	12,633	-	-	12,633
Emerging market - Asia	1,519	-	-	1,519	1,519	-	-	1,519
Alternatives – Commodities	-	590	-	590	590	-	-	590
Alternative trading strategies	-	562	-	562	562	-	-	562
Investment in bonds - UAE	-	181,484	-	181,484	181,484	-	-	181,484
	<b>305,288</b>	<b>259,520</b>	-	<b>564,808</b>	<b>530,385</b>	<b>34,423</b>	-	<b>564,808</b>

## 38. Financial instruments – fair value and risk management (continued)

### a. Fair value measurement (continued)

Carrying amounts				
31 December 2025	FVTPL – equity instruments AED'000	FVTPL – debt instruments AED'000	Measured at amortised cost AED'000	Total AED'000
<b>Financial assets not measured at fair value</b>				
Trade receivables	-	-	351,197	351,197
Unbilled receivables	-	-	114,971	114,971
Other receivables	-	-	99,774	99,774
Cash and cash equivalents (excluding cash on hand)	-	-	3,182,882	3,182,882
Other financial assets at amortised cost	-	-	623,730	623,730
Due from related parties	-	-	3,665,783	3,665,783
	-	-	<b>8,038,337</b>	<b>8,038,337</b>
<b>Financial liabilities not measured at fair value</b>				
Trade payables	-	-	553,757	553,757
Borrowings	-	-	1,122,836	1,122,836
Lease liabilities	-	-	869,468	869,468
Accrued expenses	-	-	2,457,902	2,457,902
VAT payables	-	-	6,488	6,488
Other payables	-	-	184,790	184,790
Due to related parties	-	-	1,091,594	1,091,594
	-	-	<b>6,286,835</b>	<b>6,286,835</b>

Carrying amounts				
31 December 2024	FVTPL – equity instruments AED'000	FVTPL – debt instruments AED'000	Measured at amortised cost AED'000	Total AED'000
<b>Financial assets not measured at fair value</b>				
Trade receivables	-	-	396,815	396,815
Unbilled receivables	-	-	47,291	47,291
Other receivables	-	-	69,648	69,648
Cash and cash equivalents (excluding cash on hand)	-	-	3,836,899	3,836,899
Other financial assets at amortised cost	-	-	460,018	460,018
Due from related parties	-	-	4,589,545	4,589,545
	-	-	<b>9,400,216</b>	<b>9,400,216</b>
<b>Financial liabilities not measured at fair value</b>				
Trade payables	-	-	221,909	221,909
Borrowings	-	-	1,020,085	1,020,085
Lease liabilities	-	-	838,404	838,404
Accrued expenses	-	-	3,069,071	3,069,071
VAT payables	-	-	106,036	106,036
Other payables	-	-	204,270	204,270
Due to related parties	-	-	1,384,604	1,384,604
	-	-	<b>6,844,379</b>	<b>6,844,379</b>

## 38. Financial instruments – fair value and risk management (continued)

### b. Financial risk management

The Group Board of Directors oversees the Group's risk management committee, an independent body that monitors risks and policies implemented to mitigate risk exposures. The Group Audit Committee is assisted in its oversight role by internal audit. Internal Audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

#### i. Market risk

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices, will affect the Group's income or the value of financial instruments.

There has been no change to the Group's exposure to market risks or the manner in which these risks are managed and measured.

#### Currency risk

The Group undertakes transactions denominated in foreign currencies; consequently, exposures to exchange rate fluctuations arise. The Group's exposure to the currency risk is principally from the Group's transactions in Pound sterling ("GBP") and Euro ("EUR"), as AED is currently pegged to USD at a fixed rate of exchange.

The carrying amounts of the Group's foreign currency denominated monetary assets and monetary liabilities at the reporting date are as follows:

	Assets		Liabilities	
	31 December 2025 AED'000	31 December 2024 AED'000	31 December 2025 AED'000	31 December 2024 AED'000
Pound sterling	132,618	21,270	42,247	15,904
Euro	330,178	632	305,184	139,995
	462,796	21,902	347,431	155,899

The following paragraph details the Group's sensitivity to a 5 per cent increase and decrease in currency units against Pound Sterling. 5% per cent is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a 5% per cent change in foreign currency rates.

At 31 December 2025, if GBP and EUR had weakened/strengthened by 5% against the AED with all other variables held constant, comprehensive income for the year would have been AED 5.77 million (2024: AED 6.69 million) higher/lower, mainly as a result of foreign exchange gains/losses on translation of GBP and EUR denominated cash and cash equivalent.

In management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk because the exposure at the end of the reporting period does not reflect the exposure during the year.

#### Equity price risk

The Group is exposed to equity price risks arising from equity investments. The Group monitors the risk of change in equity prices by sensitivity analysis taking 15% change due to the volatile nature of the market in which the securities are listed.

The Group is exposed to equity price risks arising from equity investments. The Group monitors the risk of change in equity prices by sensitivity analysis taking 15% change due to the volatile nature of the market in which the securities are listed. The sensitivity analyses below have been determined based on the exposure to equity price risks at the reporting date.

If equity prices had been 15% higher/lower, the Group's comprehensive income would increase/decrease as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
Investment in financial assets	49,089	45,793

#### Interest rate risk

The Group is exposed to interest rate risk because entities in the Group borrow funds at both fixed and floating interest rates. Interest rate risk primarily arises from the possibility that changes in interest rates will affect the net finance cost of the Group. The Group is exposed to fair value interest rate risk on bank borrowings at variable interest rates.

If interest rates had been 50 basis points higher/lower throughout the year and all other variables were held constant, the Group's net profit and equity for the year ended 31 December 2025 would decrease/increase by approximately AED 514[KB2.1] million (2024: AED 2.6 million). The Group's sensitivity to interest rates has increased in line with the increase in interest bearing debt instruments.

## 38. Financial instruments – fair value and risk management (continued)

### b. Financial risk management(continued)

#### ii. Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers, bank balances and corporate debt securities.

In order to minimise credit risk, the Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group only transacts with entities that are rated the equivalent of investment grade and above.

The credit rating information is supplied by independent rating agencies where available and, if not available, the Group uses other publicly available financial information and its own trading records to rate its major customers. The Group's exposure and the credit ratings of its counterparties are continuously monitored, and the aggregate value of transactions concluded is spread amongst approved counterparties.

Before accepting any new customer, a dedicated team responsible for the determination of credit limits uses an external credit scoring system to assess the potential customer's credit quality and defines credit limits by customer. The Group attempts to control credit risk by monitoring credit exposures, limiting transactions with specific non-related counterparties, and continually assessing the creditworthiness of such non-related counterparties.

Balances with banks are assessed to have low credit risk of default since these banks are highly regulated by the Central Bank.

Trade receivables from government related entities in the UAE is AED 3,739 million (2024: AED 4,207 million) which represents 89% (2024: 83%) respectively, of the total trade and other receivables at the end of reporting period.

The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

In addition, the Group is exposed to credit risk in relation to financial guarantees given to banks. The Group's maximum exposure in this respect is the maximum amount the Group could have to pay if the guarantee is called on.

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. As at 31 December 2025, the Group's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties and financial guarantees provided by the Group arises from the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position.

The tables below detail the ageing, credit quality of the Group's financial assets, contract assets and financial guarantee contracts, as well as the Group's maximum exposure to credit risk by credit risk rating grades:

#### Ageing of trade receivables and due from related parties

2025				
	Gross AED'000	ECL rate	Loss allowance AED'000	Net AED'000
Not past due	1,450,155	2%	(32,378)	1,417,777
Due for 31 to 90 days	1,075,559	1%	(8,453)	1,067,106
Due for 91 to 180 days	570,934	2%	(13,732)	557,202
Due for more than 180 days	1,110,947	16%	(178,852)	932,095
	<b>4,207,595</b>	<b>6%</b>	<b>(233,415)</b>	<b>3,974,180</b>

2024				
	Gross AED'000	ECL rate	Loss allowance AED'000	Net AED'000
Not past due	1,520,221	0%	-	1,520,221
Due for 31 to 90 days	1,294,258	0%	-	1,294,258
Due for 91 to 180 days	1,058,561	0%	-	1,058,561
Due for more than 180 days	1,420,449	24%	(339,927)	1,080,522
	<b>5,293,489</b>	<b>6%</b>	<b>(339,927)</b>	<b>4,953,562</b>

## 38. Financial instruments – fair value and risk management (continued)

### b. Financial risk management(continued)

#### ii. Credit risk (continued)

(i) For trade receivables, unbilled receivables and other receivables, the Group has used simplified approach in IFRS 9 to measure loss allowance at lifetime ECL. The Group determines the expected credit losses on these items based on historical credit loss experience based on the past due status of the customers, adjusted as appropriate to reflect current market conditions and estimates of future economic conditions. As part of individual assessment, the Group has estimated expected credit losses by reference to past default experience with the customer, an analysis of the customer's current financial position, adjusted for the factors that are specific to the customer, general economic and political conditions applicable to customer along with correspondences and future outlook as at reporting date. The Group has recognised loss allowance of 6% (2024: 6%) against all receivables after individually assessing some customers based on their individual credit risk.

(ii) For government receivables, the Group has used simplified approach in IFRS 9 to measure loss allowance at lifetime ECL. The Group determines the expected credit losses at the rate of 0.15% (2024: 0.15%) based on probability of default and loss given default of the Government of Abu Dhabi as these parties are secured by the Government of Abu Dhabi. These balances are represented of the recent transaction, therefore, the Group has not identified material impact of loss allowance on due from related party balances.

(iii) The following table presents the credit risk for the Group's bank balances:

Cash at bank: External credit rating	Aa3	
	31 December 2025 AED'000	31 December 2024 AED'000
Gross carrying amount	3,182,882	3,836,899
Loss allowance	-	-
	3,182,882	3,836,899

As at 31 December 2025, maximum exposure to credit risk was as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
Trade and other receivables (Note 12)	4,188,925	5,070,501
Cash and cash equivalents (Note 14(a))	3,187,074	3,841,376
Other financial assets at amortised costs (Note 14(b))	623,730	460,018
Other current assets (excluding supplier advances and prepayments) (Note 13)	194,108	82,113
	8,193,837	9,454,008

The carrying amount of the Group's financial assets at FVTPL as disclosed in Note 8 best represents their respective maximum exposure to credit risk. The Group holds no collateral over any of these balances.

#### iii. Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. Ultimate responsibility for liquidity risk management rests with the board of directors, which has established an appropriate liquidity risk management framework for management of the Group's short, medium and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and funds, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities as disclosed in the consolidated statement of financial position.

The table below summarises the maturity profile of the Group's financial instruments. The contractual maturities of the financial instruments have been determined on the basis of the remaining period at the end of reporting period to the contractual maturity date. The maturity profile is monitored by management to ensure adequate liquidity is maintained.

The maturity profile of the liabilities at the end of reporting period based on contractual repayment arrangements was as follows:

Financial liabilities	Less than 1 year AED'000	1 year to 5 years AED'000	More than 5 years AED'000	Total AED'000	Carrying amount AED'000
<b>31 December 2025</b>					
Borrowings (Note 20)	862,072	260,764	-	1,122,836	1,122,836
Lease liabilities (Note 19)	62,261	34,863	772,344	869,468	869,468
Trade and other payables (Note 21)*	4,288,043	-	-	4,288,043	4,288,043
<b>Total</b>	<b>5,212,376</b>	<b>295,627</b>	<b>772,344</b>	<b>6,280,347</b>	<b>6,280,347</b>
<b>31 December 2024</b>					
Borrowings (Note 20)	808,070	212,015	-	1,020,085	1,020,085
Lease liabilities (Note 19)	39,364	128,559	670,481	838,404	838,404
Trade and other payables (Note 21)*	4,830,940	-	-	4,830,940	4,830,940
<b>Total</b>	<b>5,678,374</b>	<b>340,574</b>	<b>670,481</b>	<b>6,689,429</b>	<b>6,689,429</b>

\* Trade and other payables excludes customer advances and VAT payables.

## 38. Financial instruments – fair value and risk management (continued)

### c. Capital risk management

The Group manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to shareholders through the optimisation of the debt and equity balance. The capital structure of the Group consists of debt, which includes the term loans, cash and bank balances and equity comprising share capital, reserves and retained earnings.

The Group is not subject to any externally imposed capital requirements.

The Group's risk management committee reviews the capital structure on a semi-annual basis. As part of this review, the committee considers the cost of capital and the risks associated with each class of capital. The gearing ratio, determined as net debt to equity, at the year-end was as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
Bank overdrafts (Note 20)	(181,350)	(86,424)
Debt (excluding overdrafts) (Note 20)	(941,486)	(933,661)
Lease liabilities (Note 19)	(869,468)	(838,404)
Cash and cash equivalents (Note 14(a))	3,187,074	3,841,376
Other financial assets at amortised costs (Note 14(b))	623,730	460,018
Net debt	1,818,500	2,442,905
Equity (ii)	9,039,793	8,561,449
Net debt to equity ratio	20%	29%

- i. Debt is defined as long- and short-term loans and overdraft (Note 20).
- ii. Equity includes all capital and reserves of the equity owners of the Company.

## 39. Reconciliation of movements of liabilities to cash flows arising from financing activities

	Term loans AED'000	Lease liabilities AED'000	Total AED'000
At 1 January 2025	933,661	838,404	1,772,065
<b>Changes from financing activity cash flows</b>			
Proceeds from borrowings (Note 20)	451,276	-	451,276
Repayment of borrowings (Note 20)	(447,235)	-	(447,235)
Finance cost paid (Note 20)	(22,793)	-	(22,793)
Interest paid on lease liabilities (Note 19)	-	(28,183)	(28,183)
Principal elements of lease liabilities (Note 19)	-	(23,648)	(23,648)
<b>Total changes from financing activity cash flows</b>	<b>(18,752)</b>	<b>(51,831)</b>	<b>(70,583)</b>
<b>Non-cash changes:</b>			
Interest on borrowings (Note 20)	26,577	-	26,577
Interest on lease liabilities (Note 19)	-	35,621	35,621
Additions to the lease liabilities (Note 19)	-	14,786	14,786
Lease remeasurement during the year (Note 19)	-	32,488	32,488
	26,577	82,895	109,472
<b>At 31 December 2025</b>	<b>941,486</b>	<b>869,468</b>	<b>1,810,954</b>
	Term loans AED'000	Lease liabilities AED'000	Total AED'000
At 1 January 2024	489,541	912,921	1,402,462
<b>Changes from financing activity cash flows</b>			
Proceeds from borrowings (Note 20)	214,030	-	214,030
Repayment of borrowings (Note 20)	(224,210)	-	(224,210)
Finance cost paid (Note 20)	(18,928)	-	(18,928)
Interest paid on lease liabilities (Note 19)	-	(33,247)	(33,247)
Principal elements of lease liabilities (Note 19)	-	(55,595)	(55,595)
<b>Total changes from financing activity cash flows</b>	<b>(29,108)</b>	<b>(88,842)</b>	<b>(117,950)</b>
<b>Non-cash changes:</b>			
Acquisition through business combination (Note 1)	451,818	125,103	576,921
Interest on borrowings (Note 20)	21,410	-	21,410
Interest on lease liabilities (Note 19)	-	33,247	33,247
Additions to the lease liabilities (Note 19)	-	400,945	400,945
Lease remeasurement during the year (Note 19)	-	(544,970)	(544,970)
	473,228	14,325	487,553
<b>At 31 December 2024</b>	<b>933,661</b>	<b>838,404</b>	<b>1,772,065</b>

## 40. Income taxes

The Group's result incorporates the UAE Federal Decree-Law No. 47 of 2022 on the Taxation of Corporations and Businesses ("Law"). The Law stipulates an effective tax rate of 9% on taxable profits above AED 375,000 and is calculated on the Group's outlook of the Law.

The income tax expense recognised in the consolidated statement of profit or loss for the year ended 31 December 2025 is as follows:

	31 December 2025 AED'000	31 December 2024 AED'000
Movement in current tax liabilities	92,767	58,659
Movement in deferred tax liabilities	7,522	3,490
Movement in deferred tax assets	(2,473)	(690)
Income tax expense	97,816	61,459

During the submission of corporate tax returns for the year ended 31 December 2024 in September 2025, the Group revised its estimate of income tax liability for then ended based on new information that became available during the period; and consequently an additional income tax expense of AED 0.9 million was recognised. This has been accounted for as a change in accounting estimate in accordance with IAS 8.

### Deferred taxes analysed by type of temporary difference:

Differences between IFRS accounting standards and statutory taxation regulations in UAE give rise to temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and their tax basis.

The reconciliation of the statutory tax rate to the effective tax rate is presented below

	31 December 2025 AED'000	31 December 2024 AED'000
Accounting profit before tax	1,164,249	1,353,414
Tax at statutory rate (9%)	104,782	121,807
Tax impact of non-taxable income	-	(53,716)
Tax impact of exempt income	(11,484)	(7,462)
Other adjustments	4,518	830
Total	97,816	61,459
Overall Effective Tax Rate (ETR)	8.40%	4.54%

The income tax amounts recognized in the consolidated statement of financial position are as follows:

	2025 AED'000	2024 AED'000
<b>Income tax provision</b>		
At 1 January	67,347	-
Acquisition through business combination (Note 1)	-	8,688
Prior year adjustments	2,070	-
Recognized during the year	92,767	58,659
Tax paid during the year	(68,204)	-
<b>At 31 December</b>	<b>93,980</b>	<b>67,347</b>
<b>Deferred tax liabilities</b>		
At 1 January	3,490	-
Acquisition through business combination (Note 1)	-	-
Prior year adjustments	(1,737)	-
Recognized during the year	7,012	3,490
<b>At 31 December</b>	<b>8,765</b>	<b>3,490</b>
<b>Deferred tax assets</b>		
At 1 January	690	-
Acquisition through business combination (Note 1)	-	-
Prior year adjustments	1,474	-
Recognized during the year	999	690
<b>At 31 December</b>	<b>3,163</b>	<b>690</b>

### Pillar Two Global Minimum Tax Law

In alignment with OECD's Pillar Two Global Anti-Base Erosion (GloBE) rules, the UAE Ministry of Finance (MoF) introduced a Domestic Minimum Top-Up Tax of 15% for Multinational Enterprises (MNEs) with effect from financial years starting on or after 1st January 2025.

The Group is within the scope of the Pillar II global minimum tax framework. Based on assessment conducted, the Group qualifies for transitional safe harbour relief for the year ended 31 December 2025, and therefore no Domestic Minimum Top up Tax (DMTT) is payable.

## 41. Reclassification of prior year balances

Certain comparative figures have been reclassified, wherever necessary, as to conform with the presentation adopted in the current year. These reclassifications relate solely to presentation and have no impact on the Group's profit, total comprehensive income, equity or cash flows

## 42. Approval of consolidated financial statements

The consolidated financial statements were approved by management and authorised for issue by the Board of Directors on 10 February 2026.

# CORPORATE GOVERNANCE REPORT 2025 ●



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## Corporate Governance Framework

Abu Dhabi Aviation and its subsidiaries attach great importance to corporate governance and its pivotal role in strengthening its leading position at the local and global levels, by committing to establishing a corporate culture that motivates board members, managers, and employees to adhere to the general principles of sound professional conduct. Corporate governance includes a set of regulations and legislations that regulate the professional relationship between the company's management, its board of directors, shareholders, and other partners.

Corporate governance also provides the general framework through which the company's objectives are set, mechanisms for achieving these goals are determined, and performance is monitored and followed. Good corporate governance is not an end in itself, but rather a means and approach to activate sound professional practices in the company and the aviation sector in general, hence the importance of good governance in consolidating confidence in the market and ensuring the establishment of principles of integrity at work.

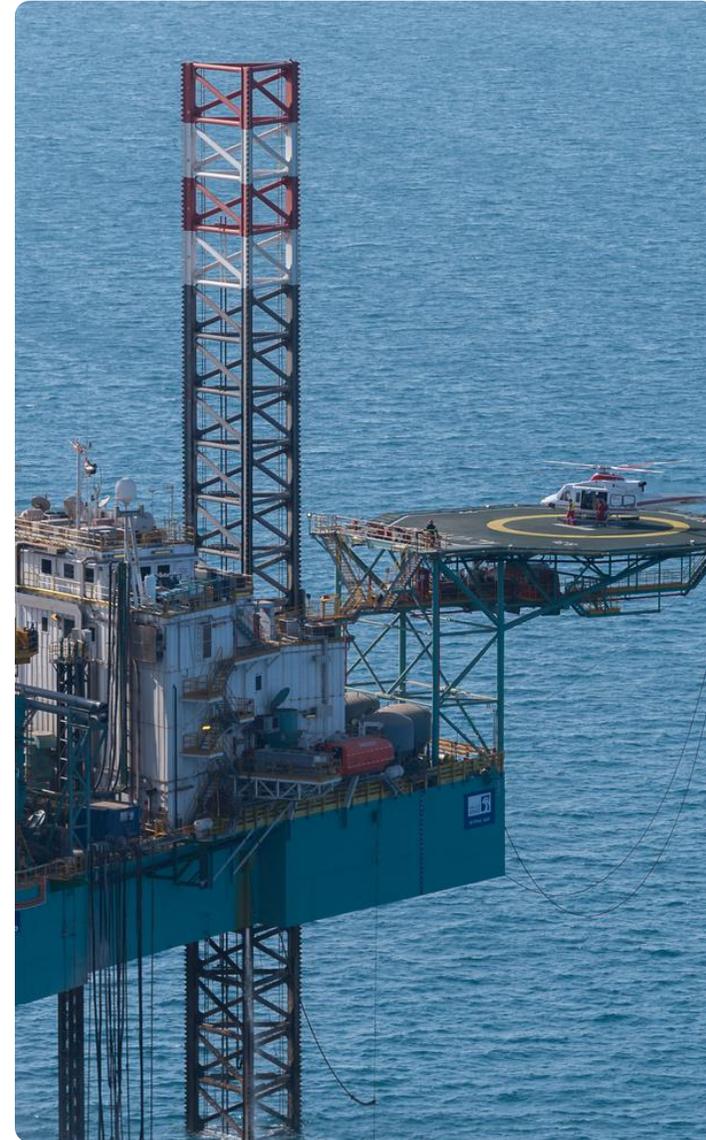
## Statement of Procedures Taken to Complete the Corporate Governance System During 2025

During the financial year ended 31 December 2025, Abu Dhabi Aviation PJSC ("the Company") maintained and strengthened its corporate governance framework in compliance with the requirements of the Securities and Commodities Authority (SCA), applicable laws, and best governance practices. The key procedures undertaken during the year included the following:

- The Board of Directors exercised effective oversight over the Company's strategy, performance, risk management, and compliance through regular meetings, proper documentation of decisions, and monitoring of follow-up actions.
- Board committees, including the Audit, Risk and Compliance Committee, the Nomination and Remuneration Committee, and the Strategy and Risk Mitigation Committee, carried out their duties and submitted recommendations to the Board in accordance with their mandates.
- The Company ensured compliance with regulatory requirements and timely disclosures to the Abu Dhabi Securities Exchange (ADX).
- The Company maintained and periodically updated the insiders' list and implemented blackout periods in accordance with applicable regulations.
- Risk management and internal control processes were maintained through annual risk assessments and internal audit activities, with audit findings reviewed by the Audit, Risk and Compliance Committee and corrective actions monitored.
- The Company continued to implement its Whistleblowing Policy, providing a confidential mechanism for reporting concerns related to misconduct or non-compliance, in line with applicable governance requirements.
- Transparency and shareholder protection were upheld through timely disclosure of financial and governance information and the proper conduct of the Annual General Assembly Meeting in accordance with applicable regulations.

# Statement of Ownership and Transactions

#	Name	Position/Kinship	Owned shares as of 31st December 2025	Total sale transactions	Total purchase transactions
1	H.E. Nader Ahmed Mohamed Al Hammadi	Chairman	229,336	-	-
	First-degree relatives	Chairman's Spouses	50,600	-	-
2	H.E. Sheikh Ahmed Mohammed Sultan Aldhaheeri	Vice Chairman	50,000	-	-
	First-degree relatives	Vice Chairman's Spouses	100,511	-	-
3	H.E. Homaid Abdulla Ali Al Shimmari	Board Member	-	-	-
4	Mr. Abdulla Seddiq Mohamed Al Khoori	Board Member	-	-	-
5	Mr. Mohamed Khalil Foulathi Al Khoori	Board Member	-	-	-
6	H.E. Mansour Mohamed AlMulla	Board Member	-	-	-
7	Mr. Saeed Ali Albedwawi	Board Member	-	-	-
8	Mr. Ahmed Salem Obaid Aldhaheeri	Board Member	-	-	-
9	Ms. Elena Sorlini	Board Member	-	-	-



# Formation of the Board of Directors

- **Experience and Qualifications:** H.E. Nader Ahmed Mohamed Al Hammadi holds a Bachelor of Science in Aviation Electronics (Avionics) from Embry Riddle Aeronautical University in Florida, USA. He Post-graduated in Engineering Business Management from Warwick University in London, UK in 2002 and participated in "The Advanced Management Programme" held at INSEAD in Fontainebleau, France in March 2007. Al Hammadi has more than 35 years' work experience which includes 20 years in managing public and private joint-stock companies covering several sectors, including real estate investment and aviation management as well as his experience in the hotel, construction, manufacturing and mining sector.

- **Positions and Memberships held:**

- Chairman of Global Aerospace Logistics (GAL)
- Vice Chairman of Abu Dhabi Airports
- Board Member of Waha Capital

- **H.E Nader Ahmed Mohamed Al Hammadi**

**Chairman**

Member since: 2008

Category: Non-Executive/Non-Independent



**H.E. Sheikh Ahmed Mohammed Sultan Aldhaheeri**

**Vice Chairman**

Member since: 1999

Category: Non-Executive /Non-Independent

- **Experience and Qualifications:** H.E. Sheikh Ahmed Mohammed Sultan Aldhaheeri holds a Bachelor's of Civil Engineering from the University of the Emirates. He formerly served as an Executive Director at the Department of Municipal Affairs and Transport.

- **Positions and Memberships held:**

- Vice Chairman of Abu Dhabi National Hotels
- Board Member of Emirates Telecommunications
- Board Member of First Abu Dhabi Bank
- Board Member of Al Dhafra Insurance Company
- Board Member of Abu Dhabi National Beverages Company (Pepsi Cola )
- Board Member of Al Dhaheri Group



**H.E. Mansour Mohammed AlMulla**

**Board Member**

Member since: 2023

Category: Non-Executive / Independent



**H.E. Homaid Abdulla Ali Al Shimhari**

**Board Member**

Member since: 2011

Category: Non-Executive /Non-Independent

- **Experience and Qualifications:** H.E. Mansour Mohamed AlMulla holds a Bachelor of Science in Business Administration from Portland State University, Oregon, USA. He has over two decades of extensive experience in structured finance, capital markets, mergers and acquisitions, strategy, financial planning, risk management, restructuring, business development, and operations.

His excellency has held several key leadership positions; he served as Managing Director and Chief Executive Officer of EDGE Group. He also held the position of Chief Investment Officer – Alternative Investments & M&A at Abu Dhabi Developmental Holding Company PJSC (ADQ), and previously served as Chief Financial Officer of the Petroleum & Petrochemicals Platform at Mubadala.

- **Positions and Memberships held:**

- Deputy Group Chief Executive Officer- Abu Dhabi Developmental Holding Company PJSC (ADQ)
- Board Member of Abu Dhabi National Energy Company PJSC (TAQA)
- Chairman of Wio Bank
- Board Member of Abu Dhabi Ports Group
- Board Member of Abu Dhabi Global Market
- Board Member of AMMROC
- Board Member of Etihad Rail

- **Experience and Qualifications:** H.E. Homaid Abdulla Al Shimhari holds a Bachelor of Science degree in Aeronautical Engineering from Embry-Riddle Aeronautical University in the USA and is a Six Sigma Black Belt, certified by General Electric. He formerly served in the Air Force of the Armed Forces of the United Arab Emirates as a Lieutenant-Colonel.

- **Positions and Memberships held:**

- Deputy Group CEO and Chief Corporate & Human Capital Officer at Mubadala
- Chairman of Emirates Global Aluminum (EGA)
- Chairman of Solutions Plus
- Vice Chairman of Board of Trustees at Khalifa University
- Vice Chairman of Board of Trustees of Institute of Applied Technology
- Board Member of First Abu Dhabi Bank
- Board Member of Abu Dhabi Investment Council
- Board Member of Al Waha Capital (PJSC)
- Member of the Mubadala Investment Committee



**Mr. Ahmed Salem Obaid Aldhaheeri**

**Board Member**

Member since: 2023  
Category: Non-Executive / Independent

- **Experience and Qualifications:** Mr. Ahmed Salem Obaid Aldhaheeri has over 24 years of in-depth experience in the industrial sector. Mr. Aldhaheeri holds a master's Certificate in Project Management from George Washington University and an Executive MBA with Honors from UAE University, as well as a certificate in CXO Development Programme from INSEAD. He earned a Bachelor of Science degree in Industrial Engineering from the University of Miami, USA.

He formerly served as the Chief Commercial Officer of Emirates Steel, Director-Projects at General Holding Corporation (GHC), Deputy General Manager at Grand Mills – Agthia, and Director at the General Industry Corporation (GIC)

- **Positions and Memberships held:**

- Chief Executive Officer of NMDC Energy
- Chairman of NTS Group Middle East
- Chairman of National Petroleum Construction Company Engineering Ltd.
- Vice Chairman of Global Aerospace Logistics (GAL)
- Board Member of PRINCIPIA France
- Board Member of Gordon Technologies
- Board Member of Enersol



**Mr. Saeed Ali Albadwawi**

**Board Member**

Member since: 2023  
Category: Non-Executive / Independent

- **Experience and Qualifications:** Mr. Saeed Ali Albadwawi holds a Bachelor's degree in Sciences and Administration Science and Administration from Abu Dhabi University and graduated from Zayed Military College. He has completed several specialized courses throughout his career and has significant expertise in business management, project management, and risk assessment. With over 32 years of service in the Ministry of Defense, he brings a wealth of experience. He was also a former member of the Abu Dhabi Sports Aviation Club.



**Ms. Elena Sorlini**

**Board Member**

Member since: 2023  
Category: Non-Executive / Non-Independent

- **Experience and Qualifications:** Ms. Elena Sorlini holds a bachelor's degree in business administration, majoring in Planning and Control from Bocconi University, Italy, and also holds a Master's degree in Corporate Finance from Bocconi University, and an Executive Master of Business Administration (EMBA) from Copenhagen Business School.

Ms. Sorlini has an impressive professional background, having served as the Executive Director of Transport & Logistics at ADQ, Vice President of Strategic Planning at Oman Aviation Group, Director of Strategy at Copenhagen Airports, and Vice President at Macquarie Airports.

- **Positions and Memberships held:**

- Managing Director and Chief Executive Officer at Abu Dhabi Airports
- Board Member of Peninsula RE



**Mr. Abdulla Seddiq Mohamed Al Khoori**

**Board Member**

Member since: 1999  
Category: Non-Executive / Non-Independent

- **Experience and Qualifications:** Mr. Abdulla Seddiq Mohamed Al Khoori holds a Bachelor of Science degree from Southeastern University in the United States. He formerly held the position of Senior Financial Controller at Abu Dhabi Distribution Company and was a member of the Board of Directors of National Corporation for Tourism & Hotels.



**Mr. Mohamed Khalil Foulathi Al Khoori**

**Board Member**

Member since: 2020  
Category: Non-Executive / Independent

- **Experience and Qualifications:** Mr. Mohamed Khalil Foulathi Al Khoori holds a bachelor's degree in business administration (Real Estate Finance Concentration), Higher Diploma in Business and Management - Financial Services from the Higher Colleges of Technology in the United Arab Emirates and is a Chartered Financial Analyst (CFA)

Mr. Foulathi has extensive professional experience in investment management having served as a Senior Analyst in the Real Assets Department at the Abu Dhabi Investment Council. He brings deep expertise in managing and overseeing private equity investments across multiple geographies, with a strong track record in evaluating, structuring, and monitoring investments across diverse sectors and global markets.

- **Positions and Memberships held:**

- Board Member of Dana Gas PJSC.
- Board Member of Al Dhabi Investment PJSC.

## Female Representation on the Board of Directors (2025)

As at 31 December 2025, women represent **11%** of the Company's Board of Directors. In line with its commitment to gender diversity and inclusion, Abu Dhabi Aviation is proud to have female representation at the Board level. The Company continues to encourage and support increased female participation across its workforce and leadership roles.

### Board Remuneration

#### 1. 2024 Board Remuneration

The General Assembly approved the granting of remuneration to the members of the Board of Directors for the year 2024 with a total value of **AED 16.5 million**

#### 2. Proposed 2025 Board Remuneration

The proposed total remuneration for the Board of Directors for the year 2025 is **AED 16.5 million**, subject to shareholders' approval at the Annual General Assembly.



### 3. Details of Attendance Allowances Paid to Board Members for Board Committee Meetings During the Financial Year 2025

Committee Name		Audit , Risk and Compliance Committee (ARCC)		
Name	Position	Number of Meetings Attended	Total Allowance (AED)	
H.E. Mansour Mohammed AlMulla	Chairman of the Committee	5	75,000	
Mr. Mohammed Khalil Foulathi Al Khoori	Member	5	50,000	
Mr. Mohammed Adnan Sharafi	Member	5	50,000	

Committee Name		Nomination and Remuneration Committee (NRC)		
Name	Position	Number of Meetings Attended	Total Allowance (AED)	
Mr. Ahmed Salem Obaid Aldhaheeri	Chairman of the Committee	4	60,000	
Mr. Saeed Ali Albadwawi	Member	4	40,000	
Ms. Elena Sorlini	Member	4	40,000	

Committee Name		Strategy and Risk Mitigation Committee (SRMC)		
Name	Position	Number of Meetings Attended	Total Allowance (AED)	
H.E. Nader Ahmed Mohamed Al Hammadi	Chairman of the Committee	6	90,000	
H.E. Homaid Abdulla Ali Al Shimmari	Member	4	40,000	
H.E. Mansour Mohamed AlMulla	Member	6	60,000	

#### 4. Details of allowances, salaries, or additional fees received by the Board Members other than committee Attendance Allowances and Reasons thereof

No allowances, salaries, or additional fees were paid to Board members during the financial year, other than approved committee attendance allowances.

#### 5. Number of Board meetings held during the fiscal year 2025 along with their convention dates, personal attendance times of all members, and members attending by proxy

Meeting No.	Date of Meeting	Number of Attendees	Number Attendees by Proxy	Names of absent members
1	20 Feb 2025	9	None	None
2	01 May 2025	9	None	None
3	31 July 2025	8	None	Ms. Elena Sorlini
4	07 Oct 2025	8	None	Mr. Abdulla Seddiq Mohamed Alkhoori
5	13 Nov 2025	8	H.E. Homaïd Abdulla Al Shimmari granted a proxy to H.E. Nader Al Hammadi	Mr. Ahmed Salem Aldhaheeri

**Note:** No attendance allowances were allocated to members of the Board of Directors for Board meeting attendance.

#### 6. Number of Board resolutions passed by circulation during the fiscal year 2025

No Board resolutions were passed by circulation during the financial year 2025



## Board Committees

### 1. Audit, Risk and Compliance Committee (ARCC)

A. Mr. Mansour Mohamed AlMulla, Chairman of the Audit, Risk and Compliance Committee, acknowledges his responsibility for the Committee system in the company, for his review of its working mechanism, and for ensuring the committee efficiency.

#### B. Names of the Audit Committee Members

➤ Mr. Mansour Mohamed AlMulla Chairman of the Committee

➤ Mr. Mohamed Khalil Foulathi Al Khoori Member

➤ Mr. Mohammad Adnan Sharafi External Member

## Terms of Reference of the Audit, Risk and Compliance Committee:

1. Review and monitor the integrity of the financial statements of the Company, including its annual and quarterly reports, interim management statements, significant financial reports to regulators, and any other formal announcements relating to its financial performance.
2. Review significant accounting and financial reporting issues and judgments.
3. Review and approve any draft statement on the Committee's composition for inclusion in the Annual Report.
4. Review and challenge the consistency of accounting policies, accounting methods for significant or unusual transactions, compliance with appropriate accounting standards and estimates, clarity of disclosures in financial reports, and significant audit adjustments.
5. Review the adequacy and effectiveness of ADA's internal control, financial controls, information technology security controls, and risk management framework.
6. Review each year Senior Management's reports on the effectiveness of ADA's internal controls, financial controls, and risk management framework.
7. Review and approve any statement to be included in the annual report concerning internal controls, financial controls, and risk management.
8. Ensure the adequacy of the systems of internal control through an independent review of operational processes.
9. Understand the scope of internal and external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations together with Senior Management's responses.
10. Receive quarterly reports from the Internal Auditor on ADA's compliance with regulatory obligations, whistleblowing, frauds, and other investigations conducted.
11. Review the organization, structure, and resources of the ADA Compliance function.
12. Review ADA's compliance with relevant laws and regulations, major legislative and regulatory developments, and Senior Management's efforts to monitor compliance with ADA's Code of Conduct.
13. Receive regulatory examination reports from regulators across ADA's network, including those issued by the Abu Dhabi Accountability Authority.
14. Review the adequacy of ADA's arrangements for employees and contractors to raise concerns about possible wrongdoing in accounting, financial reporting, or other matters, ensuring independent investigation and appropriate follow-up action.
15. Review ADA's controls for the prevention and detection of fraud and bribery and receive reports on non-compliance.
16. Review and investigate any matters pertaining to the integrity of Senior Management (including subsidiaries' senior management and boards) and the Board of ADA, including conflicts of interest or adherence to standards of conduct as required by Company bylaws.
17. Approve the Internal Audit Department charter.
18. Monitor and review the effectiveness of ADA's internal audit function in the context of ADA's overall risk management framework.
19. Review and approve the annual and three-year internal audit plan, risk assessment assumptions, and reports used to drive the audit plan.
20. Review and approve the organization structure and budget of the Internal Audit Department.
21. Consider and approve the remit of the Internal Audit Department and ensure it has adequate resources, appropriate access to information, independence from management, and compliance with relevant professional standards.
22. Review the coordination of the audit activities between external and internal audit.
23. Consider and make recommendations to the Board regarding the appointment, re-appointment, or removal of ADA's external auditors, ensuring a thorough selection process and investigation of resignations if necessary.
24. Oversee the relationship with external auditors, including remuneration, engagement terms, independence and objectivity, compliance with ethical guidelines, and qualifications.
25. Meet with the external auditor at least once a year without Senior Management present to discuss any issues arising from the audit.
26. Review and approve the annual audit plan and ensure consistency with the scope of the audit engagement.
27. Review findings of internal and external audits, including significant issues, adjustments, effectiveness, and management's response.
28. Review and approve policies on non-audit services provided by external auditors, ensuring compliance with ethical guidance.
29. Performs any additional duties as determined by the Board in accordance with applicable laws and regulations.



## C. Audit, Risk and Compliance Committee Meetings during 2025

Meeting No.	Meeting Date	Number of Attendees	Names of absent members
1	13 Feb 2025	3	None
2	18 Feb 2025	3	None
3	30 Apr 2025	3	None
4	30 Jul 2025	3	None
5	06 Nov 2025	3	None

## D. Audit, Risk and Compliance Committee (ARCC) Annual Report

During the year 2025, the Audit, Risk, and Compliance Committee (ARCC) performed following actions:

- Carried out its responsibilities in accordance with applicable governance requirements, supporting the Board of Directors in fulfilling its oversight duties relating to financial reporting, audit, risk management, and internal control.
- Reviewed and endorsed Abu Dhabi Aviation Group's quarterly and annual consolidated financial statements prior to submission to the Board for approval. The review included an assessment of compliance with IFRS and applicable regulatory requirements.
- The Committee also reviewed related party transactions, ensuring that such transactions were conducted in accordance with approved policies, applicable accounting standards, and corporate governance requirements. In addition, the Committee reviewed significant accounting and reporting matters with management and the external auditors, confirming that no material issues or exceptions were identified during the reporting periods.
- Reviewed and evaluated non-audit services, confirming that no such services were provided during the year and that the independence of the external auditor was maintained at all times.

- Reviewed and endorsed the external auditor re-appointment process, including the evaluation of independence, objectivity, and effectiveness for Group's external auditor for the financial year 2025, in line with management's recommendations, ADAA requirements and SCA rules.
- Reviewed the top corporate risks as reported by management and provided guidance on changes in the risk profile. It also reviewed the effectiveness of risk management policies and practices, ensuring alignment with the Company's strategic objectives.
- Reviewed the status of internal controls, including controls over financial reporting (ICFR), and monitored corrective actions taken to address identified audit observations. A structured corrective action plan was implemented, with defined responsibilities and follow-up timelines.
- Reviewed and approved the risk-based Internal Audit Plan, including the scope of assurance, advisory, and special review engagements, as well as the proposed internal audit budget.
- Reviewed quarterly internal audit reports, including high, medium, and low-risk findings, and monitored the implementation status of management action plans.

- The Committee also evaluated the performance and effectiveness of the Internal Audit function, confirming that it continues to operate independently and in accordance with professional standards.
- Reviewed updates related to ethics and compliance, corporate governance developments, and legal updates, ensuring that appropriate controls and policies remain in place.
- Through these activities, the Committee reaffirmed its commitment to maintaining high standards of financial integrity, risk management, internal control, and governance.

## 2. Nomination and Remuneration Committee (NRC)

- A. Mr. Ahmed Salem Obaid Aldhaheri, Chairman of the Nomination and Remuneration Committee, acknowledges his responsibility for the Committee system in the company, for his review of its working mechanism, and for ensuring the committee efficiency.
- B. Names of the members of the Nomination and Remuneration Committee

➤ Mr. Ahmed Salem Obaid Aldhaheri	Chairman of the Committee
➤ Mr. Saeed Ali Albadwawi	Member
➤ Ms. Elena Sorlini	Member



## Terms of Reference of the Nomination and Remuneration Committee:

1. Develops a nomination policy for Board and Executive Management membership, ensuring diversity and encouraging gender inclusion through training and incentive programs.
2. Organizes and oversees the Board nomination process, ensuring compliance with applicable laws, regulations, and corporate governance principles.
3. Conducts an annual review of the skills and expertise required for Board membership and prepares a description of necessary qualifications.
4. Reviews the Board structure and makes recommendations on any necessary changes to enhance governance effectiveness.
5. Ensures the ongoing independence of independent Board members
6. Annually verifies that all Board members meet the eligibility criteria and independence requirements.
7. Identifies key competencies and skills required at the Senior Executive Management and staff level and establishes clear selection criteria.
8. Oversees the appointment, promotion, and termination of Senior Executive Management, ensuring a structured and transparent process.
9. Reviews and approves succession planning for Senior Executives, ensuring continuity in leadership roles.
10. Monitors the performance of the Senior Executive Management, including the CEO, and provides recommendations to the Board.
11. Reports its activities, findings, and recommendations to the Board of Directors on a periodic basis.
12. Develops and periodically reviews the remuneration policy for Board members, Senior Management, and employees to ensure fairness, competitiveness, and alignment with the company's long-term strategy.
13. Ensures that the rewards, incentives, and salaries granted to Senior Executive Management are reasonable, aligned with the company's financial performance, and support sustainable growth.
14. Ensures that compensation and bonus structures for Senior Executive Management are linked to medium- and long-term company performance.
15. Reviews and recommends remuneration packages for the CEO and Senior Executives, ensuring alignment with market standards and company performance.
16. Review and approve Board members' remuneration, allowances, and other benefits, ensuring compliance with applicable regulations.
17. Approve the Human Resources and Training Policy, ensuring a structured approach to talent development and employee growth.
18. Monitors the implementation of the HR and training policy and reviews it annually to ensure alignment with business objectives.
19. Oversees the company's governance framework, ensuring compliance with applicable laws, regulatory requirements, and best practices.
20. Ensures that ADA maintains a strong corporate culture, upholding ethical standards.
21. Review the structure of the Board and make recommendations to strengthen Board effectiveness
22. Performs any additional duties as determined by the Board in accordance with applicable laws and regulations



### C. Nomination and Remuneration Committee meetings during the year 2025

Meeting No.	Meeting Date	Number of Attendees	Names of absent members
1	29 Jan 2025	3	None
2	17 Mar 2025	3	None
3	25 Apr 2025	3	None
4	12 Nov 2025	3	None

### 3. Insider Trading Supervision Committee

- A. Mr. Mansour Mohamed AlMulla, Chairman of the Committee, acknowledges his responsibility for overseeing the Insider Trading Supervision System within the Company, reviewing its operational mechanism, and ensuring the Committee's effectiveness
- B. Names of the Insiders' Trading, Follow-up and Supervision Committee Members

➤ Mr. Mansour Mohamed AlMulla	Chairman of the Committee
➤ Mr. Mohamed Khalil Foulathi Al Khoori	Member
➤ Mr. Mohamed Adnan Sharafi	External Member

## Terms of Reference of the Insider Trading Supervision Committee:

1. Ensure compliance with company policies and regulatory requirements related to insider trading and information management
2. Review and approve the company's Insider Trading Policy and recommend updates as needed.
3. Review and approve updates to the insider list as required due to changes in roles or responsibilities.
4. Monitor insider trading activities and address any potential violations.
5. Ensure effective controls to safeguard confidential and sensitive information.
6. Oversee timely and accurate public disclosures in line with regulatory requirements.
7. Oversee investigations of insider trading violations and ensure appropriate corrective actions.
8. Ensure any necessary reporting to regulators is done promptly and accurately.
9. Identify and assess risks related to insider trading and information management.
10. Ensure the confidentiality of insider information and its proper classification according to applicable laws and company policies.
11. Maintain official declarations for individuals who are permanently or temporarily classified as insiders with access to the company's internal information.



### c. Summary of the Committee's Activities Report for the Year 2025

During 2025, the Insider Trading Supervision Committee oversaw the implementation of the Company's insider **trading framework**. The Committee reviewed and supervised the updating of the insiders' register, the communication of the rules governing insiders' transactions, and the announcement of applicable blackout periods for trading in the Company's shares. The Committee also ensured that insiders executed the **required declarations** and that relevant controls remained in place in accordance with applicable regulatory requirements

## Other Board Committees

### 4. Investment Committee

A. H.E. Sheikh Ahmed Mohammed Sultan Aldhaheri, Chairman of the Investment Committee, acknowledges his responsibility for the Committee system in the company, for his review of its working mechanism, and for ensuring the committee efficiency.

#### B. Names of the Investment Committee Members

• H.E. Sheikh Ahmed Mohammed Sultan Aldhaheri	Chairman of the Committee
➤ Mr. Abdulla Seddiq Mohamed Al Khoori	Member
➤ Ms. Elena Sorlini	Member

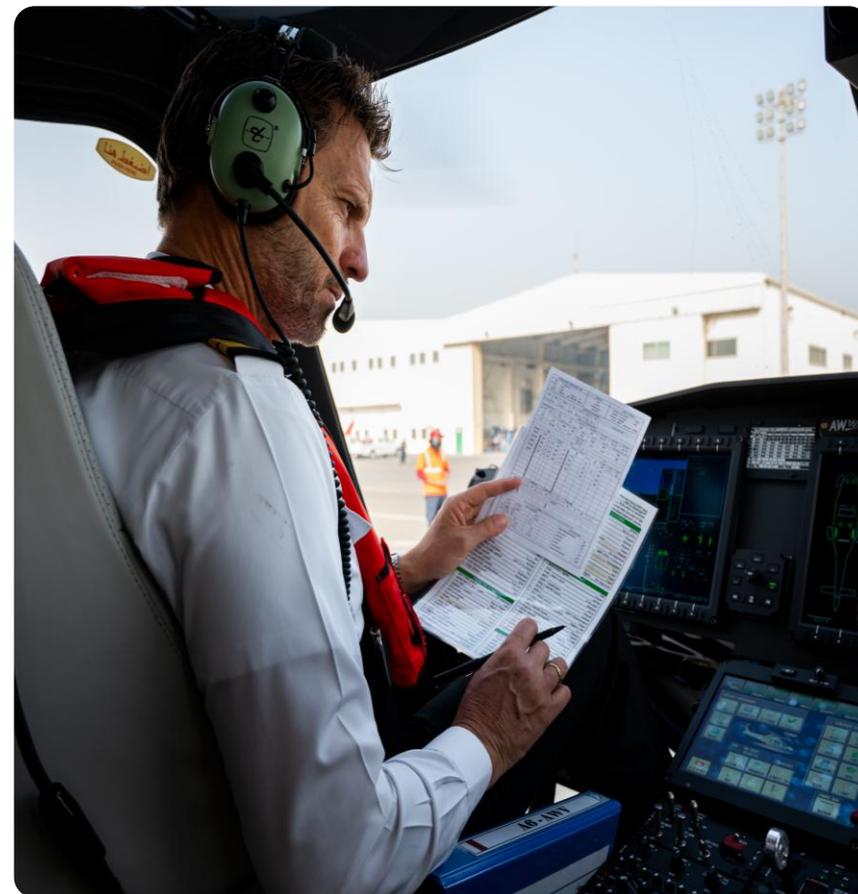
## Terms of Reference of the Investment Committee:

- The Investment Committee is responsible to the Board for developing and monitoring ADA's investment strategy, for the overall performance of ADA and for managing ADA's business, as defined by the Investment Committee Charter.
- The Committee will provide oversight and manage the investment strategy and portfolio of the Group.
- Ensure that investments are made in line with ADA's investment strategy and philosophy.
- Establish investment policies, limits and guidelines within which investment strategies are to be executed (within limits set by Board).
- The Committee shall carry out following functions consistent with the investment strategy and long term objectives of the Group:
  1. Periodically review and provide guidance to the management with regard to business strategies and Investment Policies;
  2. Review and recommend delegation of lending authority for all investment committees, management and staff across the Group.
  3. Approve the following as per the delegated lending authority approved by the Committee:
    - Group's Investment strategy.
    - Investment, mergers and acquisitions proposals (buy & sell/exit proposals).
    - Credit facilities (new, increase, renewal, renegotiated or restructured).
    - Amendments to approved investment terms, exceptions to investment policies and items required to be noted by the Board.
    - Commitment of material exposures in breach of Board approved Risk Appetite.
- Review the investment portfolio composition, portfolio quality, performance and compliance.
- Review any other matters deemed necessary by the Committee or referred by the management and provide guidance / approval.
- Ensure any decision made by the Committee affecting the Group is subsequently adopted by the Group companies as required for the regulatory purposes.

## 5. Strategy and Risk Mitigation Committee

- A. H.E. Nader Ahmed Mohamed Al Hammadi, Chairman of the Risk Committee, acknowledges his responsibility for the Committee's system in the company and for reviewing its mechanism and ensuring its effectiveness.
- B. Names of Committee Members

➤ H.E. Nader Ahmed Mohamed Al Hammadi	Chairman of the Committee
➤ H.E. Homaid Abdulla Ali Al Shimmari	Member
➤ H.E. Mansour Mohamed AlMulla	Member



## Terms of Reference of the Strategy and Risk Mitigation Committee:

- Oversee the development and execution of ADA's strategy and ensure it aligns with the company's objectives and risk management framework.
- Ensure that ADA's risk management policies and processes are effective in identifying, assessing, and mitigating risks.
- Monitor the progress of strategic & investment initiatives and ensure they are being executed within the approved timelines and budget.
- Advise the Board on significant risks and provide recommendations for mitigating such risks
- Review and approve risk management strategies, policies, and guidelines.
- Assess the impact of strategic changes, acquisitions, or expansions on the company's risk profile.
- Ensure alignment between the company's strategic plans and its risk appetite.
- Review, assess and recommend the company's M&A strategy and potential targets prior to the final submission to the Board
- Ensure that ADA's risk management policies and processes effectively identify, assess, and mitigate risks.
- Review and approve risk management strategies, policies, and guidelines to enhance governance and compliance.
- Advise the Board on significant risks and provide recommendations on risk mitigation strategies.
- Ensure that investment and expansion decisions are assessed against ADA's risk exposure and financial resilience.

### C. Strategy and Risk Mitigation Committee Meetings during the year 2025

Meeting No.	Meeting Date	Number of Attendees	Names of absent members
1	16 Jan 2025	3	None
2	12 Mar 2025	3	None
3	17 Apr 2025	2	H.E. Homaid Abdulla Al Shimmari
4	5 May 2025	3	None
5	9 July 2025	2	H.E. Homaid Abdulla Al Shimmari
6	7 Aug 2025	3	None

## Statement of Board Duties and Powers Exercised by Board Members or Executive Management During 2025 Based on Board Authorization

The Board of Directors is responsible for setting the Company's vision and strategic objectives, overseeing the performance of executive management, and ensuring accountability and effective governance. Executive management is responsible for managing the Company's day-to-day operations within the limits of authority delegated by the Board of Directors and in accordance with approved policies.

The Group Chief Executive Officer (GCEO) is entrusted with the management of the Company's daily operations in line with best governance practices and pursuant to the authorities delegated by the Board of Directors under a valid Power of Attorney effective from 31 July 2025 to 31 July 2028. Under this delegation, the Board of Directors authorized the GCEO to:

- Represent the Company and sign on its behalf before all governmental, judicial, and private entities, both locally and internationally;
- Handle legal matters, including the filing and withdrawal of claims, objections, and related procedures;
- Manage daily operations to ensure business continuity and operational efficiency in accordance with approved governance frameworks;
- Execute financial transactions in coordination with the Group Chief Financial Officer (GCFO) and in line with the approved delegation of authority matrix;
- Oversee the protection and management of intellectual property rights, including trademarks and other proprietary assets; and
- Manage human resources matters, including employee appointments and employment terms, in compliance with applicable laws and regulations.

## Details of Related-Party Transactions Carried Out During the Year 2025

Abu Dhabi Aviation follows the rules and regulations of the Securities and Commodities Authority on the definition of related parties and transactions in general. In particular, those related to SCA's Board of Directors Decision No. (3/R.M) of Concerning Approval of Joint Stock Companies' Governance Guide.

Transaction Type	Related Parties	Service Type	Total AED'000
<b>Revenue</b>			
Aviation Services Provided to Related Parties by ADA	ADMA-OPCO	Aviation Service	256,883
Aviation Services Provided to Related Parties by GAL	GHQ Armed Forces	MRO services, supply of spares and manpower support	4,681,845
	Presidential Guard Command	Professional and technical manpower supplies	358,975
Aviation Services Provided to Related Parties by AMMROC	GHQ Armed Forces	MRO services, supply of spares	151,830
Aviation Services Provided to Related Parties by EYE	Etihad Airways	Aircraft maintenance	632,159
Other services provided	Other related parties	Miscellaneous services	166,786
<b>Due from Related Parties</b>			
Amounts Due from Related Parties through ADA	ADMA-OPCO	Aviation Service	62,692
	ADNOC	Aviation Service	10,433
Amounts Due from Related Parties through GAL	GHQ Armed Forces	MRO services, supply of spares and manpower support	2,342,266
	Presidential Guard Command	Professional and technical manpower supplies	188,523
	Private Aviation Group	Professional and technical manpower supplies	184,689
Amounts Due from Related Parties through AMMROC	GHQ Armed Forces	Aircraft Part Maintenance	558,637
	Tawazun	Aircraft Part Maintenance	68,189
Amounts Due from Related Parties through EYE	Etihad Airways	Aircraft maintenance	200,459
Amounts due from Other related parties	Other related parties	Miscellaneous services	49,895

Transaction Type	Related Parties	Service Type	Total AED'000
<b>Due to Related Parties</b>			
Amounts Due to Related Parties through ADA	National Health Insurance Co. Daman	Insurance services	4,675
	Abu Dhabi National Insurance Company PJSC (ADNIC)	Insurance services	4,270
	Abu Dhabi Airports Company	Landing and parking charges	1,594
Amounts Due to Related Parties through GAL	GHQ Armed Forces	Advance payments received for contracted services	936,170
	Abu Dhabi Retirement & Pension Fund	Pension contribution	10,098
	EDGE	Recharge of marketing / IT expenses	7,544
	Presidential Guard Command	Manpower cost collected in advance	6,529
Amounts Due to Related Parties through AMMROC	Abu Dhabi National Insurance Company PJSC (ADNIC)	Insurance services	6,274
	EDIC	IT shared service, secondment, and other services	5,600
Amounts Due to Related Parties through EYE	Etihad Airways	Shared services	27,857
Amounts Due to Other related parties	Other related parties	Miscellaneous services	80,983
<b>Borrowings</b>			
Amount borrowed by EYE from related party	Government of Abu Dhabi	Interest free loan	489,541
<b>Other disclosures</b>			
Key management compensation	ADA, GAL, Maximus UAE, ADAIRE, ADATC	Salaries and other benefits	40,363
Board of Directors' Remuneration	ADA, GAL, Maximus UAE	Board members fees	31,507
End of Service Benefits (EOSB) and Pension	ADA, ADATC	Post employment benefits	1,412

# Evaluation of the Board of Directors

In line with the Company's commitment to best-in-class corporate governance and with the objective of continuous improvement and transparency, in 2025 the Company conducted an independent evaluation of the effectiveness of its Board with the support of Egon Zehnder, a leading global leadership advisory firm.

The evaluation was based on a structured approach that included a detailed questionnaire and one-on-one interviews with all Board members focusing on three dimensions:

The Board composition, including the diversity of experience and capabilities of its members

## 01

The Board's agenda and the critical topics that are covered, such as financial performance, risk management, succession planning, and others

## 02

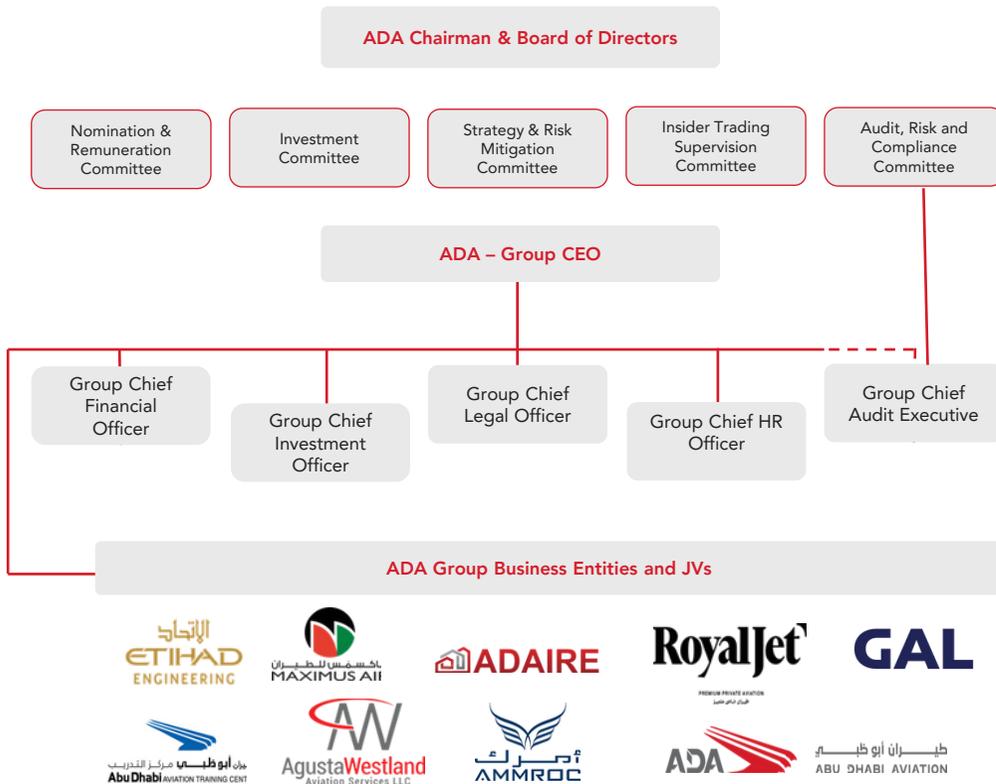
The Board dynamics addressing how members interact with each other including processes, behaviors and relationships

## 03

Findings of the evaluation were shared with Board members in a comprehensive report highlighting the strengths of the Board as well as areas for improvement.



## Organizational Structure



## Senior Executive Management Details and Remuneration in 2025

Position	Date Of Appointment	Total Salaries and Allowances Paid for the year 2025 (AED)	*Total Bonuses Paid for year 2025 (AED)	Any Other Benefits* for 2025 or Payable in the Future
Chief Executive Officer	01 June 2025	1,680,000	2,707,500	-
Group Chief Financial Officer	08 May 2009	1,890,000	787,500	-
Group Chief Investment Officer <sup>(1)</sup>	01 March 2009	1,560,000	650,000	-
Group Chief Legal Officer	02 April 2017	1,140,000	475,000	-
Group Chief HR Officer	01 July 2024	1,560,000	650,000	-
Group Chief Audit Executive <sup>(2)</sup>	19 January 2026	Not Applicable	Not Applicable	Not Applicable

Notes:

(1) The total salaries and allowances paid in 2025 reflect remuneration earned for two months in his former role as Group Chief Audit Executive and ten months as Group Chief Investment Officer, following his appointment effective 1 March 2025.

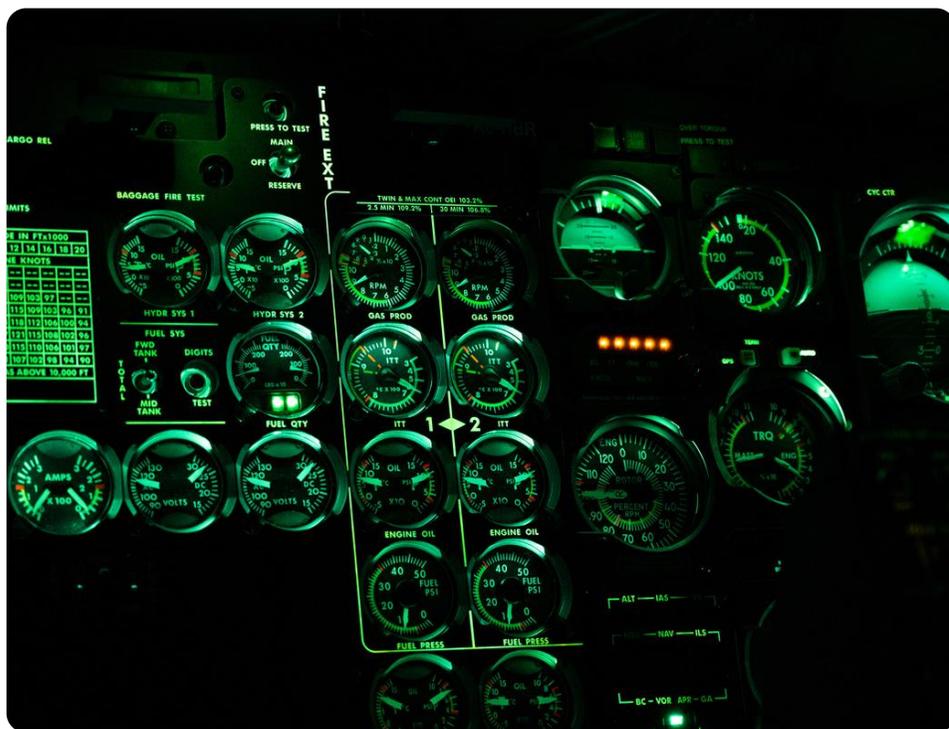
(2) The Group Chief Audit Executive was appointed on 19 January 2026; therefore, no remuneration is applicable for 2025.



## PwC (PricewaterhouseCoopers) is the company's external auditor

The external audit firm is entirely independent of the company and its Board of Directors. It conducts financial audits, ensures the accuracy of financial statements, and monitors the company's accounts for the fiscal year in which it was appointed. In performing its duties, the external auditor is entitled to access all the company's books, records, and documents, as well as request any data and explanations deemed necessary. Additionally, it has the authority to verify the company's assets and liabilities.

PricewaterhouseCoopers (PwC) has been appointed as the external auditor for the company. PwC is registered with the Ministry of Economy in the independent auditors' registry and is considered one of the largest professional auditing service providers in the country. This appointment was based on the shareholders' selection of the firm during the General Assembly meeting held on April 16, 2024.



## Statement of fees and costs for the audit or services provided by the external auditor

Audit Firm Name	Price Waterhouse Coopers PwC
Partner Auditor	Mr. Rami Sarhan
Number of Years Spent as External Auditor of The Company	2 Year
Number of Years Spent By The Partner Auditor Auditing the Company Accounts	2 Year
Total Fee for the Audit and (Interim and Annual) Financial Statements Review for the Year 2025 (AED)	AED 1,830,600 <sup>(1)</sup>
Fees and Costs of other Special Services other than Financial Statements Audit for the Year 2025 (AED)	AED 301,797
Details and Nature of Other Services Provided	<ul style="list-style-type: none"> <li>• <b>Pillar Two Assessment</b> - Initial assessment of the impact of the Pillar Two GloBE Rules on Abu Dhabi Aviation and its subsidiaries, including evaluation of the Group's exposure, potential top-up tax implications and compliance &amp; reporting requirements under the OECD Global Minimum Tax framework.</li> <li>• <b>Permanent Establishment Assessment</b> – Analysis of Abu Dhabi Aviation's activities in Nigeria to assess potential Permanent Establishment exposure and related tax implications under Nigerian tax regulations.</li> <li>• Agreed Upon Procedures (for a subsidiary)</li> <li>• IFRS 19 training (for a subsidiary)</li> </ul>
Statement of Other Services provided by an External Auditor other than the Company External Auditor during the year 2025	<p><b>KPMG</b></p> <ul style="list-style-type: none"> <li>• <b>Corporate Tax provisioning</b> - Preparation and review of corporate tax computations and provisioning in line with applicable UAE Corporate Tax regulations.</li> <li>• <b>Corporate Tax and Transfer Pricing review</b> - Advisory and compliance review of Corporate Tax returns to ensure alignment with UAE Corporate Tax law and transfer pricing requirements including Transfer Pricing Disclosure Form preparation.</li> <li>• ICFR Consultancy (for a subsidiary)</li> </ul> <p><b>Deloitte &amp; Touche</b></p> <ul style="list-style-type: none"> <li>• Audit of income and expenditure accounts (for a subsidiary)</li> </ul>

No reservations were made by the Auditors of the Company regarding the interim and annual financial statements for the year 2025.

(1) The above amount pertains to the Company and its subsidiaries.

# Internal Control System

## A. Recognition by the Board of Directors of its responsibility for the company's internal control system and for reviewing its mechanism of action and ensuring its effectiveness

The Board of Directors of Abu Dhabi Aviation (ADA) recognizes its responsibility for establishing, maintaining, and continuously improving the company's internal control system. The Board ensures that the internal control framework operates effectively by regularly reviewing its mechanisms, assessing their adequacy, and implementing necessary enhancements. Through periodic evaluations and independent audits, the Board remains committed to upholding transparency, accountability, and regulatory compliance, thereby safeguarding the company's financial integrity and operational efficiency.

## B. The name of the director of the Internal Control Department and his qualifications and the date of appointment

Mr. Ashraf Fahmy was appointed as the Director of Internal Control in 2009. He holds a Bachelor of Commerce and is a Chartered Accountant, a member of the British Association of Chartered Accountants, and a Microsoft-certified computer systems and applications designer. With over thirty years of experience in the field of corporate accounting, he concurrently serves as the Group Chief Financial Officer of the company.

## C. Compliance Officer: Name, Qualifications and Date of Appointment

Wim Kuiper is the Company's Group Ethics & Compliance Director and Compliance Officer and was appointed in 2025. He graduated from the Delft University of Technology with a degree in Aerospace Engineering and has worked in regulated industries for 20 years. He has held senior compliance and risk positions with top European and Middle Eastern companies throughout his career, contributing a wealth of knowledge in corporate compliance, risk management, and best practices for corporate governance.

## B. Internal Control Department's Approach to Managing Material Issues and Reported Findings

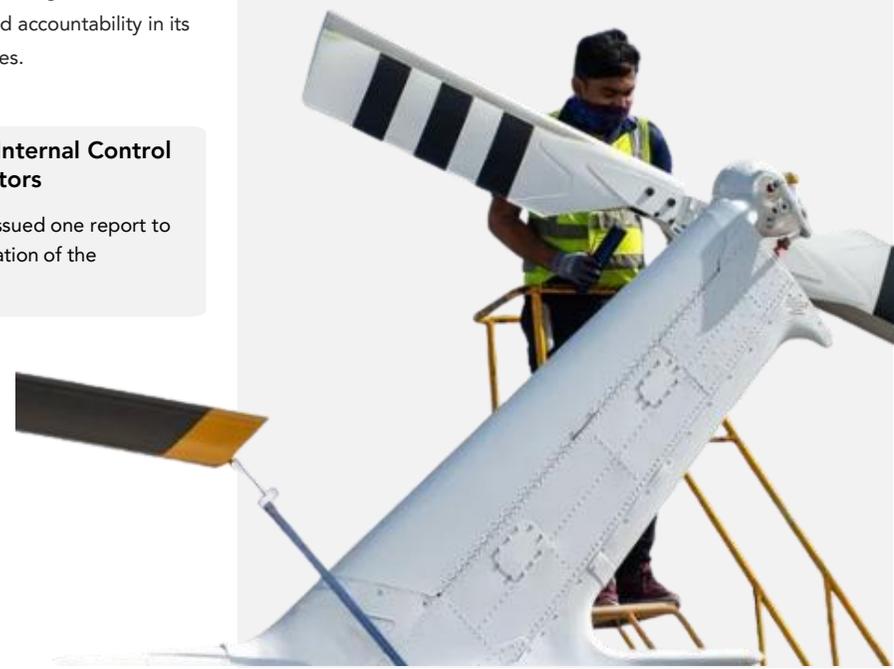
The Internal Control Department at Abu Dhabi Aviation (ADA) plays a critical role in identifying, assessing, and addressing major issues that may impact the company's financial integrity, operations, or compliance. When significant problems arise—whether through internal assessments, external audits, or disclosures in annual reports—the department initiates a structured response process. This includes conducting in-depth investigations, coordinating with relevant business units to implement corrective actions, and reporting key findings to senior management and the Board of Directors. Additionally, the department ensures that recurring issues are mitigated through process improvements, enhanced controls, and continuous monitoring to prevent future occurrences. Through this proactive approach, ADA maintains a strong internal control environment and upholds transparency and accountability in its financial reporting and operational practices.

## E. Number of Reports Issued by the Internal Control Department to the Board of Directors

In 2025, the Internal Control Department issued one report to the Board of Directors, detailing the evaluation of the company's internal control systems.

## Violations Committed by the Company during 2025

No violations of the Corporate Governance Guide or other applicable regulations were recorded during the financial year ended 31 December 2025



# Statement of Cash and In-Kind Contributions to the Community During 2025

During 2025, Abu Dhabi Aviation PJSC and its subsidiaries made cash and in-kind contributions in support of community development, education, humanitarian causes, and environmental initiatives within the UAE. The Group's total cash contributions during the year amounted to approximately **AED 1.67 million**, in addition to significant in-kind support through employee volunteering, educational initiatives, and operational support.

## Key initiatives during 2025 included:

### Sponsorship of the Mansour bin Zayed Football Cup

Cash contribution supporting national sports development and community engagement



### Support for Emirates Blood Donation Society (Abu Dhabi Health Week)

Cash contribution supporting health and humanitarian initiatives in collaboration with national blood donation entities



### Yas F1 in Schools Program

Sponsorship supporting STEM education through school-based engineering and design competitions



### Al Jeer Program

Cash contribution and dedicated staff resources supporting employment opportunities and community development initiatives for Emiratis



### Japan Expo Youth Representation

In-kind contribution through employee volunteer hours supporting youth initiatives and international representation



### Khalifa University

Delma Island Student Flight – In-kind contribution through a non-revenue educational flight supporting university students' learning activities



### Sponsorship of the Mansour bin Zayed Football Cup



### Support for Emirates Blood Donation Society (Abu Dhabi Health Week)



### Yas F1 in Schools Program



### Al Jeer Program



### Jubail Mangrove Plantation Drive



### Ramadan Community Day



These initiatives reflect the Group's continued commitment to social responsibility, community engagement, education, and environmental stewardship, in line with its sustainability and governance objectives.

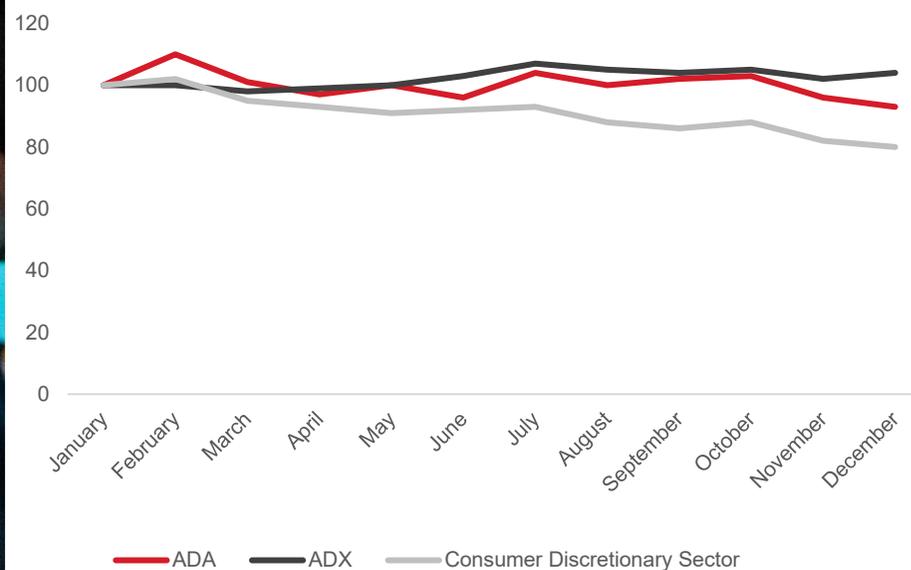
For further details on ADA's sustainability efforts, please refer to the Company Sustainability Report.

# General Information

## Statement of the Share Price Performance for the Fiscal Year 2025

Month	Number of Shares Traded	Trading Value	Number of Trades	Highest Price	Lowest Price	Closing Price
01	4,133,030	23,297,928.03	2,021	5.750	5.480	5.620
02	2,866,940	16,963,886.46	1,946	6.710	5.490	6.240
03	978,613	5,829,974.86	1,326	6.310	5.610	5.690
04	1,855,115	9,800,069.78	1,563	5.930	5.050	5.470
05	2,634,362	14,400,700.80	1,493	5.690	5.260	5.620
06	899,323	4,862,215.46	735	5.690	5.170	5.390
07	1,199,263	6,772,193.96	1,185	5.890	5.390	5.860
08	723,770	4,127,936.78	1,049	5.900	5.580	5.690
09	1,371,006	7,805,574.48	624	5.790	5.580	5.740
10	10,652,503	58,710,657.94	715	5.750	5.470	5.490
11	1,739,604	9,386,730.62	937	5.490	5.290	5.350
12	8,418,556	44,621,634.39	415	5.370	5.240	5.240
<b>Total</b>	<b>37,472,085</b>	<b>206,579,503.56</b>	<b>14,009</b>			

## Share Performance Comparison with Market and Sector Indices – 2025



## Shareholding Structure as at 31 December 2025

Shareholder Classification	Percentage of Shares Owned			Total
	Individuals	Companies	Government	
Local	19.69%	78.98%	-	98.67%
Arabic	0.05%	0.02%	-	0.07%
Foreign	0.11%	1.16%	-	1.26%
<b>Total</b>	<b>19.85%</b>	<b>80.15%</b>	<b>-</b>	<b>100.00%</b>

## Major Shareholders (5% or More) as at 31 December 2025

Name	Number of Shares Owned	Percentage of Shares Owned by the Company's Capital
ADQ Aviation and Aerospace Services LLC	652,000,000	59.4464%
Al Mamoura Diversified Global Holding	133,436,227	12.1661%

## Shareholders' Distribution by Ownership Size as at 31 December 2025

Equity Ownership (Shares)	Number of Shareholders	Number of Shares Owned	Percentage of Shares Owned by Capital
Less than 50,000	1,000	6,695,530	0.61%
50,000 to less than 500,000	251	45,398,583	4.14%
500,000 to less than 5,000,000	107	139,741,353	12.74%
More than 5,000,000	13	904,951,734	82.51%
<b>Total</b>	<b>1,371</b>	<b>1,096,787,200</b>	<b>100.00%</b>

## Statement of Measures Taken Regarding Investor Relations Controls

In accordance with the Securities and Commodities Authority's Governance Guide and related regulations, **Abu Dhabi Aviation** has strengthened its Investor Relations function to ensure transparency, timely disclosure, and effective communication with shareholders and the investment community.

The Company maintains a dedicated Investor Relations section on its website, providing investors with direct access to financial statements, annual reports, earnings announcements, share price information, disclosures, and corporate governance materials.

### ● Investor Relations Officers:

➤ **Mobile Number:** +971 545011888

➤ **Phone:** +971 25025850 or +971 25051215

➤ **Email:** [ir@ada.ae](mailto:ir@ada.ae)

➤ **Website:** <https://ada.ae/investor-relations>



## Special Resolutions of the General Assembly and Actions Taken – 2025

No special resolutions were presented during the General Assembly meetings held in 2025.

### Name of the Board Secretary and Date of Appointment

- Name: Adel Mohammad Naji Sadeq
- Date of Appointment: He was appointed by the Board of Directors as the Board Secretary, effective 31 July 2025.
- Qualifications and Experience:

Mr. Adel Sadeq is a senior legal executive with over two decades of experience in aviation, corporate governance, and multinational contract management. He currently serves as Group Chief Legal Officer & Head of Contracts at Abu Dhabi Aviation PJSC, where he leads the legal and contracts function across a diversified group of subsidiaries, advising senior management and boards on complex transactional, regulatory, and strategic matters.

Mr. Sadeq holds a Bachelor of Laws (LLB), and is a licensed practicing lawyer and long-standing member of the Jordanian Bar Association. His career spans senior legal roles in the UAE and Jordan, where he played a key role in corporate structuring, joint ventures, and cross-border commercial transactions.

### Board Secretary's Activities During 2025

- Schedule Board meetings in consultation with the Chairman and Board members.
- Ensure the preparation of the agenda and provide written notice and materials in advance.
- Ensure Board members with conflicts of interest do not vote on relevant matters
- Document Board meetings and prepare minutes, including discussions, deliberations, and the start and end times.
- Ensure all Board decisions are documented as written resolutions and properly recorded.
- Ensure Board members receive copies of minutes, reports, and relevant company documents.
- Maintain approved and signed copies of meeting minutes and resolutions.
- Inform executive management of Board resolutions and monitor their implementation.
- Assist in the Board evaluation process.
- Coordinate between Board members, executives, and Board committees
- Provide Abu Dhabi Securities Exchange with the records of the Board of Directors' meetings and the results of the meetings, in addition to any other disclosures that may affect the company's shares.
- Perform any other tasks assigned by the Board of Directors

## Statement of Major Events and Important Disclosures During 2025

During the financial year 2025, Abu Dhabi Aviation PJSC appointed Mr. Mahmood Alhay Alhameli as Group Chief Executive Officer. The appointment was approved by the Board of Directors on 1 May 2025 and became effective on 1 June 2025. In accordance with regulatory requirements, the Company disclosed this appointment to the Abu Dhabi Securities Exchange (ADX) and published the related announcement on its website.

### Statement of Related-Party Transactions Exceeding 5% of the Company's Share Capital During 2025

**23.6%**  
Emiratization Rate in 2024

**24.4%**  
Emiratization Rate in 2025



## Innovative Initiatives

In 2025, Abu Dhabi Aviation (ADA) continued to enhance digitalization, operational efficiency, and data-driven decision-making through the following key initiatives:

### Leadership and Talent Development:

Launch of a Leadership and Management Development Programme, alongside the introduction of digital learning platforms (Coursera and LinkedIn Learning), supporting continuous professional development and capability building across the organization.

### Aircraft Status Dashboard:

Real-time visibility of fleet operations, maintenance activities, and flight status, improving transparency and operational efficiency.

### Inventory Optimization Dashboard:

Real-time inventory visibility across locations, supporting demand forecasting and optimized stock management.

### Fleet and Operational Modernization

Continued modernization of fleet and operational assets to improve efficiency, service quality, and sustainability.

### Enterprise Financial Intelligence Dashboard:

Centralized monitoring of financial performance, cost centres, and budget utilization, strengthening financial oversight

### Enterprise Analytics and AI Enablement

Enhanced analytics platform integrating Finance, Supply Chain, and Human Resources data, supported by an AI-powered conversational assistant (MOZA) to provide real-time management insights.



**Nader Ahmed Mohamed Al Hammadi**  
Chairman of the Board

Signed by: Mansour Mohamed Almulla  
Signed at: 2026-03-02 10:14:19 +00:00  
Reason: Witnessing Mansour Mohamed Al

**Mansour Mohamed Almulla**  
Chairman of the Audit, Risk and Compliance Committee

Signed by: Ahmed Salem Aldhaheeri  
Signed at: 2026-03-02 11:13:44 +00:00  
Reason: Witnessing Ahmed Salem Aldhah

**Ahmed Salem Obaid Aldhaheeri**  
Chairman of the Nominations and Remuneration Committee

**Ashraf Fahmy**  
Internal Control Manager

# SUSTAINABILITY REPORT 2025 ●



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# About This Report

(GRI 2-1, GRI 2-5, G7, G8, G9)

This is **Abu Dhabi Aviation (ADA)** Group's Sixth sustainability report since publishing our inaugural report in 2020.

The report has been developed in full accordance with the Global Reporting Initiative (GRI) sustainability standards and provides an important platform on which to build our sustainability strategy in the coming years, in line with the UAE government's sustainability drive as well as global frameworks such as the Sustainable Development Goals (SDGs).



## Reporting Scope and Boundary

The reporting boundary is limited to ADA's operations for the period January 1 to December 31, 2025.

The 2025 Sustainability Report focuses on the operations and activities of Abu Dhabi Aviation (ADA), encompassing its commercial helicopter and fixed-wing operations, along with its key subsidiaries and affiliates. These include:



GAL



AMMROC



Etihad  
Engineering  
(EYE)



Abu Dhabi  
Aviation  
Training Centre  
(ADATC)



Abu Dhabi  
International  
Real Estate  
(ADAIRE)

Although ADA holds a 50% stake in Royal Jet L.L.C., this entity is excluded from the scope since 2024 reporting due to a loss of control over its operations during the year. Additionally, GAL, AMMROC, and EYE were acquired in 2024.

This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards, ensuring transparency and alignment with international best practices. We have adopted an operational control-based approach to define the boundaries of our reporting, focusing on the areas where we have direct control over operations and decision-making.

The report identifies our key stakeholders, highlights the topics that are most material to our business, and outlines our comprehensive approach to sustainability. By prioritizing these material topics, we aim to address the expectations of our stakeholders while driving long-term value creation for our organization and the communities we serve.

It details our commitment to operational excellence and health and safety, our talent management strategy, how we manage our environmental footprint, how we add value to the community, and our commitment to responsible business practices.

All ADATC data in the report has been consolidated into ADA's, unless stated otherwise.



### Assurance

The report gathers and analyses information provided by all relevant departments of ADA. Data has been validated for accuracy internally to ensure the accuracy and reliability of the disclosures.

### Forward-looking statements



Forward-looking statements involve uncertainty given the many external factors that could impact ADA's business operations. To that end, the company has no obligation to publicly update or revise forward-looking statements except as required by applicable laws and regulations.

### Communication and feedback



Compiling this report is a collaborative process involving many internal stakeholders throughout ADA. We welcome all feedback and suggestions that may help us to improve future reports.

To submit feedback or for any queries please  
contact us at:  
[ir@ada.ae](mailto:ir@ada.ae) /  
[s.bahammed@ada.ae](mailto:s.bahammed@ada.ae)

## Climate Action

As per the International Civil Aviation Organization (ICAO) the aviation sector is responsible for around 2% of total global Green House Gas (GHG) emissions. However, the sector's share of emissions is expected to grow in the coming years as demand for air travel continues to rise.

ADA is committed to supporting the UAE's goal of achieving **Net Zero emissions by 2050**, which can only happen if all private sector companies are fully on board and taking action to reduce their emissions.

Climate action is also a priority for ADA from a risk management perspective. These include physical climate risks resulting from changes in weather patterns which could disrupt air travel and damage infrastructure, denting demand for air travel.

As for transitional climate risks, the aviation sector is one of those hard to abate business sectors given that it still relies heavily on fossil fuels while alternatives are yet to reach commercial maturity and alternative aircraft technologies are still in the **development phase**.

As a result, the aviation sector has mostly had to rely on other methods to reduce its carbon footprint, including investing in more fuel-efficient aircraft and implementing more efficient flight patterns, measures which are unlikely to deliver the level of emissions reductions required.

ADA's approach moving forward will be to quantify the impact of climate change on our operations and ensure we have the right strategy in place to adapt and to mitigate this risk. We will look to dynamically be involved in sourcing solutions with our peers and most importantly to ensure that we equip ourselves with the necessary tools to align with the UAE's commitment to net zero by 2050.



# Key ESG Highlights



**ZERO**  
identified  
leaks, thefts, or  
losses of  
customer data



**ZERO**  
fatalities over  
1,000,000  
helicopter  
flight hours



**90%**  
Employee  
Engagement  
Rate



Over **119,971**  
Training Hours  
or **~14 hours**  
per employee



**21.12%**  
Emiratization  
rate or **1,859**  
Nationals



**95**  
Total volunteer  
hours



**88%**

Overall ESG Score for 2024

**92%** Environmental

**89%** Social

**84%** Governance

# Our Approach to Sustainability

## Covering the triple bottom line

The Triple Bottom Line (TBL) of People, Planet, and Prosperity is a sustainability model that shows that companies that commit to environmental and social responsibility alongside the pursuit of profit are better equipped to achieve sustainable value for all stakeholders, including investors, customers, employees, suppliers, and the wider communities in which they operate.

True sustainability can be achieved only when societal needs (People), environmental protection (Planet) and economic prosperity overlap. Innovative, forward-thinking companies that recognize and address the importance of People and Planet and integrate these considerations into their business models can ultimately deliver greater prosperity as well as returns for shareholders. In other words, it is possible to do well by doing good.



### People



Generating shareholder value is not the only measure of business success. Firms can create value for all people impacted by their business practices, including customers, employees, and community members. Companies serve society through their employment practices, the services they deliver for customers, and through community initiatives such as philanthropy and volunteerism.

### Planet



Not only do businesses have a responsibility to minimise their negative impact on the environment, but they also hold the key to driving positive change by adopting more sustainable business practices to reduce emissions and consumption of resources. By harnessing the power of innovation and adopting more advanced technologies, companies can have a positive impact on the environment while also improving operational performance and cost optimisation.

### Prosperity



Purpose-driven companies that leverage their businesses to create positive environmental and social impacts can achieve this while maintaining strong financial performance. Indeed, by embracing sustainability they can manage risks and drive business success as stakeholders, including shareholders, increasingly turn towards those companies that can demonstrate genuine social and environmental credentials. Financial success, in turn, generates prosperity not only for investors but also for everyone working at the company and their families, which has a knock-on benefit for the communities they live in.

ADA's integrated approach to safety offers the clearest example of how we create value for all stakeholders by delivering prosperity in addition to benefits for people and planet. It is essential for preserving our good reputation in the market and protecting shareholder value while also protecting the interests of our customers, employees, the environment, and the community. By prioritising safety above all else we deliver cross-cutting benefits that hit the sweet spot where people, planet and prosperity converge.

## 3



GOOD HEALTH  
AND WELL-BEING

## 8



DECENT WORK  
AND ECONOMIC  
GROWTH

## 13



CLIMATE ACTION

## 4



QUALITY EDUCATION

## 12



RESPONSIBLE  
CONSUMPTION AND  
PRODUCTION

# ADA's ESG Materiality Assessment

(GRI 2-29, GRI 2-30, GRI 3-1, GRI 3-2)

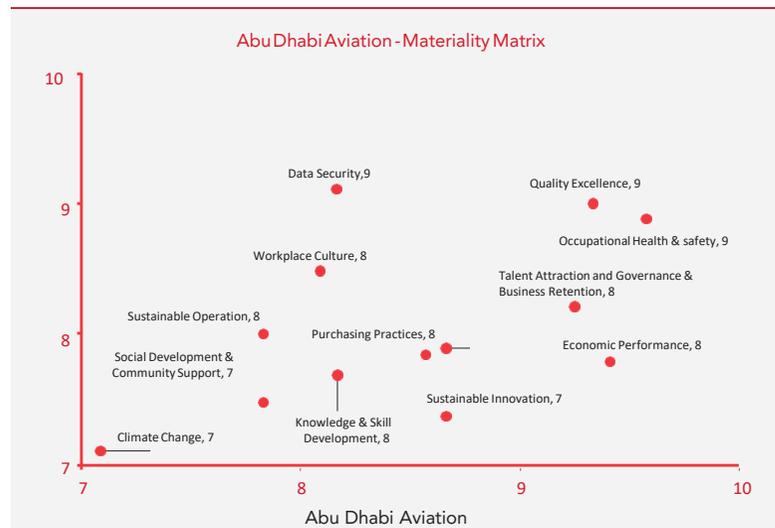
To effectively determine the economic, environmental, social and governance (ESG) topics that are most material to ADA, we conducted an assessment involving a dual materiality approach which included-

- 1) a stakeholder engagement process and
- 2) assessing our impact.

It's through peer analysis, and the expertise of a sustainability consultant that we defined the initial list

of material topics. The below chart was developed as a result of an internal stakeholder engagement exercise, mainly through a survey, to assess the opinion of our key internal stakeholders in relation to the impact of our business on the economy, environment, and people.

We will be continuously enhancing and updating the below matrix by involving other key external stakeholders in the materiality assessment process.



## 1. Stakeholder Engagement & Business Model

ADA's sustainability approach begins with regular engagement with key internal and external stakeholders across subsidiaries to understand what issues matter most to them. The feedback we receive from them provides significant input for our materiality assessment which gives us a clearer picture of how various ESG topics impact our business. It also allows us to map and assess the relative importance of each material topic.

Below we list those stakeholders and explain why they matter to our business, how we engage with them, and which issues matter to them.

Employees		Government/ Regulators (i.e., SCA, ADX)	
Customers		Aviation regulatory bodies	
Board of Directors		Shareholders	
Suppliers/ Service Providers		Community	





## Employees

### Why they matter to us

As a highly technical business our success depends on our ability to attract and retain staff, such as pilots and engineers, with core competencies and qualifications that are in high demand globally. We continuously strengthen our employee value proposition by listening to their needs, enhancing working conditions, offering competitive remuneration, and providing ongoing training & development opportunities.

### What matters to them

- Remuneration and reward
- Professional training & development
- Opportunities for progression
- Strategy direction and growth
- Employee engagement
- Health, safety and wellbeing
- An empowering culture
- Inclusion and diversity

### How we engage with them

- Employee forums and meetings
- Regular internal updates
- Regular training
- Access to independent whistleblowing process
- Senior management and Board visits
- Confidential employee support helpline



## Customers

### Why they matter to us

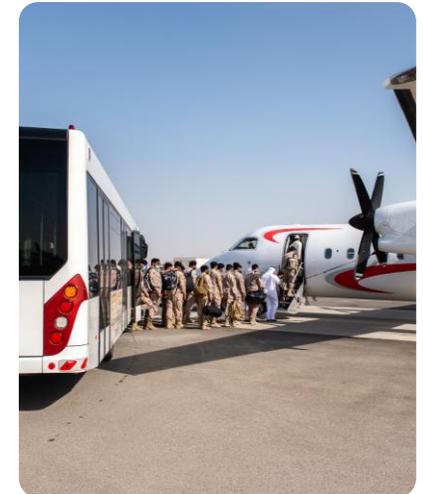
Our business depends on nurturing close, long-term relationships with select clients that are leaders in their core markets. Often operating at the highest levels of business and government and in strategically important sectors, they depend on us to deliver reliable and safe service. Our keen understanding of their needs enables us to support them with major challenges and to add significant value to their operations.

### What matters to them

- Safety
- Operational excellence
- Innovation and expertise
- Efficiency and reliability
- Value for money
- Deep understanding of their current and future needs
- Sustainability performance and agenda

### How we engage with them

- Regular ongoing relationship engagement at all levels
- Contract negotiation and execution
- Strategic Partnership Programme
- Collaborating on joint initiatives
- Attendance at key industry events and forums





## Board of Directors

### Why they matter to us

The Board of Directors is responsible for overseeing the strategic direction of the company on behalf of shareholders, forming the executive team, setting its remuneration, supporting with guidance, and ensuring that the team executes the strategy in accordance with the governance framework.

### What matters to them

- Economic impact
- Operational excellence
- Strategic direction and growth
- Health, safety, wellbeing
- Ethical business conduct
- Sustainability agenda

### How we engage with them

- Board of directors' meetings
- Committee meetings
- Annual General Meetings
- Regulatory reporting (i.e., financial statements, corporate governance reports, ESG reports, etc.)
- More regular engagements when required



## Shareholders/Investors

### Why they matter to us

The continued support of our investors and access to capital provides financial stability and enables us to execute our long-term growth plans. In accordance with stock exchange regulations, we regularly update the market with transparent information that allows investors and potential investors to make informed decisions regarding our business.

### What matters to them

- Shareholder value
- Financial and operational performance
- Strategy and business development
- Capital structure
- Dividend policy
- Transparent communication
- Corporate governance
- Sustainability strategy

### How we engage with them

- AGM, Annual Report and Financial Statements
- Stock exchange announcements and press releases
- Investor relations team
- Treasury team with banks and noteholders and credit rating agencies
- Dedicated investor section on our website





## Suppliers

### Why they matter to us

Our business and good reputation depend on operating and maintaining state-of-the-art assets. For this we have built long-standing trusted relationships with suppliers of best-in-class technology as well as spare parts. Our supply chains are therefore vital to our performance and to ensuring we deliver reliable service to our customers, thus minimising risks to our business and our customers.

### What matters to them

- Good working relationships
- Prompt payment and predictable supplier cash flows
- Access to opportunities

### How we engage with them

- Regular open and honest two-way communications
- Supplier Code of Conduct
- Supplier conferences and tradeshows
- Supplier due diligence



## Regulators

### Why they matter to us

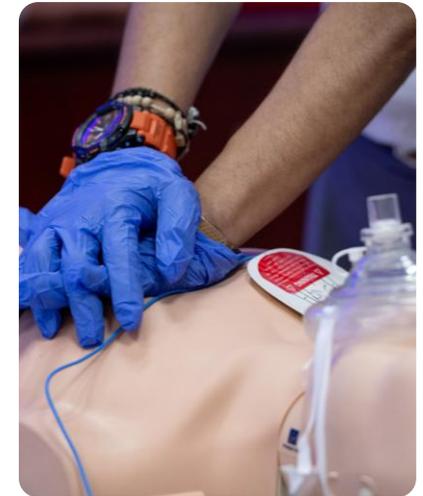
ADA operates in highly regulated sectors of strategic national importance including aviation, oil & gas and defense. Compliance with all regulations, especially where safety is concerned, is of the utmost importance. We maintain positive and constructive relationships with regulators to ensure we always operate in accordance with regulations as well as to share our expertise and advise on enhancements to existing policies and regulations that could benefit the sectors that we operate in.

### What matters to them

- Compliance with regulations
- Strong governance policies and standards
- Transparency
- Trust and ethical behaviour
- Safety
- Sustainability

### How we engage with them

- Regular engagement at the local and national level
- Briefing on key issues
- Investor relations team
- Dedicated compliance teams
- Response to direct queries
- Co-ordinated safety improvement programmes





## Community

### Why they matter to us

We are committed to serving not only our customers but also adding value to the communities we operate in, both economically and socially. We contribute to the local and national economy by providing high value add services and good jobs for skilled local workers as well as training & development opportunities.

### What matters to them

- Employment and economic contribution
- Health, safety and wellbeing
- Sustainability and protecting the local environment
- Community engagement

### How we engage with them

- Sponsorship and donations
- Employee volunteering
- University partnerships
- Engagement with local community programmes



## 2. Our Impact

To understand how our business activities impact society and the environment, we started by conducting a thorough peer analysis. The Sustainability Accounting Standards Board's (SASB) materiality map allowed us to further incorporate material sustainability topics that are specific to the sectors we operate in. In alignment with our strategic goals and following the expertise of our leadership team, the list of topics was prioritized.

The outcomes of our materiality assessment and the dual materiality approach are depicted in the matrix below.

Material Topics		GRI Standards	ADX Disclosures
<b>Governance &amp; Economic</b>			
1	Economic Performance	GRI 201 - Economic Performance	
2	Governance & Business Ethics	GRI 205 - Anti-Corruption	S1: CEO Pay Ratio S9: Child & Forced Labour S10: Human Rights G1: Board Diversity G2: Board Independence G3: Incentivized Pay G5: Ethics & Prevention of Corruption
3	Data Security	GRI 418 - Customer Privacy	G6: Data Privacy
4	Sustainable Innovation	N/A	
<b>Social</b>			
5	Knowledge & Skill Development	GRI 404 - Training and Education	
6	Occupational Health & Safety	GRI 403 - Occupational H&S	S7: Injury Rate S8: Global Health & Safety
7	Talent Attraction & Retention	GRI 401-Employment	S3: Employee Turnover S5: Temporary Worker Ratio
8	Workplace Culture	GRI 405-Diversity and Equal Opportunity GRI 406- Non-discrimination	S2: Gender Pay Ratio S4: Gender Diversity S6: Non-Discrimination

Material Topics		GRI Standards	ADX Disclosures
<b>Governance &amp; Economic</b>			
9	Purchasing Practices	GRI 204 - Procurement Practices GRI 308- Supplier Environmental Assessment GRI 414- Supplier Social Assessment	G4: Supplier code of Conduct
10	Quality Excellence	GRI 416 - Customer Health & Safety	
11	Social Development & Community Support	GRI 202 - Market Presence GRI 413 - Local Communities	S11: Nationalization S12: Community Investment
<b>Environmental</b>			
12	Climate Change	GRI 302 - Energy GRI 303 - Water and Effluents GRI 305 - Emissions GRI 306 - Waste	E1: GHG Emissions E2: Emissions Intensity E3: Energy Usage E4: Energy Intensity E5: Energy Mix E6: Water Usage E7: Environmental Operations E8: Environmental Oversight E9: Environmental Oversight E10: Climate Risk Mitigation
13	Sustainable Operations		



# Aligning With The SDGs

The United Nations adopted the Sustainable Development Goals (SDGs) in 2015 as a call to action for all countries to end poverty, promote prosperity, protect the planet and ensure that by 2030 all people everywhere can live safe and healthy lives while accessing education.

SDG 13 'Climate Action' recognises that efforts to achieve all the SDGs will be undermined without a unified, global approach to addressing the threat of climate change through the Paris Agreement.

The UAE has aligned the principles of these two important global commitments with local and national government strategies such as the Abu Dhabi 2030 and the UAE 2031 visions, which embrace the pillars of sustainable development and set the agenda for the development of the UAE over the next decade. All stakeholders across government, the private sector, civil society, and academia, must collaborate and form partnerships to achieve the goals.

## The role of aviation

Aviation is a crucial driver of economic and social growth and plays an essential role in supporting the UN SDGs. Some of the SDGs on which the aviation sector has a direct impact include:



## SDG13

Affordable and clean energy – Aviation companies are working to reduce their impact on the environment by increasing their use of alternative fuels such as Sustainable Aviation Fuel, while working collaboratively through various sustainability specific alliances on finding more technological solutions to decrease the sector's carbon footprint. One such initiative is the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) which is playing a key role in getting companies to action their carbon reduction plans.



## SDG8

Decent work and economic growth – The aviation industry globally directly employs around 3 million people and hence contributes to the economic development of many countries.



## SDG11

Sustainable cities and communities: The aviation industry is one of the key elements allowing for interconnectivity of communities and enabling people to travel and trade thereby contributing to the development of sustainable cities and communities.



# Our SDG Impact

3 GOOD HEALTH AND WELL-BEING



## SDG 3 – Good Health and Wellbeing

Ensure healthy lives and promote well-being for all at all ages

ADA contributes to SDG 3 through our uncompromising approach to safety in every facet of our operations. This is the most material SDG for us because it is what all our stakeholders care about the most and it is where we can have the biggest impact, by ensuring the safety of customers, employees, the environment, and surrounding communities. (see Safety-First Culture on P130)

4 QUALITY EDUCATION



## SDG 4 – Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

ADA contributes to SDG 4 by training & developing specialist pilots and ground staff, not only for our own operations but for other operators, through our wholly owned training company ADATC, thus contributing to capacity building in the local and global aviation sector. (see Case Study on P144)

8 DECENT WORK AND ECONOMIC GROWTH



## SDG 8 – Decent Work and Economic Growth

Foster sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

ADA contributes to SDG 8 by providing quality, well paid jobs for hundreds of highly skilled employees which brings benefits for their families as well as the local business community. Through our people management strategy, we attract talented individuals from all over the world to Abu Dhabi where we provide further training and development opportunities. (see Our People on P139)

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



## SDG 12 – Responsible Consumption and Production

Ensure sustainable consumption and production patterns

ADA contributes to SDG 12 through our responsible waste management practices which include meticulous separation and disposal of all waste materials, especially hazardous materials. We take a five- step approach to waste management based around the Reduce–Re-use–Recycle–Treatment–Disposal model. This delivers benefits for both the environment and public health. (see waste management on P158).



# Operational Excellence



ADA is committed to delivering safe, timely, efficient, cost-effective, and reliable customer service across our operations.

Achieving this level of operational excellence depends on many different factors, the most important being:



Above all, the key to delivering operational excellence and customer satisfaction at ADA is our unwavering commitment to safety



# A Safety-first Culture

At ADA, safety cuts across all levels of our operations. Maintaining the highest standards of safety performance is vital to protect the interests and wellbeing of our employees, customers, the environment and for the preservation of our good reputation. Safety is ADA's highest priority, and we never compromise on it under any circumstances.

Our offshore helicopters, for example, average a level of activity that demands elite flight, ground and maintenance crews supported by robust safety and compliance procedures. Thanks to our rigorous approach to safety, ADA has exceeded 1 million helicopter flight hours with an exemplary safety record.

Together with our employees, customers, regulators, business partners and other key stakeholders, we will continue to nurture a safety-first culture that is built on trust and accountability, with clearly defined roles and responsibilities.

ADA is the only **UAE operator** to have been granted Performance Class 2 with Exposure approval by the GCAA.

## An Integrated Approach to Safety

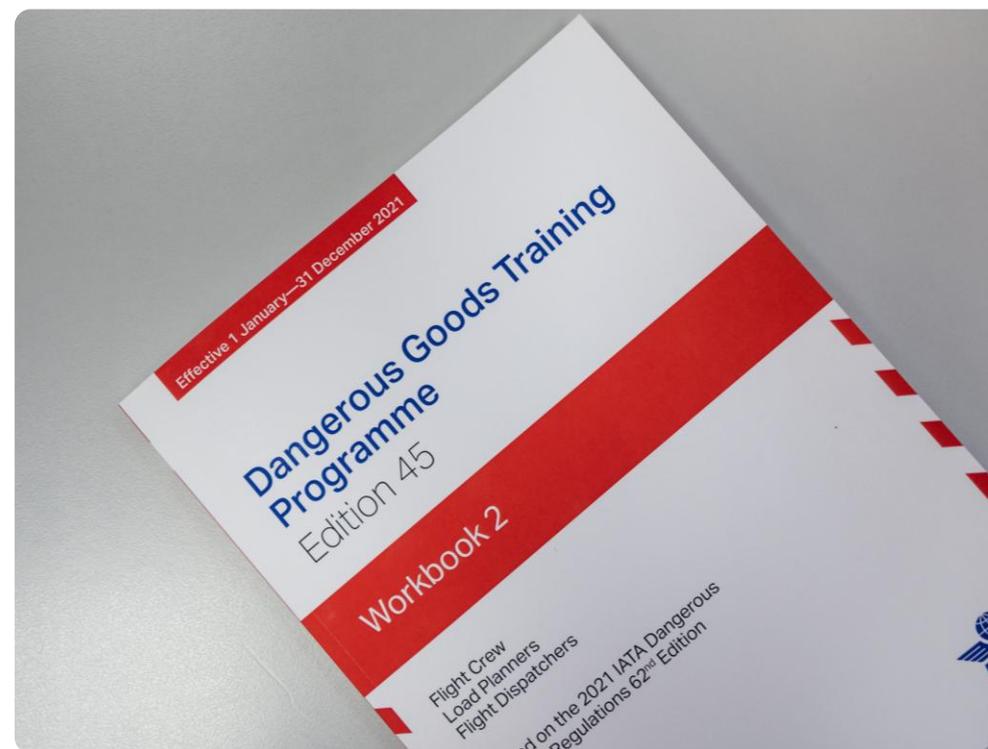
Approved by the Abu Dhabi Department of Transport (DOT) and GCAA, ADA's Integrated Environmental, Occupational Health and Flight Safety (EHS) Policy integrates the management systems for flight safety, occupational health and safety, and the environment to create a single cohesive management system.

In addition to ensuring compliance with all legal requirements, this Policy reflects ADA's commitment to:

- Providing a safe and healthy workplace for employees
- Implementing best practice standards for protecting the health and safety of customers, employees and other stakeholders.
- Implementing best practice standards for protecting our direct and surrounding environment
- Integrating risk management into our operations and activities
- Achieving and promoting sustainable aviation industry standards
- Being an example of best practice in achieving sustainability for other operators in Abu Dhabi, UAE and beyond

Specifically, the Integrated EHSMS is designed to:

- 1) Create legal safeguards, promote continuous improvement and simplification by reducing complexity
- 2) Reduce costs and effort in the long-term through continuous process optimisation and by combining duties and competences
- 3) Support employees in the integrated implementation of processes
- 4) Guarantee the supply of employment-related information and requirements
- 5) Secure a positive corporate ranking (management quality)
- 6) Support managers and employees in the performance of their individual EHS responsibilities
- 7) Estimate ecological and economic opportunities and risks and thus ensure sustainability



## Safety Management Systems

Our Safety Management System (SMS) and Environment, Occupational Health and Safety Management System (EHSMS) provide the basis for our systematic approach to safety.

They allow ADA to be a more resilient and agile organisation that can adapt and respond to change and manage inherent and emerging risks in a timely manner. They ensure that we meet all relevant environmental, occupational health and safety regulations and contain performance metrics based on established risk management principles.

Risk management is a core component of the Safety Management System (SMS) of the General Civil Aviation Authority (GCAA), the federal body that oversees and regulates all aviation-related activities in the UAE.

The SMS team is composed of five individuals including an EHS Director, and EHS/SMS Manager/Lead Auditor, a Flight Data Monitoring Manager, an Airside Quality and Safety Coordinator and Safety Support Coordinator.

### Safety Performance Monitoring and Measurement (SPM)

ADA continuously monitors and measures its safety performance, as per GCAA regulations.

Safety Performance Monitoring and Measurement (SPM) is one of three elements that comprise the safety assurance component of the International Civil Aviation Organization's (ICAO) SMS Framework.

Safety assurance allows ADA to determine whether the SMS is operating according to expectations. For the GCAA to approve ADAs SMS the regulator must be satisfied that our SPM is appropriate and pertinent to our activities.

The GCAA requires that Safety Performance Indicators (SPI), Safety Performance Targets (SPT) and Alert Levels:

- a. are appropriate, and relevant to the scope and complexity of the specific operational context; and
- b. use an appropriate measuring matrix dependent on the size and complexity of the organization.

ADA's Safety Performance Objectives (SPOs), SPIs and SPTs are approved by the GCAA at the start of each year. We provide the GCAA with triannual performance reports along with statistical data required to monitor the Acceptable Level of Safety Performance (ALoSP). If an alert level or a target has been breached, ADA reports it to the GCAA and submits a corrective plan accordingly.

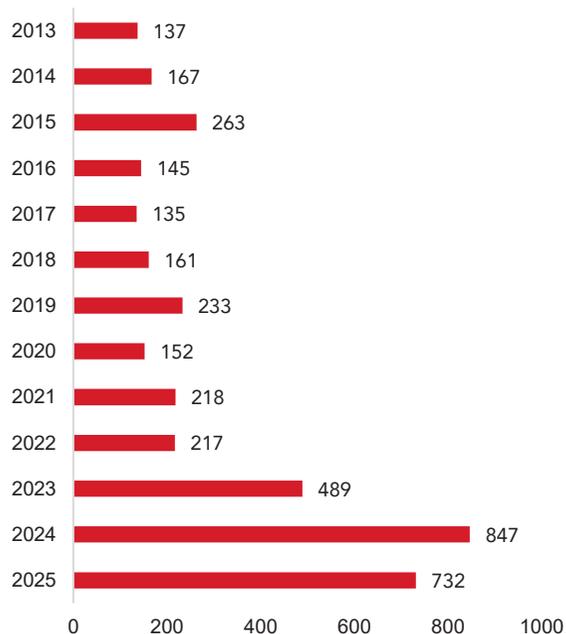
## 2025 Safety Performance Monitoring Data Summary Table

Engineer Regulatory Noncompliance	0
Maintenance Overrun	1
Line Maintenance Error	1
Base Maintenance Error	35
Airside Driving Non Compliance	1
Unauthorized DG	1
Flight Crew Regulatory Non-compliance (FW & RW)	0
Unauthorized Crane Movement (RW)	3
Overtorque (RW)	2



year and an outlook and plan for the following year which is approved and signed off by the Chairman of the Board of Directors.

## Number of Internal Reports 2013-2025



## Operational Risk Profile and Safety Objectives

ADA's approach to preventing and mitigating EHS impacts and risk is through a formalised risk management process. This is an essential part of our EHSMS, enabling effective identification of hazards, risk probability and severity assessment, and the implementation and monitoring of risk reduction measures.

It addresses the causes of potential incidents, accidents, and occurrences before they occur, preventing harm to people, assets, environment, and business performance.

ADA has identified our Top Risks and Objectives based on safety data collected internally over the past decade as well as by observing industry trends and reference to safety intelligence sources.

### Risk Profile

### Objectives

#### Aircraft System and/or Component Failure or Malfunction

- 1 Technical and system malfunctions, component deterioration, or damage resulting in operational delays or incidents.

Improve airworthiness systems and reliability to reduce technical malfunctions.

#### Human Errors

- 2 Human errors such as slips, lapses and mistakes that result in failure to achieve intended outcomes.

Optimize man-machine interface during aviation activities to reduce errors.

#### Substandard Offshore and Onshore Facilities

- 3 Operating in substandard offshore and onshore facilities.

Enhance safety collaboration mechanisms with external stakeholders (customers and industry) to address operational issues and improve safety.

#### External Load Operations

- 4 Inadequate controls during onshore and offshore external load operations resulting in incidents or accidents.

Reduce incidents or accidents during offshore helicopter external load operations.

#### Violations and Non-compliance

- 5 Non-adherence with regulations, policies, procedures and/or acceptable industry norms.

Improve knowledge of and enforce compliance with regulations and procedures.

#### Commercial Pressure

- 6 Commercial pressure resulting in flawed decisions and poor safety performance.

Improve and enhance awareness of organizational, personal, and systemic factors contributing to incidents and accidents.

#### Internal Controls and Oversight

- 7 Inadequate assurance programmes to monitor systems and processes to achieve acceptable level of safety.

Strengthen assurance and internal control capabilities at base and AFB locations.

#### Safety Culture

- 8 Lack of effective Safety Culture impacting efficiency, productivity, and overall performance.

Improve Safety Culture and develop action plans to address areas for improvement.

#### Night Operations during HEMS and VIP Operations

- 9 Loss of situational awareness during VFR night operations for VIP and HEMS flights.

Reduce night VFR incidents during HEMS and/or VIP flight operations.

#### Communication and Consultation

- 10 Ineffective sharing of safety information and lack of opportunities to consult with workforce on risk management and decision-making.

Exercise proactive safety leadership at all levels and facilitate a supportive and trustworthy environment where employees are empowered to exchange safety information.

## 1. Flight Operations SPIs

SPIs	Targets
Unstable Approach Events Rate (FW)	Four (4) events per 10,000 flight hours
Helideck contact with object events during arrival/departure (RW)	Two (2) events per 50,000 landings
Automation Error Events (FW)	Four (4) events per 5,000 flight hours
Continuation of unstable approach	
Flight Operations regulatory non-compliance (other than SPI/FOP/02/2025)	Three (3) events per year
Over Torque Events triggering a maintenance action (RW)	Three (3) events per 10,000 flights
AIRPROX/ TCAS RA (Resolution Advisory) Events (RW)	Three (3) Events per 15,000 flight hours
Flight Duty Period (FDP), qualifications and validity exceedances events	Three (3) FDP exceedances per 12 months
Landing on Wrong Helideck (RW)	Three (3) events per 20,000 landings
Overdue GCAA and Internal Audit Non-Compliance Findings	Two (2) overdue audit findings per audit
Extensions for crew training and checking validity	Three (3) extensions
Non adherence to SOPs and checklists	Four (4) events per 50,000 flights
Non-compliance with PC2WE procedures	5% per total number of departures per year
Events and hazards being identified without report	5 unreported events per year
CRM deficiencies identified through incident investigations	4 events per year

## 2. Engineering SPIs

SPIs	Targets
Engine In-flight ShutdownEvents (FW)	Two (2) incidents per 24,000 flight hours
Base and Line Maintenance Error Events (FW & RW) (All Base & Line Maintenance which contribute to safety hazard and lead to diversion or return to stand/base)	Three (3) events per 25,000 man hours (Base) or 20,000 departures (Line)
Base and Line Maintenance Error Events (All Base & Line Maintenance which are reported post release to service)	Three (3) events per 20,000 man hours (Base) or 10,000 departures (Line)
Maintenance Overrun Events	Five (5) events per 24,000 flight hours
Staff regulatory or procedural non-compliance (culpability level 3 or below)	Three (3) Events per 45,000 man hours
Overdue GCAA and Internal Audit Non-Compliance Findings	Two (2) audits overdue
Issuance of parts from bonded store to work order with incorrectly generated GRN	Three (3) events per reporting period
Reports related to fatigue	Introduce fatigue related reporting and establish reporting culture

## 3. Ground Operations SPIs

SPIs	Targets
Unattended and/or Unescorted Passengers	4 (Four) per 25,000 flights
Unauthorized Dangerous Good Events in in-flight	Two (2) per 10,000 flights
Aircraft mishandling events by ground crew (damage to doors or equipment, HLO issues identified by crew)	5% of events per total number of landings annually
Load sheet non-conformances	3 per 20,000 flights
FOD Events	Four (4) events per reporting period
Non-adherence to Embarkation and Disembarkation SOPs	Three (3) events per 10,000 flights

## Department of Transport & ADPHC EHS KPIs

ADA complies with mandatory KPIs as per Abu Dhabi Public Health Center's (ADPHC) ADOSH Systems Framework and the Department of Transport's (DOT) Environmental Health & Safety Management System (EHSMS) Regulations.

Our EHS performance is reported to ADOSH /ADPHC and DOT on a quarterly basis through the Al'Adaa System.

The following "Safety Performance Targets and Objectives" are monitored:

- Lost Time Injury (LTI)
- Contractor Lost Time Injury (LTI)
- Passenger and Visitor Fatality and Injuries
- OSHAD Licensed EHS Employees
- Number of Corrective notices/fines/penalties/ enforcements

KPI	Date for 2025
Lost Time Injury (LTI):	16
Employee Contractor LTI:	0
Passenger and Visitor Fatality and Injuries:	0
OSHAD Licensed EHS Employees:	6



## Safety in the Oil & Gas sector

Supporting clients in the offshore oil and gas sector is an essential part of ADA's operations. Abu Dhabi National Oil Company (ADNOC) is one of our main customers while in other territories we also work with international oil majors including Shell and ExxonMobil.

Taking off and landing from offshore oil facilities requires ADA to operate not only according to our own safety procedures but also to abide strictly by those of our customers. These procedures are designed to protect everyone onboard the aircraft as well as those on the ground or on the facility.

ADA works very closely with key clients to make sure we have a precise understanding of their safety rules and regulations. We hold regular joint safety meetings with ADNOC to review and discuss safety issues and determine the need for procedural changes, specific training requirements, or drills, etc.



## Data Protection

ADA makes all possible efforts to protect our customer privacy and prevent any loss of confidential data they have entrusted to our safekeeping, as stipulated in our Information Security Policy (ISP).

The ISP is aligned with ISO 27001:2013 (Information Security), GCAA law and National Electronic Security Authority (NESA) UAE Information Security Standards. The policy clearly defines how our Information Security Management System (ISMS) has been set up, managed, measured, reported on and developed within ADA.

The ISMS is designed to protect ADA's information and supporting infrastructure, including assets critical to the operation of the business and information belonging to ADA's customers, suppliers and business partners. ADA has recently invested in upgrading IT systems and infrastructure to keep pace with the increasing demands of the business and the rapidly evolving cyber security landscape. This is critical for ADA, because protecting IT systems and data is directly linked to customer safety and security. With this in mind, we took the decision to transform and redesign our network infrastructure. After a thorough evaluation of the market, ADA invested in Next-Generation Firewalls (NGFWs) from a market leading vendor. The integrated solution means that all components - firewall, switches, and wi-fi access points - work in tandem to enforce a consistent security policy across the whole network, making the system simple to manage and providing real-time communication across the entire security infrastructure. Critical data flows are monitored and controlled through a centralised interface which provides logging and reporting, data analytics, and allows us to quickly identify and fix network performance issues. Combined, these solutions offer greater control and visibility and simplify our compliance processes.

An additional layer of cybersecurity is provided by aeCERT (United Arab Emirates Computer Emergency Response Team), which was established by the UAE Telecommunications and Digital Regulatory Authority (TDRA) to improve security in the UAE.

ADA has signed MoUs with aeCERT and other government entities to monitor our company server logs and report any external threat to our Head of IT Department and network team for validation. In line with its governance and risk management commitments, GAL maintains a comprehensive, multilayered information security framework designed to protect sensitive operational and personal data. The framework incorporates endpoint, network, and server security controls aligned with Zero Trust principles, supported by continuous monitoring through a SIEM-enabled 24/7 security operations capability for threat detection and incident response.

Robust identity and access management measures, including Privileged Access Management and multi-factor authentication, are implemented to safeguard system access. Data protection is further strengthened through secure email and web gateways, anti-phishing controls, data classification, data loss prevention mechanisms, and file activity monitoring. Encrypted backups, disaster recovery preparedness, secure enterprise storage systems, regular vulnerability assessments, periodic penetration testing, and secure file transfer protocols collectively enhance GAL's cyber resilience and ensure the confidentiality, integrity, and availability of information.



## Digital Transformation & IT Modernisation

Etihaad Engineering completed the migration of all on-premises services to a cloud-based data centre, reducing reliance on legacy infrastructure while improving scalability, strengthening security controls and enhancing cost efficiency. Oracle Analytics was further enhanced to establish a secure and scalable enterprise analytics platform, enabling real-time data analysis, reporting and informed decision-making across the organisation. In addition, the introduction of BMC Helix for IT Service Management modernised the ITSM environment, strengthening incident, request, change and service management processes and improving overall service delivery and operational resilience.

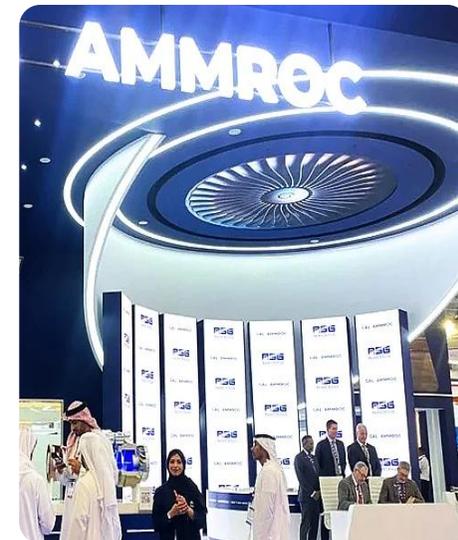
## Privacy Management

AMMROC has implemented a comprehensive Data Protection and Privacy Management System designed to safeguard the confidentiality, integrity, and availability of information. The system incorporates role-based access controls, multilayered cybersecurity measures, endpoint protection, and encrypted data storage both at rest and in transit.

Customer and stakeholder data are accessed strictly on a need-to-know basis and are continuously monitored through audit logs and automated alerts. Ongoing compliance with international data protection standards is supported through periodic risk assessments, vulnerability scanning, system hardening activities, and robust backup and disaster recovery arrangements to ensure data resilience and continuity.

## Privacy Management

At GAL, Data protection and information security form an integral part of the New Employee Orientation Programme (NEOP), ensuring that employees are aware of their responsibilities from the outset. Ongoing awareness is reinforced through periodic data protection and cybersecurity communications, including targeted awareness posters shared via email and displayed as screen savers on all employee laptops and desktops. These initiatives are part of a broader, continuous security awareness campaign aimed at strengthening a culture of data protection and cyber resilience across the organisation.

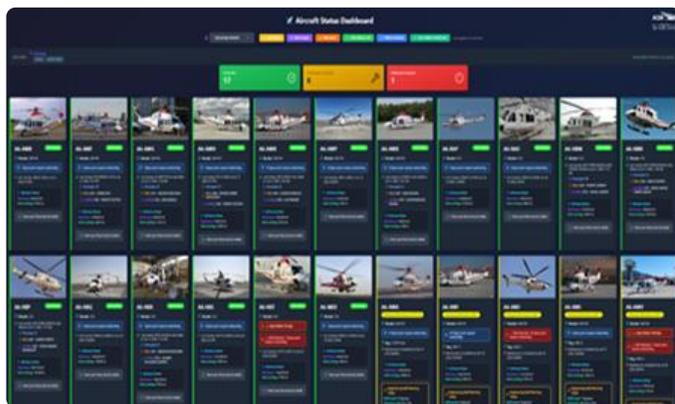


# Digitalization and Innovation

Abu Dhabi Aviation Group is dedicated to fostering digital transformation and operational excellence through innovation. We continuously evaluate the need for new technology solutions based on our business requirements. Our goal is to unify all systems on a single platform, streamlining operations and reducing reliance on multiple vendors, although this remains an ongoing process.

## Aircraft Status Dashboard

A real-time Aircraft Status Dashboard has been developed internally that provides comprehensive visibility into fleet operations, maintenance schedules, spare parts tracking, and daily flight journeys.



This innovative solution enables users to access aircraft related data in real time, significantly reducing the time required to access critical operational information. The dashboard offers dual-view functionality, an internal operational view for ADA staff and a secure customer-facing portal that allows clients to monitor their fleet status independently. By digitizing and centralizing aircraft data that was previously scattered across multiple systems, this initiative reduces manual reporting efforts, improves decision-making efficiency, and enhances transparency with customers, supporting ADA's commitment to operational excellence and sustainable business practices.

## Enterprise Financial Intelligence Dashboard

We are nearing completion of implementing a comprehensive Enterprise Financial Intelligence Dashboard that transforms how Abu Dhabi Aviation accesses and analyses financial data.

This innovative web-based platform integrates directly with the ADA's financial system and aims to eliminate manual report generation by providing on-demand access to financial insights through an intuitive, self-service interface with interactive charts, data export capabilities, and drill-down functionality from summary views to individual transactions. The dashboard with appropriate access empowers management and department heads to make data-driven decisions. Currently being refined based on Finance Department requirements, the platform will soon be rolled out company-wide, enabling all departments to monitor their cost centre spending and budget performance centrally.

## Enterprise Supply Chain Dashboard

An Inventory Optimization Dashboard is underway to enhance supply chain visibility and decision-making.

This tool provides real-time tracking of inventory across multiple bases, warehouses, and part categories, with capabilities including inventory aging analysis, demand forecasting, slow-moving stock identification, and criticality assessment. By enabling data-driven inventory management, the dashboard supports reduced waste and optimized stock levels aligned with ADA's sustainability goals. Currently being fine-tuned based on Supply Chain Department requirements, it will soon be launched for management and operational teams.

## Oracle Analytics Platform with AI-Powered Chatbot (MOZA)

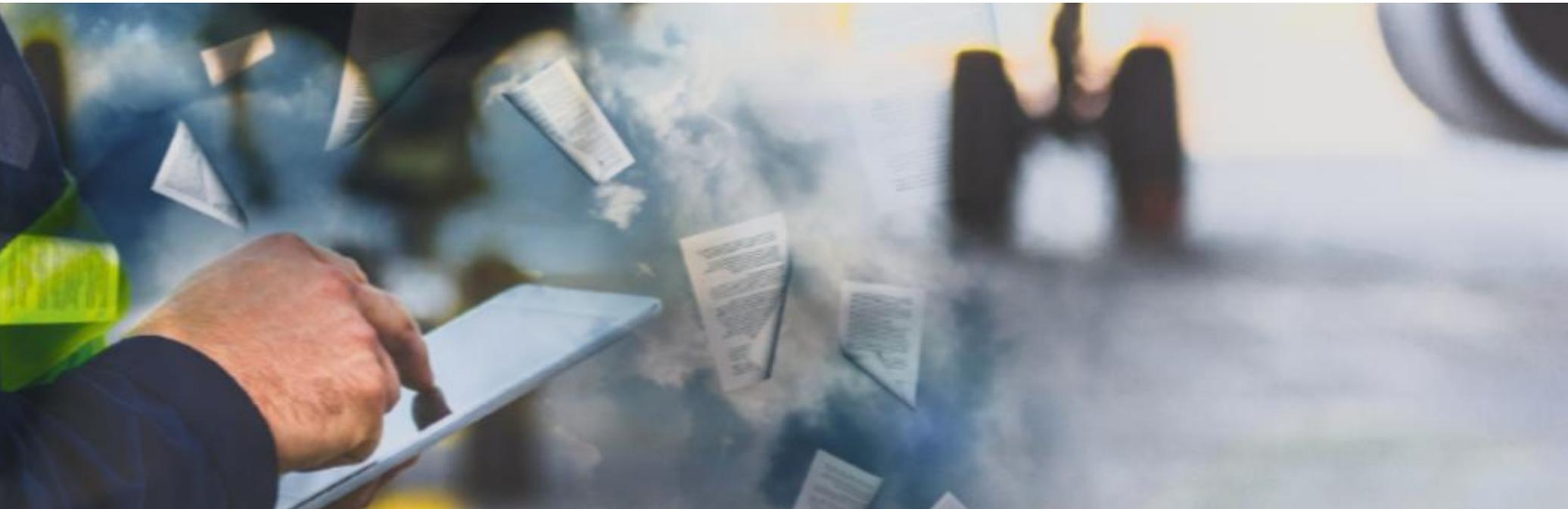
ADA has developed a comprehensive Analytics Platform that consolidates critical business intelligence across Finance, Supply Chain Management (SCM), and Human Resources. The platform provides real-time visibility into key performance indicators including vendor delivery performance, inventory optimization, supplier lead times, workforce analytics, and financial metrics across all ADA Group entities. A standout innovation is MOZA, an AI-powered conversational assistant featuring a digital avatar that delivers spoken responses, enabling users to interact naturally through voice and text queries across key business domains including financial performance, supply chain operations, and workforce management. This human-like interaction makes strategic insights accessible to leadership and decision-makers, empowering faster, data-driven decisions that support operational excellence and long-term organizational goals.

## Paper Reduction and Process Digitisation

GAL has implemented a range of initiatives to reduce paper consumption and advance the digitisation of business processes across the organisation. These include the deployment of digital HR self-service through the iGAL platform for leave management, payroll, attendance, and employee records; the integration of electronic procurement workflows with Oracle and Quantum; and the adoption of digital document management solutions using SharePoint, ECM, and secure file transfer tools. GAL has also implemented digital signature (eSign) solutions for internal approvals and digitised maintenance documentation and operational forms through AADMIS and RPA-enabled automation. In addition, the reduction of printed audit forms, safety checklists and onboarding documents has contributed to improved operational efficiency and reduced environmental impact. Collectively, these initiatives have resulted in an estimated reduction of approximately 120,000 sheets of paper since 2022.

## Technology Modernisation and Innovation

GAL implemented a series of technology modernisation and innovation initiatives to boost operational efficiency, digital readiness, and cybersecurity. Key efforts included upgrading Oracle E-Business Suite (HR, payroll, finance, supply chain) with self-service and integrations, modernising IT infrastructure (Dell, VMware, VxRail, PowerFlex, Pure Storage) and strengthening cybersecurity through advanced controls, monitoring and privileged access management. IT service delivery improved via enhanced system monitoring, patch management, automation and ITSM tools. Document management was digitised with SharePoint workflows, while early adoption of automation and AI including UiPath RPA and chatbot pilots enhanced system stability, user experience, operational control and readiness for digital transformation.



# Our People

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



# Workplace Culture and Values

ADA nurtures a supportive and engaging working environment for all employees regardless of their role within the organisation. We recognise people as the lifeblood of our company who play an instrumental role in its day-to-day functioning and are critical to current and future success.

## Code of Conduct

Our Code of Conduct sets out the rules around workplace behaviour and conduct for all employees. It ensures that employees know what is expected of them and what ADA expects in return.

ADA expects all employees to execute their duties according to the highest standards of professional and ethical conduct, regardless of their status within the company, where they are based, or their level of dealings with customers and colleagues.

All employees must represent ADA with honesty and integrity whether they are on or off duty and must act in accordance with our values of Safety, Quality, Customer Focus, Teamwork, Integrity & Ethics. Employees must treat each other in a respectful, dignified, and fair way, without prejudice.

The Code reaffirms our commitment to an inclusive workplace with fair and equal treatment for all employees regardless of race, ethnicity, gender, age, or physical capabilities. The policy governs all aspects of employment including selection, assignment, promotion, performance assessments, compensation, disciplinary action, termination and access to benefits and training.



If **employees** feel they are a victim of discrimination in the workplace they are encouraged to bring this to the attention of Heads of Department or HR.

In addition, the Code specifies rules related to:

Conduct related to sales, contracts, negotiations

01

Anti-bribery Policy and Personal Profit

02

Giving and accepting gifts

03

Compliance with all ADA policies

04

Compliance with all relevant rules and regulations

05

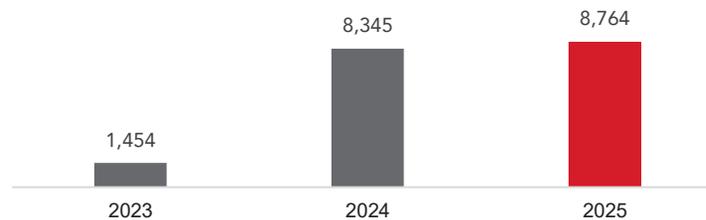
All employees are expected to familiarise themselves with the Code and are bound to report any breaches of it or any other ADA policies and procedures to their Head of Department, HR, legal or audit confidentially.

ADA has zero tolerance for workplace harassment or abusive behaviour of any kind and employees are encouraged to report instances of such to the relevant Heads of Department or HR so that they may be addressed promptly.

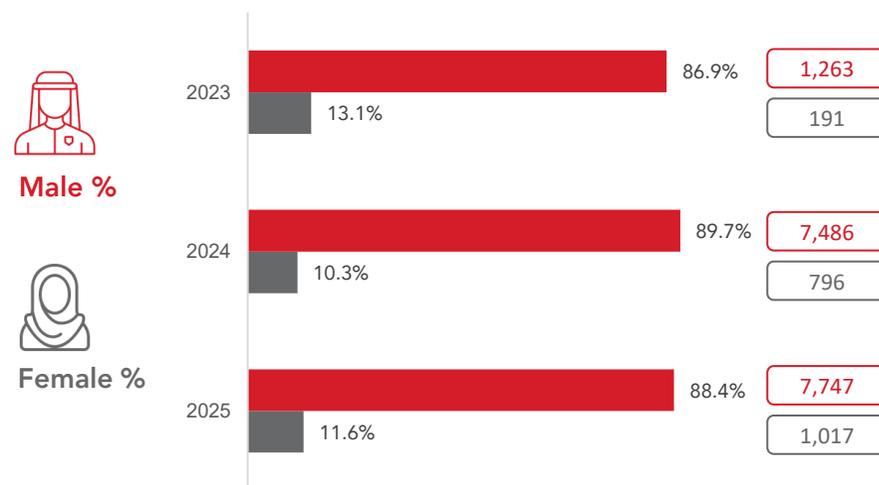
Our Harassment Policy details the proper procedures for submitting a complaint and how they are dealt with. Reports will be treated seriously, confidentially and without prejudice to the employee or their career.



### Number of Employees



### % Employees by Gender



Male %



Female %

# Attracting, Retaining and Developing The Best Talent

ADA depends on being able to attract highly qualified, experienced, and skilled individuals to enable us to deliver the operational excellence our customers expect. This is especially important given our ambitious growth plans.

By offering attractive remuneration and benefits, an engaging place to work, and constant training & development opportunities, we provide the conditions for all employees to thrive and achieve their life and career ambitions at ADA.

## Attraction and Retention

Due to the international nature of the aviation business, we are competing for talent with companies not only locally and regionally but globally. To ensure we lure the best prospects ADA offers attractive compensation packages in addition to other perks such as the quality of life in Abu Dhabi. We encourage workers with families to relocate and can offer family friendly accommodation with 5-star facilities with a health club and swimming pool.

In addition, we offer all permanent staff a range of benefits including:



Life insurance



Healthcare



Disability and  
invalidity coverage



Parental leave



Retirement  
provision



# Employee Health and Well Being 2025

In 2025, ADA implemented a comprehensive **Employee Health and Wellbeing framework** designed to promote preventive care, raise health awareness, and support holistic employee wellbeing.

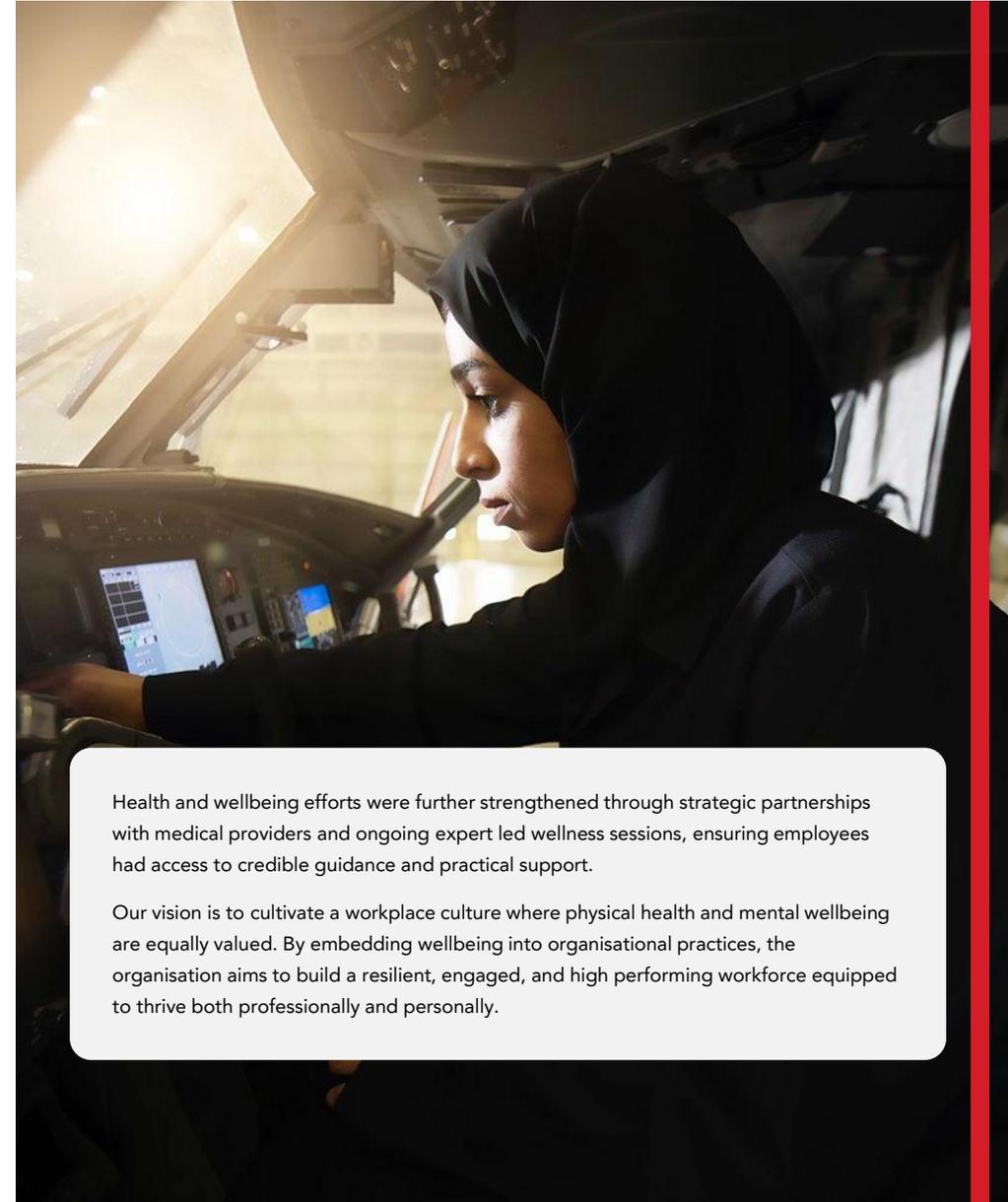
Key initiatives included nutrition focused activities such as mindful eating and healthy lifestyle practices during Ramadan, alongside targeted health awareness campaigns covering diabetes, cardiovascular health, endometriosis, ovarian cancer, breast cancer, and men's health.

Seasonal influenza vaccination drives were also delivered to support employee health and minimise illness related disruption.

Mental wellbeing remained a key priority through initiatives such as the Mind First programme and the Employee Assistance Programme, providing employees with access to confidential support and mental health resources.

Children's health and family wellbeing were also highlighted, recognising the broader factors that contribute to employee resilience and sustained performance.

The organisation also marked Pinktober and Emirati Women's Day through dedicated activations and engagement initiatives that celebrated women's health, achievements, and contributions. These activities reinforced awareness, encouraged participation, and demonstrated a strong commitment to inclusion, equity, and employee engagement through meaningful cultural and wellbeing focused celebrations.

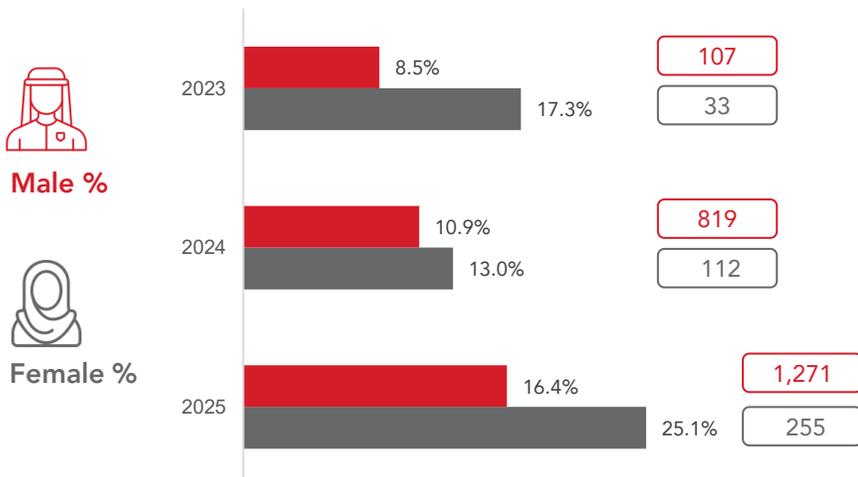


Health and wellbeing efforts were further strengthened through strategic partnerships with medical providers and ongoing expert led wellness sessions, ensuring employees had access to credible guidance and practical support.

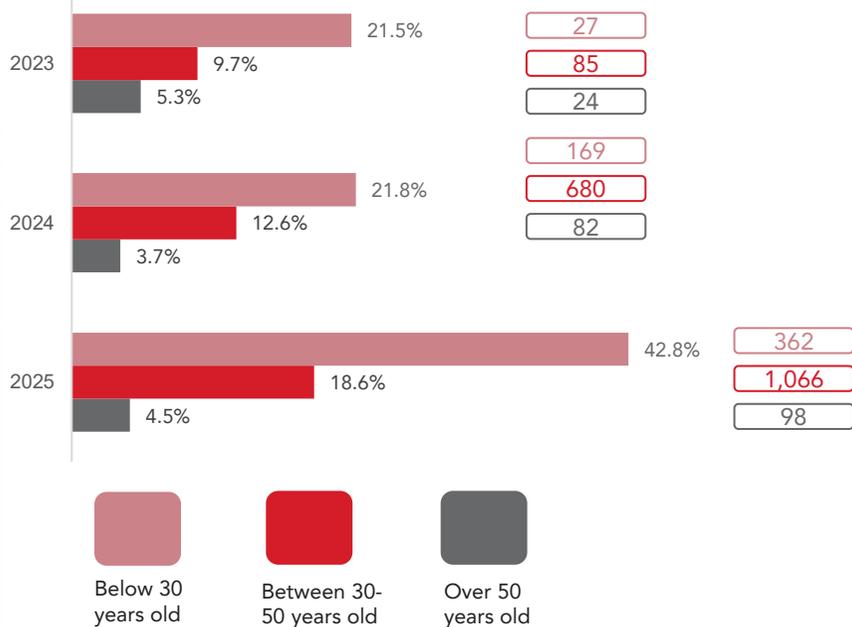
Our vision is to cultivate a workplace culture where physical health and mental wellbeing are equally valued. By embedding wellbeing into organisational practices, the organisation aims to build a resilient, engaged, and high performing workforce equipped to thrive both professionally and personally.

# Employee Health and Well Being 2025

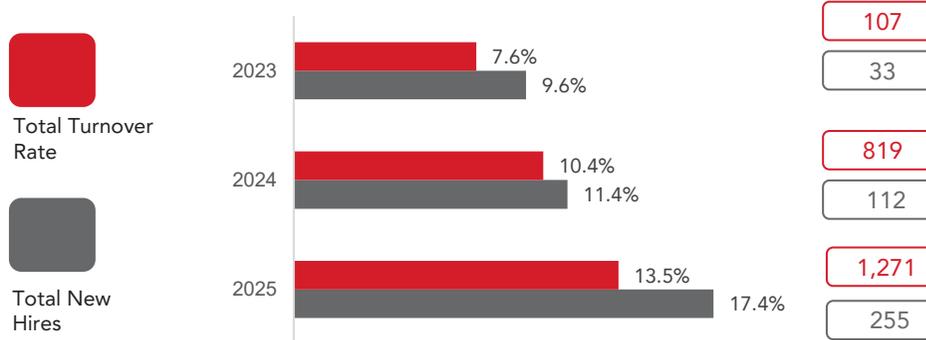
## % New Hires by Gender



## % New Hires by Age Group



## % Turnover vs New Hire



## Training & Development

The nature of our business and the critical importance of maintaining an exemplary safety record means ADA places great emphasis on ensuring that all employees can consistently execute their duties to the highest possible standards. This is particularly the case for flight crew and engineers. We keep our staff up to date with the latest innovations for the assets we operate and all relevant new regulations to ensure compliance.

ADA owns and operates a world class training facility and offers training for third parties as an important revenue diversification aspect of our business. However, we also use this facility to train our own flight staff and engineers.

In 2025, ADA group delivered over 119,971 training hours to our employees at all levels of the company, on par with the previous year. Most of these training hours were dedicated to mid-level employees who represent our skilled flight crews and ground staff.



# Case Study

## Because our people matter: Our Employee Assistance Programme

As part of our commitment to fostering a healthy, inclusive, and resilient workplace, the Company provides a comprehensive and confidential Employee Assistance Programme (EAP) to support the physical, emotional, and financial wellbeing of employees and their families. The program reflects our continued focus on employee care, engagement, and long-term workforce sustainability.

### Programme objective

The Employee Assistance Programme is designed to provide employees and their eligible household members with confidential, professional support to help them manage personal, emotional, legal, financial, and work-life challenges. The programme enables early intervention and promotes employee resilience, productivity, and overall wellbeing.

### What services do the EAP provide?

#### Mental health counselling

The Employee Assistance Programme is designed to provide employees and their eligible household members with confidential, professional support to help them manage personal, emotional, legal, financial, and work-life challenges. The programme enables early intervention and promotes employee resilience, productivity, and overall wellbeing.

#### Legal

A local legal expert is available for free 30 minute telephonic session, per issue, per person to discuss any personal legal issues, such as: divorce, contracts, estate planning, will and trusts.

#### Financial

Local financial experts can assist with a wide range of issues. They offer a free 30 minute telephonic session per issue, per person for: retirement planning, taxes, relocation, mortgages, insurance, budgeting, debt, bankruptcy and more.

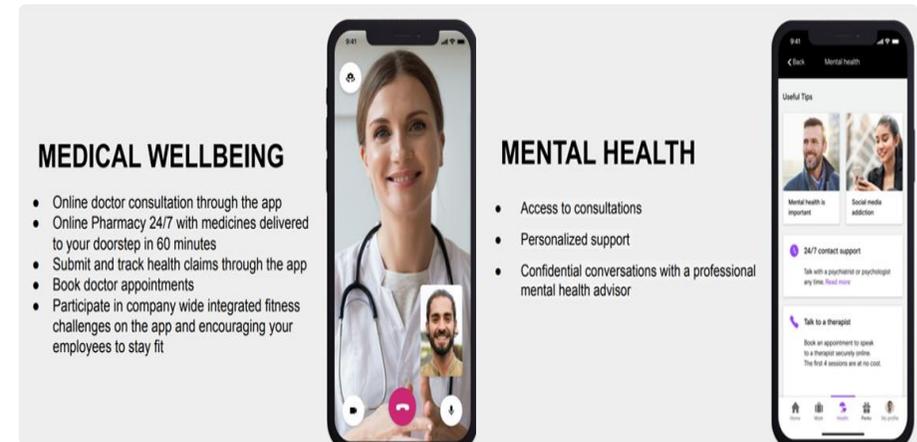
Through this initiative, the Company reinforces its commitment to responsible employment practices, sustainable workforce development, and long-term value creation for employees and stakeholders.

## Promoting Employee Wellbeing: Bayzat's Commitment to Wellness

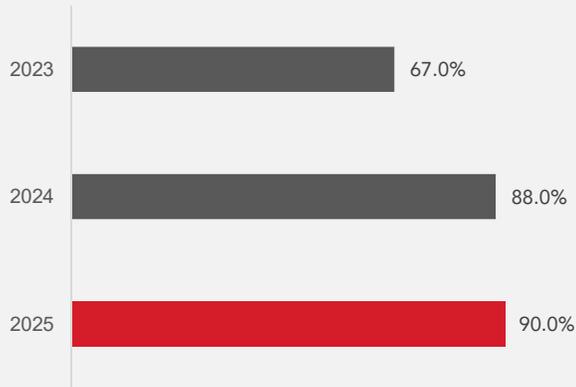
At Abu Dhabi Aviation (ADA), we prioritize the wellbeing of every employee, and our employee communication platform Bayzat is designed to support this initiative. This innovative platform enhances communication while promoting wellness through resources on mental health, physical fitness, and easy access to healthcare professionals.

Key features of Bayzat include 24/7 online doctor consultations, a rapid delivery service for medications, and confidential support from mental health advisors. The platform also simplifies access to medical insurance information and enables employees to earn Bayzat coins through physical activities, which can be redeemed for gift cards.

With the inclusion of a 24/7 mental health hotline, Bayzat empowers employees to engage with wellness resources at any time, contributing to improved wellbeing and productivity. This initiative fosters a harmonious work environment that benefits everyone at ADA.



## Total Employee Engagement Rate



We conduct quarterly employee surveys to gather insights on various aspects of our business operations and working conditions. This feedback helps us understand employee needs and implement improvements where necessary.

One example is surveys conducted through Bayzat, which enhances employee communication and engagement, reflecting our commitment to continuous improvement based on employee feedback.

ADA gives employees at all levels regular performance reviews to assess how well they are doing and identify needs for further training and development.

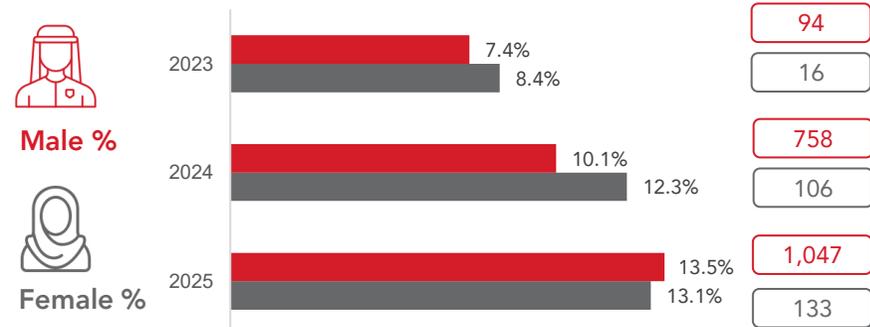
Retaining our most talented employees is vital for maintaining smooth and successful operations and underpins our future growth strategy. ADA engages with employees on multiple levels, through training & development programmes, events, and surveys.

We use a system called BAYZAT to engage with our employees in relation to all programmes and events and boast a gradually increasing engagement rate recently.

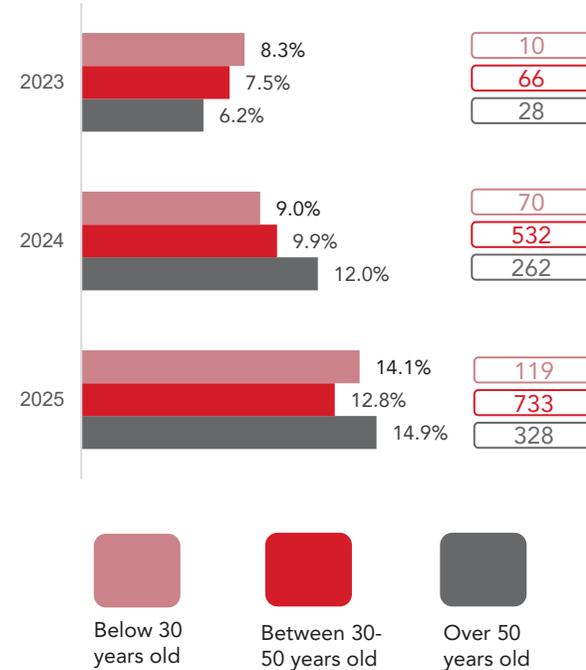
Due to our continued efforts to increase engagement and to maintain a high satisfaction rate ADA has a low turnover rate of employees.



## % Total Employees that Left by Gender



## % Total Employees that Left by Age Group



ADA has Al Jeer Program that aims to develop a talent pool of Emirati talent with extensive MRO practical experience from which we will source future managers and technical experts. More details are available in the Community section of the report.

ADA further collaborates with HCT to provide students with practical work experience and training.



## Diversity & Inclusion

ADA understands the value of being able to draw on a unique blend of experience and skills that comes with having a workforce comprised of people with diverse backgrounds.

As per our Code of Conduct, we provide equal employment and opportunities for advancement to all individuals based on merit, qualifications, and ability, regardless of gender, age, ethnic origin, nationality, religion, or disability.

Aviation is an international business and we are proud to be home to a truly diverse and global workforce.



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ADA further collaborates with HCT to provide students with practical work experience and training.

## % Employees by Job Category and by Gender

	Labour		Entry-Level		Mid-Level		Senior-to-Executive Level	
	Female	Male	Female	Male	Female	Male	Female	Male
2023	8.7%	91.3%	26.7%	73.3%	6.5%	93.5%	5.06%	94.9%
2024	1.0%	99.0%	11.7%	88.3%	8.6%	91.4%	9.79%	90.2%
2025	10.5%	89.5%	12.0%	88.0%	11.0%	89.0%	12.50%	87.5%

## % EMPLOYEES BY JOB CATEGORY AND BY AGE GROUP

	Labour			Entry-Level			Mid-Level			Senior-to-Executive Level		
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2023	14.9%	65.3%	19.8%	68.0%	19.2%	3.2%	54.7%	42.1%	42.1%	42.1%	46.8%	53.2%
2024	7.1%	60.2%	32.7%	65.7%	18.9%	2.3%	64.1%	33.6%	33.6%	33.6%	59.2%	40.3%
2025	10.0%	62.5%	27.5%	66.2%	18.8%	2.5%	63.7%	33.8%	33.8%	33.8%	69.4%	30.1%

# Health & Safety of our Employees

Our Occupational Safety and Health Policy (OHS) states our commitment to providing a safe and healthy working environment for our workers, and to foster an accident-free workplace while meeting all relevant occupational health and safety legislations.

Our OHS Management System provides a structured approach to the management of risks inherent to our activities and commits us to carrying out the following actions:

- Complying with all applicable local and federal OSH laws and regulations such as the Abu Dhabi Occupational Safety and Health Systems Framework (ADOSH SF) and Abu Dhabi Department of Municipal Affairs and Transport OSH requirements
- Establishing and implementing risk management processes to eliminate or mitigate risks associated with our business activities.
- Defining employee accountabilities and responsibilities for the delivery of safety.
- Ensuring all employees are provided with adequate and appropriate safety information and training to ensure they are qualified and competent to perform their functions.
- Establishing and maintaining an effective Safety Reporting System for reporting information concerning OSH issues.
- Establishing and measuring safety performance against realistic objectives and targets.
- Ensuring that contractors and service providers adhere to our OSH Policy, guidelines and procedures.
- Implementing audit and assurance programmes to monitor performance and compliance.
- Allocating the required human and financial resources to support this Policy and associated management programmes.
- Enforcing OSH as one of the primary responsibilities of management and employees.
- Conducting annual management reviews to ensure continual improvement, suitability, adequacy and effectiveness of our OSH Management System.



	%	2023	2024	2025
Number of Fatalities		0	0	0
Number of Lost Time Injuries		3	37	16
Number of Workdays Lost Due to Injury		7	114	121
Number of Other Occupational Injuries		1	37	20
Number of High Potential Incidents		0	0	0
Number of Near Miss Incidents		1	19	1
Number of Hours Worked		3,276,149	16,367,631	18,551,312

ADA including all its subsidiaries have had zero number of fatalities as a result of work-related ill health and had no recordable work-related ill health in 2025.

The most common work-related illnesses and injuries that workers at ADA are likely to suffer from include minor injuries related to manual work or heat stress related to carrying out duties that require personnel to work outside during the summer months. ADA keeps a comprehensive register of hazards which is continuously reviewed and revised and regularly distributed to key personnel.

To address these safety hazards and keep them to a minimum, ADA runs annual safety awareness campaigns related to heat stress, manual handling, noise awareness, use of personal protective equipment, stress management, and more.

We survey groups of employees by sending them questionnaires to get their views on safety issues within their specific field at ADA. In the recent past we have carried out this process for engineering personnel followed by the same for flight crew and received a high response rate. We used the feedback to produce a comprehensive report that provides the basis for an action plan to improve safety.

All incidents are thoroughly investigated and analysed to understand what went wrong and to assess whether any learnings can be extracted from the experience and used to prevent future occurrences.



## Flight safety

Operating a modern fleet of aircraft supports our efforts to maintain an impeccable safety record. Newer aircraft are equipped with sensors and smart technology to monitor the aircraft's systems. This leads to a reduced risk of sudden malfunctions as well as more advanced warning of any technical issues.

Safety Performance Measurement (SPM) is enhanced by being able to digitally gather data using advanced onboard systems. With around 60 flights per day ADA can gather and process large amounts of data and determine how pilots are operating the aircraft. This is a valuable tool for improving flight safety.

## Health and Safety Training

ADA ensures that all employees receive appropriate, adequate and regular health and safety training needed to perform their duty to the highest standards.

Our training programme covers job hazards and work practices and procedures as required under the ADOSH and GCAA regulations.

Training needs are identified through a Training Needs Analysis (TNA) process carried out by Heads of Department and take account of the employee's duties and area of work. Identification of training requirements is also based on hazard identification and the risk assessment process.

We provide appropriate training for employees following the introduction of new technologies into our operations, new regulations, or any changes to our work processes.



# Case Study

## ADATC – A Talent Factory for the Aviation Sector

Launched in 2016, ADATC was conceived to train pilots to meet ADA's specific operational requirements as well as the local and regional aviation sector's demand for pilots qualified to fly niche aircraft.

The centre has exceeded all expectations. Pilots from 35 countries around the world have graduated from our elite training school equipped with state-of-the-art flight simulators.

In addition to working at ADA, pilots trained at ADATC currently work for some of the most prestigious private operators, government agencies, and armed forces.

Having our own training facility has delivered multiple benefits. It means we don't need to send our own pilots overseas which saves time and money, while locally based pilots benefit by being with their families during training. Bringing overseas candidates to Abu Dhabi for an extended period also has obvious benefits for the local economy.

Not only is the cost of training our pilots in-house significantly lower compared to using a third-party provider, but the business supports our bottom line with an additional revenue stream.

Having full control of the process means we can continuously assess and fine tune the quality of training while we often get to recruit the most talented pilots for our own operations.

ADA has invested in state-of-the-art simulators that can train pilots to fly in all weather conditions. With a lifecycle of 20+ years, the simulators can function almost non-stop without fatigue, giving us the capacity to train up to 2,000 people annually.

Simulators are housed in a humidity and climate-controlled building to prevent corrosion and preserve longevity. Fully powered by electricity supplied from the local grid, they produce no direct emissions, though we have backup power generators onsite in the unlikely event of a power outage.

ADA is very proud of what we have achieved in a short time with ADATC and the contribution we make to the local aviation sector and the wider economy.



# Our Planet



## The Challenge Of Climate Change

### The Future of Aviation

Achieving more sustainable operations, especially when it comes to **climate action**, is a major challenge for the aviation sector because of its current reliance on hydrocarbon-based fuels.

However, recent years have seen exciting developments in the sector, including the introduction of more sustainable aviation fuel (SAF), innovations in electric powered aircraft, and improvements in the fuel efficiency of aircraft engines.

Commercial airlines are currently leading the way when it comes to SAF and have already seen very promising results. The International Air Transport Association (IATA) estimates that production of SAF doubled to 2.4 billion litres in 2025 from around 1.3 billion litres in 2024. However, in 2026, SAF production growth is projected to slow down and reach 3 billion litres.

ADA is closely monitoring the evolution of electric aircraft. As a company that operates a majority rotary wing fleet of aircraft engaged mainly in short haul operations there is the potential for us to make the transition faster than larger commercial airlines.

While we are seeing rapid progress in the development of these innovations more investment is required to achieve greater impact. Commercial airlines have the scale to drive sustainable innovation in the aviation sector, which will eventually filter down throughout the industry. For now, due to the investments required smaller operators are facing significant hurdles to achieving quick progress.

For ADA, the major opportunity to become more sustainable in the coming years lies in the continued expansion and optimisation of our fleet with newer and more fuel-efficient aircraft, in line with commercial imperatives. This will not only gradually improve our environmental footprint but also deliver cost efficiencies and benefits for customers in the shape of cleaner, quieter, smarter, and safer aircraft.

ADA is focused on addressing climate change through managing and reducing emissions across its operations in addition to looking at direct emissions from its flight operations. We will continually look to harness new technology to manage our operations in the most efficient way, including our supply chains, thereby achieving fuel and emissions savings.

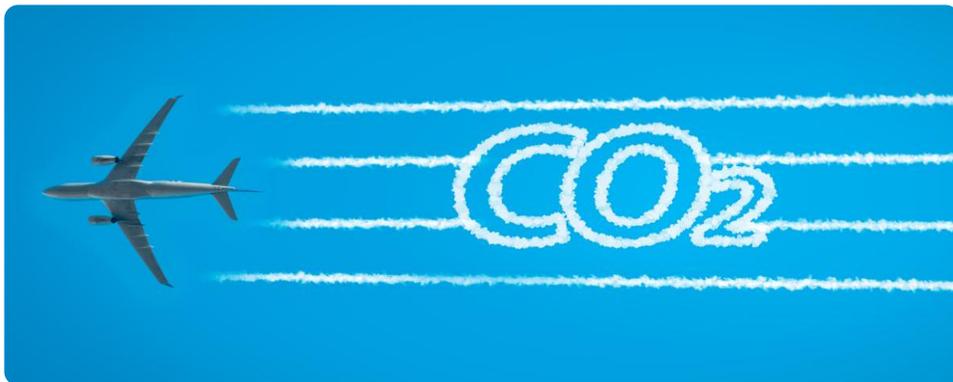
# Our Environmental Footprint

ADA supports Abu Dhabi and UAE national initiatives and objectives when it comes to embedding sustainability and environmental protection within our operations.

- Our EHS Management System provides a structured approach to the management of risks inherent to our activities. As an integral part of this system, the Company is committed to:
  - Complying with all applicable EHS laws, regulations and requirements
  - Establishing a policy and philosophy of “zero harm” to people and prevention of damage to property
  - Establishing a process of continual improvement with regards to the prevention of pollution and respect for the environment
  - Establishing key performance indicators (KPIs) to monitor and improve our EHS objectives
  - Ensuring that contractors adhere to the policy, guidelines and procedures of our EHS Management System
  - The implementation of EHS training programmes to promote workforce awareness on EHS hazards and risk mitigation
  - Conducting regular audits of the EHS Management System to demonstrate a clear commitment of continual improvement to customers and stakeholders
  - Allocating the required resources to support this policy and programme

## Measuring and managing our impact

ADA constantly reviews our operations for ways to better manage our environmental footprint by reducing energy and water consumption, cutting waste production, and reducing emissions.



## Aviation Sustainability

Abu Dhabi Aviation is committed to conducting its helicopter operations with a deep sense of responsibility towards the environment. Our dedication to sustainability is reflected in our approach to evaluating, monitoring, and mitigating environmental impacts as follows:

- Conducting a thorough evaluation of potential environmental impact associated with offshore helicopter transport operations.
- Identifying key areas of concern such as noise pollution, air emissions, marine life disturbance, and carbon footprint.
- Implementing a robust monitoring system to regularly assess environmental indicators.
- Monitoring air quality, noise levels, and any other relevant parameters.
- Ensuring transparency and incorporate suggestions for better environmental practices.
- Investing in modern helicopters with reduced noise emissions and improved fuel efficiency.
- Minimising flight times and fuel consumption.
- Avoiding sensitive ecological areas and minimising disturbance to wildlife habitats.
- Enforcing strict protocols for waste management, ensuring proper disposal and recycling practices.
- Training and empowering employees to actively participate in reducing the ecological footprint of our operations.

## The Impact of our Fleet on the Environment

The operation of our fleet is the element that contributes the most to our total GHG emissions. Thereby representing our largest impact on the Environment and is an essential factor that will need to be managed for us to decarbonize our operation.

There are different means to reduce the fleet's impact on the environment including the use of Sustainable Aviation Fuel (SAF). As per a study by IATA, SAF could contribute around 65% of the reduction in emissions needed by aviation to reach net-zero in 2050. Other measures must be applied to further reduce emissions, and these include:

### 1. Choice of aircraft:

The choice of aircraft we operate has an important impact on our scope 1 emissions (as well as noise pollution). The number of emissions produced by an aircraft depends on a number of factors include the size, type, and the engine technology used. Modern aircraft are designed to be more fuel-efficient and produce fewer emissions.

### 2. How we operate our aircraft:

Flight planning and optimizing routes can allow for the reduction of fuel consumption and emissions. This could include avoiding headwinds, reducing flight altitudes, and reducing the number of flight maneuvers.

### 3. How we maintain our aircraft:

An airline can implement efficient maintenance practices to keep its aircraft in good condition, thereby reducing fuel consumption and emissions. The way an aviation company handles the waste from its maintenance operation can also have an important impact on scope 3 emissions.

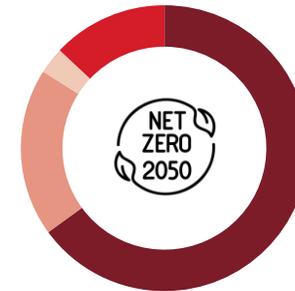
### 4. How we dispose of our aircraft:

It's important to have a clear plan in that regard, as the disposal of aircraft has an important impact on our scope 3 emissions. When an aircraft reaches the end of its operational life, it's usually scrapped for parts and material. The emissions generated from the process used for scrapping and recycling can vary depending on the method. Other factors include the transportation required to dispose of the aircraft. Properly recycling and repurposing the aircraft can help to reduce emissions.

### 5. Facility management:

Finally, facility management of aircraft hangars should also be considered to lower emissions. Factors to take into account include the proper management of the heating, ventilation and air conditioning systems, the implementation of energy-efficient lighting systems, the proper management of water consumption, among other.

## Contribution to achieving Net Zero Carbon in 2050 (IATA)



● Sustainable Aviation Fuel  
**65%**

● New Technologies  
**13%**

● Infrastructure/Operations  
**3%**

● Offsetting/Carbon Capture  
**19%**



## Energy Consumption

### Fossil Fuels

The vast bulk of ADA's energy consumption stems from the fuel we use for various types of aircraft that we operate. As this fuel represents one of our largest overheads as a business, we naturally make every effort to rationalise our consumption to be as efficient as possible, which has cost as well as environmental benefits.

### Electricity

To reduce electricity consumption, we identified key actions to take and assigned roles and responsibilities for internal stakeholders for monitoring, measuring and managing our progress.

Actions include:

- Identify the amount of consumed electricity and gas through monthly electricity and gas bills
- Develop Corporate Agreement for Air
- Conditioning and Duct Cleaning
- Replace CFL bulbs with LED bulbs
- Develop energy conservation training and awareness programme for employees
- Explore options for alternative energy source for water heating (e.g. installation of solar panels, etc)
- Coordinate with the relevant authorities to discuss alternatives to make use of the day light during the day and reduce the need for lighting
- Develop a monitoring and audit schedule/ programme along with monthly energy consumption track sheet
- Coordinate provision of information on energy efficiency services, facilities, expertise, contractors, etc.
- Targets and Goals to be tracked on a monthly basis.
- Corporate management of energy consumption programme to be reviewed quarterly in order to achieve targets and goals and assess the effectiveness of programme.
- Monitor, review and report performance. Provide monthly report on reduction in energy consumption methods and procedure

# Case Study

## Advancing Sustainability Through Fleet Modernization

As part of Abu Dhabi Aviation's commitment to reducing the environmental impact of its operations, we are investing in fleet modernization initiatives across both our aviation and ground transport divisions. These efforts aim to improve fuel efficiency, lower emissions, and support a more sustainable future for our operations.

### Introduction of New Fuel-Efficient Aircraft

ADA has taken significant steps toward enhancing the sustainability of its aviation fleet by incorporating 3 new AW139 helicopters, known for their improved fuel efficiency and lower emissions. These aircraft provide superior performance while reducing environmental impact. Additional AW139 helicopters are on order, ensuring our ongoing commitment to fleet modernization.

### Sustainable Disposal of Aging Aircraft

In alignment with our sustainability strategy, ADA has initiated the phased retirement and sale of older aircraft. In 2025, several aging aircraft were successfully sold, reducing our overall environmental footprint while ensuring that our fleet remains at the forefront of operational efficiency.

### Transport Fleet Modernization

ADA is making strides in sustainable ground transport by upgrading its vehicle fleet:

The Transport Department is acquiring new vehicles, prioritized for fuel efficiency and reduced emissions to support environmental sustainability.

We have updated our company buses to enhance group transportation for employees, reducing reliance on individual car commutes and thereby lowering our overall carbon footprint.

As part of our long-term sustainability roadmap, ADA is planning a transition to electric vehicles (EVs), further reducing carbon emissions and supporting our environmental objectives.

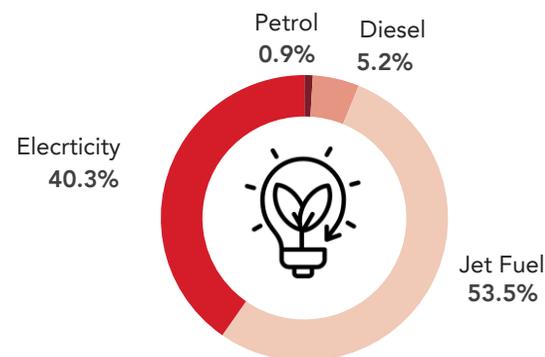
Through these initiatives, ADA continues to integrate sustainability into its operations, reinforcing its commitment to environmental stewardship.



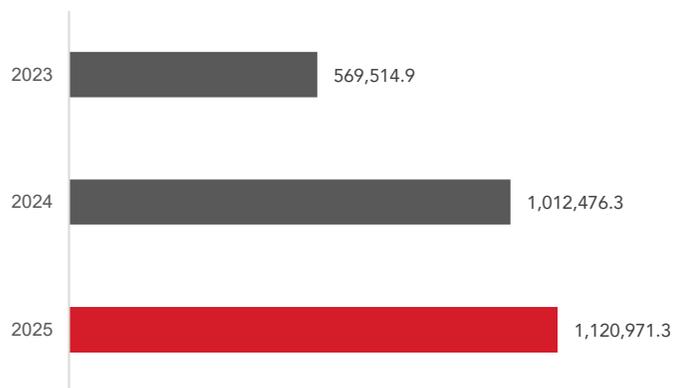
### ADA at the Group Level:

Energy Consumption (GJ)		2023	2024	2025
Energy Consumption	Direct Energy Consumption			
	Petrol	6,256.7	9,620.9	10,483.6
	Diesel	4,149.9	56,006.1	58,717.5
	Jet Fuel	497,638.7	508,495.8	599,694.7
	Electricity Consumption	61,469.6	438,353.6	452,075.5
Direct Energy Consumption		508,045.3	574,122.8	668,895.8
Indirect Energy Consumption		61,469.6	438,353.6	452,075.5

### 2025 Energy Mix



### % Total Energy Consumption (GJ)



Energy Intensity (GJ/Employee)	2023	2024	2025
Direct Energy Intensity	349.4	68.8	76.3
Indirect Energy Intensity	42.3	52.5	51.6
Total Energy Intensity	391.7	121.3	127.9



# Case Study

## Driving Energy Efficiency: AMMROC participates in the Demand Response Pilot Project

As part of Abu Dhabi Aviation's commitment to reducing the environmental impact of its operations, we are investing in fleet modernization initiatives across both our aviation and ground transport divisions. These efforts aim to improve fuel efficiency, lower emissions, and support a more sustainable future for our operations.

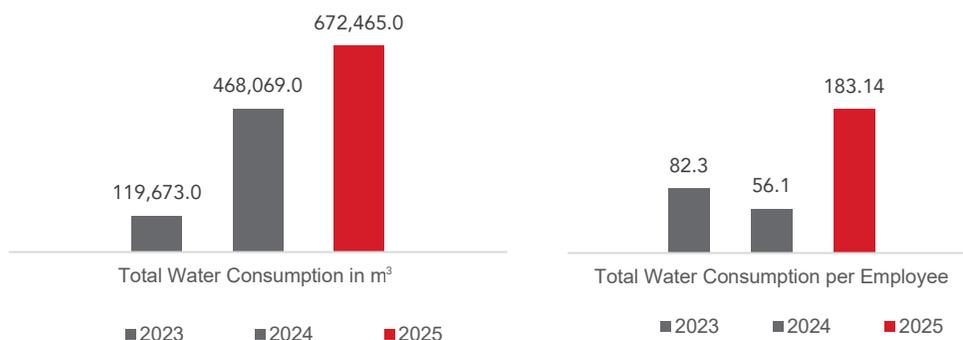
Demand Response is a method to balance demand on the electricity grid by encouraging customers to shift or adjust their electricity demand for compensation. As part of this initiative, the DOE, in conjunction with TAQA, launched a DR programme in Summer, aimed at large Commercial, Government & Industrial customers, to test whether the introduction of DR programmes that enable customers to adjust their electricity consumption in response to requests for flexibility can deliver benefits to customers, the energy sector and ultimately the wider Abu Dhabi economy.

Through its constructive participation in the project, AMMROC not only contributed to sustainability by lowering the carbon footprint (avoided approximately 3220 tons of CO2 emissions over 2024 and 2025), but also enhanced operational efficiency and aligned with UAE's sustainability goals.



- Install water-saving equipment, including ultra- low-flush toilets, faucet aerators, and pressure-control valves
- Water conservation awareness programme for all staff and contractors working on our premises
- Evaluate the effectiveness of the reduction programme and opportunities for further efficiencies
- Monitor, review and report performance

## % Total Water Consumption



## Emissions

ADA uses the Greenhouse Gas Protocol to calculate our GHG emissions. The boundary of our computed emissions currently includes:

**Scope 1:** Direct emissions from sources owned or controlled by ADA, including our fleet of aircraft, as well as other vehicles, machinery and equipment, generators, among others.

**Scope 2:** Indirect emissions from consumption of purchased electricity or cooling from local suppliers.

**Scope 3:** In future, we will look to extend the calculation to include elements of Scope 3 emissions related to water, wastewater, waste, paper and tissue consumption. This represents an important step towards enhancing GHG reporting and monitoring. Currently, the data does not encompass all subsidiaries; however, we have made efforts to gather information from those available.

Scopes	Item	Sub-item	2023	2024	2025
		Petrol	417.3	622.5	679.6
Scope 1	Fuel Consumption	Diesel	33,230.6	33,799.4	39,861.4
Scope 2	Electricity	Jet Fuel	7,119.0	47,489.6	48,976.2
	Water		1,268.5	1,271.3	1,826.4
	Wastewater		N/A	N/A	N/A
Scope 3	Paper Consumption		87.9	18.3	18.6
	Waste		491.5	2,928.4	3,213.8
	Business travel		108.0	N/A	N/A
Total Emissions (MTCO <sub>2</sub> e)			<b>42,988.5</b>	<b>89,856.5</b>	<b>98,474.3</b>
Total Emissions (MTCO <sub>2</sub> e)			<b>2023</b>	<b>2024</b>	<b>2025</b>
	Scope 1		33,913.6	38,148.9	44,439.3
	Scope 2		7,119.0	47,489.6	48,976.2
	Scope 3		1,956.0	4,218.0	5,058.8
Total			<b>42,988.5</b>	<b>89,856.5</b>	<b>98,474.3</b>
Emissions Intensity (MTCO <sub>2</sub> e/Employee)			<b>2023</b>	<b>2024</b>	<b>2025</b>
	Scope 1		23.32	4.57	5.07
	Scope 2		4.90	5.69	5.59
	Scope 3		1.35	0.51	0.58
Total			<b>29.57</b>	<b>10.77</b>	<b>11.24</b>

## Waste Management

ADA manages and disposes of waste in a responsible and cost-effective manner in accordance with all relevant local and federal laws. The Centre of Waste Management (Tadweer) is responsible for regulating waste management across the emirate of Abu Dhabi.

ADA generates the following types of waste through its operations:

- General solid waste
- Construction and debris
- Waste from aircraft flights (deplaned waste)
- Compostable waste
- Hazardous and industrial waste
- Lavatory waste

Our Waste Management Policy forms an essential part of our Environment, Health and Safety Management System (EHSMS) and EHS Policy. This Policy aims to reduce the amount of landfill waste ADA generates and to ensure waste material is disposed of in an environmentally responsible manner, thereby reducing adverse environmental impacts.

We take a five-step approach to waste management based around the model



- **Reduce:** Through purchasing policy, operational activity and by raising awareness, reduce the waste that will be created for disposal.
- **Re-use:** Before discarding items, act to re-use in the first instance within the Company and if this is not applicable, with external nominated organizations and contractors. Every opportunity to reuse items must be explored before being discarded as waste
- **Recycle:** Where opportunities exist and where regulations apply, waste recycling must be encouraged and implemented to minimize the amounts of waste destined for landfill.
- **Treatment:** Where waste is sent for treatment to render safe or reduce hazardous properties prior to recycling or disposal the Company shall ensure that segregation, storage, handling, transport and treatment processes comply with legislation.
- **Disposal:** Where the production of waste is unavoidable the Company shall ensure that segregation, storage, handling, transport and disposal processes comply with legislation.

Our Waste Management Plan 2025 contains the following measures, as per Tadweer requirements:

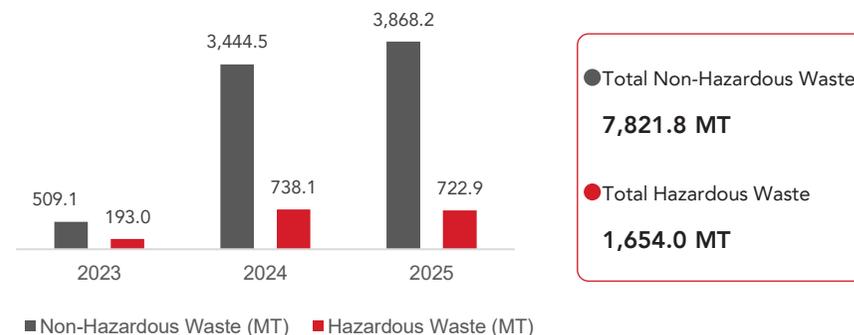
- A clear and visible commitment from top management for the execution of a compliant waste management system and implementation of 3Rs Programme (Reduce, Reuse and Recycle)
- An analysis of the current waste management situation, as well as the measures to be taken to improve current practice
- The type, quantity and source of waste generated by the Company and existing waste collection schemes and major disposal processes, including any special arrangements for waste oil, hazardous waste or waste streams in accordance with legislations
- The plan shall include future action plans for reduction
- The appointment of approved third-party Environmental Service Providers (ESPs) for the collection, segregation, transportation and disposal of waste
- The means to review, update and monitor the effectiveness of the Plan.

## Hazardous waste

Hazardous substances require special treatment because they can interfere with municipal wastewater treatment operation, contaminate groundwater or contaminate surface waters.

ADA has strict management practices governing the collection, storage, treatment and disposal of wastewater generated from its aircraft paint stripping and cleaning activities. Wastewater generated by these activities is categorised as hazardous industrial wastewater.

## Total Weight of Waste Generated (MT)



# Our Responsibility Towards the Local Community

**3** GOOD HEALTH AND WELL-BEING

**4** QUALITY EDUCATION

**8** DECENT WORK AND ECONOMIC GROWTH

## Emiratisation



ADA is committed to supporting the economic and social development of the UAE by increasing the proportion of UAE nationals in our workforce. Emiratis currently comprise more than 21% of our workforce, mostly at entry and mid level.

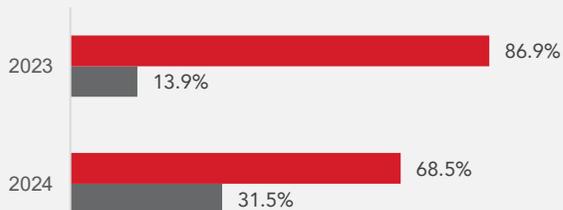
To address the skills deficit and recruit more Emiratis, ADA has introduced the Al Jeer Program.

In 2025, there were 621 female UAE nationals working at the group level, or around 33.4% of all UAE nationals employed at the group.

### Total Number of UAE Nationals by Gender

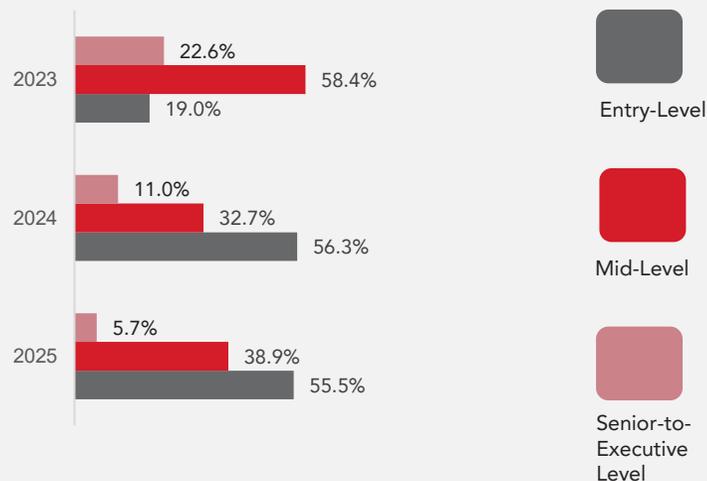


Male %

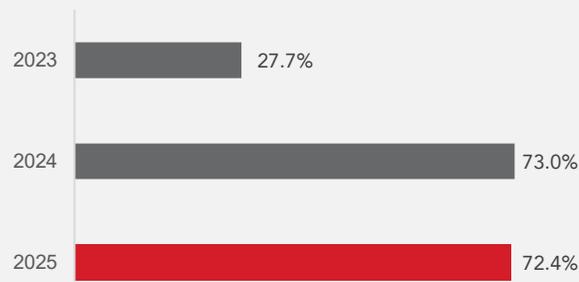


Female %

### Total Number of UAE Nationals by Job Category



### Emiratization Rate



# Case Study

## Emiratization at the Core – GAL

GAL stands at the core of the UAE's defense ecosystem, ensuring aircraft supporting critical missions remain safe, ready, and reliable. Our workforce operates with exceptional precision, delivering world-class maintenance, logistics, augmented services and operational support.

Emirati talent remains central to this mission. GAL continues to expand its Emiratisation programmes, providing UAE nationals with specialised technical training, leadership development pathways, and hands-on skill-building opportunities across aviation engineering and operational disciplines. These initiatives are designed to build long-term national capability while enabling Emirati professionals to grow into highly skilled and leadership roles within the organisation.

Today, more than 30% of GAL's workforce comprises UAE nationals, reflecting the company's sustained commitment to developing local talent and supporting national workforce priorities.

Further, invited by the Ministry of Industry & Advanced Technology, GAL presented its UAE-made drone technology in the Make It In The Emirates (MIITE 2025), demonstrating the company's growing investment in sovereign capabilities, local industry development, and advanced technology solutions.



## Community investment and volunteering

In addition to our commitment to hiring and upskilling local workers, ADA contributes to the local community through a variety of initiatives.

### Aerial support for UAE Tour 2025

Abu Dhabi Aviation supported the U.A.E Tour 2025 through the provision of aerial filming services for both the Men's and Women's cycling events, enabling high-quality broadcast coverage while reinforcing ADA's commitment to community engagement, gender inclusion, and sustainable sports development. This initiative contributed to the promotion of healthy lifestyles, inspired community and youth participation, and aligned with ADA's broader sustainability and CSR objectives by leveraging its aviation expertise to deliver positive social impact beyond core commercial operations.



### Khalifa University Student Trip – Delma Flight

ADA provided non-revenue flight from Abu Dhabi to Delma island for the educational site visit of students of Khalifa university



### Participation in mangrove plantation drive

ADA employees participated in mangrove plantation drive organized by Dulsco Group at Jubal Mangrove Park in Abu Dhabi as part of the Year of Community.

This initiative reinforces our commitment to sustainability and climate action by supporting the UAE's national carbon sequestration project and protecting coastal ecosystems while enhancing biodiversity.



# Case Study

## Maximus Air's Humanitarian & Community Contributions

Humanitarian assistance, emergency response logistics, and community support remain core pillars of Maximus Air's operational responsibility and social impact commitment, reflecting the company's dedication to supporting communities, strengthening resilience, and contributing to sustainable development across the regions it serves.

### Humanitarian Relief – Mayotte

Maximus Air supported a humanitarian relief operation for Mayotte, coordinated through XCR Airport in collaboration with multiple international airline partners. Through Reunion Island, more than 619 tonnes of humanitarian cargo were transported to support affected communities. Maximus Air contributed to this initiative through the deployment of its Antonov AN-124 aircraft, supporting the transport of essential relief supplies including tents, generators, vaccines, medical equipment, and food supplies.



### United Nations Mission Support Operations

Maximus Air executed several charter missions in support of United Nations peacekeeping operations, transporting mission-critical cargo including helicopters, 20-foot containers, and power generators.

Notable operations included the airlift of Jordanian UN helicopters from Amman to Entebbe, Uganda, and a similar deployment from Tunisia to the Central African Republic.



### Humanitarian Support – Comoros

In parallel with its airlift operations, Maximus Air supported humanitarian assistance to Comoros through the air transport of power generators, contributing to the restoration of essential infrastructure and strengthening community resilience.



Through its combined humanitarian airlift operations, peacekeeping mission support, humanitarian logistics assistance, and charitable contributions, Maximus Air continues to reinforce its role as a trusted partner to governments, international organizations, and humanitarian stakeholders, in alignment with Abu Dhabi Aviation Group's sustainability objectives.



# Case Study

## Empowering People, Enriching Communities - Etihad Engineering

As a part of its commitment to supporting the community and inclusiveness, Etihad Engineering invited members of the Emirates Down Syndrome Association to its annual Operational & People Safety Day in 2025. A dedicated stand of the Association at the staff event featured refreshments, handicrafts, and artwork by people of determination on sale. Members of the Association had a great time interacting with staff from around the world, touring the state-of-the-art facility, and being honoured on stage, where they were presented with a UHD TV by the company to support the institution's infrastructure.

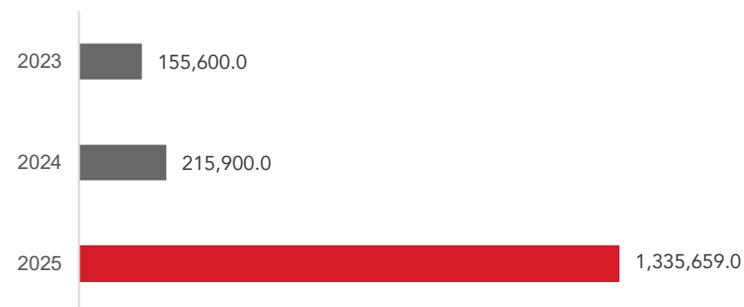


Further, Etihad Engineering Technical Sales purchased 200 handmade tote bags from the Emirates Down Syndrome Association, which will be gifted to customers during the annual customer iftar.



سعادة تُحَقَل... وقصة تُروى

### Community Investment Total Amount in AED



# Case Study



## Investing in UAE Aviation Future: The Al Jeer Program

The Al Jeer Program is a comprehensive initiative by Abu Dhabi Aviation Group aimed at promoting Emiratisation through the development of local talent.

In partnership with Higher Colleges of Technology, AD Polytechnic, DGE and Mawaheb Talent Hub, ADA Group aims to build a UAE Aviation sector powered by Emirati engineers, technicians and future leaders who set new standards in safety, innovation, and technical excellence.

In 2025, the Al Jeer Program marked a year of significant progress, reinforcing its role as a flagship national talent development initiative within the UAE aviation sector. A major highlight was the signing of a Sponsorship Memorandum of Understanding with DGE / Mawaheb, a government entity, securing 40% program funding alongside formal government endorsement.

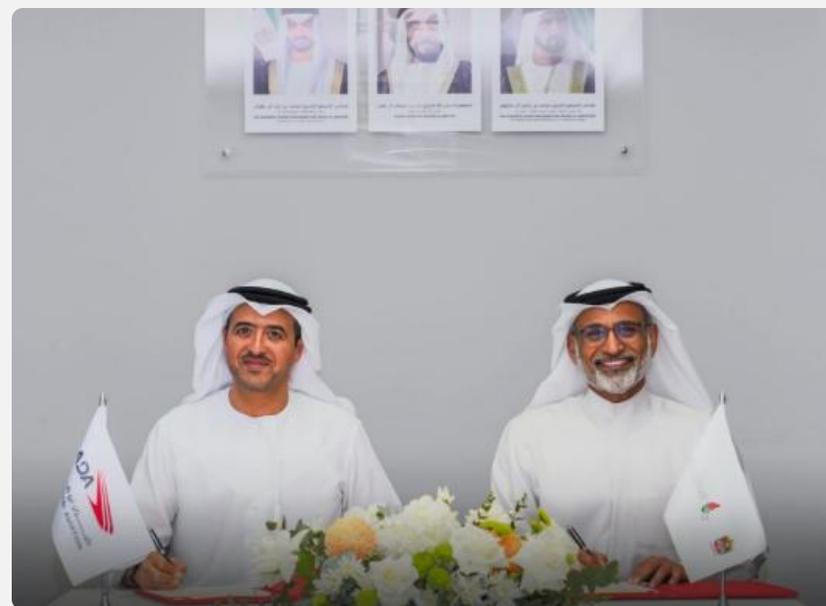


The program also achieved a landmark regulatory milestone with the official approval of the Al Jeer Program by the General Civil Aviation Authority (GCAA). This positioned ADA Group as the first aviation organisation in the UAE to implement a fully approved, Group-wide national licensing pathway, setting a new benchmark for industry-led talent development.

A total of 18 awareness and engagement sessions were conducted across UAE Higher Colleges of Technology (HCT) and ADPoly campuses, generating significant interest among students. As a result, 118 students formally registered their interest in joining the program, followed by four Group interview rounds conducted with shortlisted candidates.

In addition, the program expanded its outreach to younger audiences through ATS Schools engagement, reaching 182 high-school students via targeted career awareness sessions aimed at inspiring early interest in aviation careers.

A high-quality Al Jeer media video was produced and showcased at the Dubai Airshow, highlighting the program's vision, achievements, and contribution to the UAE's future aviation workforce.



# Responsible Business Practices ●

8 DECENT WORK AND  
ECONOMIC GROWTH



## Robust Governance ●

ADA maintains the **trust** of all stakeholders by rigorously applying the principles of responsible governance to ensure maximum oversight of all decision making as well as transparency and accountability at the highest

### Board of Directors

The Board of Directors has ultimate responsibility for strategic planning and oversight at ADA. It provides appropriate guidance to the executive management team which is responsible for the implementation of the strategy within the authority delegated by the Board.



➤ The Board comprises nine non-executive members with extensive financial and business backgrounds



- Chairman of the Board
- His Excellency Nader Ahmed Mohamed Al Hammadi
- UAE National



- Member
- Mr. Ahmed Salem Obaid Salem Aldhaehri
- UAE National



- Vice Chairman
- His Excellency Sheikh Ahmed Mohammed Sultan Suoor Al Dhaheri
- UAE National



- Member
- Mr. Abdulla Seddiq Mohamed Husain Al Khoori
- UAE National



- Member
- His Excellency Homaïd Abdulla Ali Mohammed Al Shimmari
- UAE National



- Member
- Mr. Mohamed Khalil Mohamed Sharif Foulathi Al Khouri
- UAE National



- Member
- Mr. Saeed Ali Saeed Hamed Albedwawi
- UAE National



- Member
- His Excellency Mansour Mohamed Abdulqader Mohamed AlMulla
- UAE National



- Member
- Ms. Elena Sorlini
- Italian

## Board Committees

Audit, Risk and Compliance  
Committee

Nominations and  
Remuneration  
Committee

Investment Committee

Strategy and Risk Mitigation  
Committee

Insiders Supervision  
Committee

## Internal Control System

The Board of Directors is responsible for overseeing the company's internal control system and reviewing its effectiveness and efficiency. The system is designed to assess and manage risks, ensure that all internal policies and procedures are being adhered to, and ensure that ADA complies with all appropriate rules and regulations. The Internal Control Department is responsible for executing internal control processes and for reporting periodically to the Board.

## Corporate Governance Audit

As part of our commitment to strong governance practices, Abu Dhabi Aviation (ADA) underwent a Corporate Governance Maturity Assessment conducted by ADQ. This assessment provided valuable insights into our governance framework, benchmarking our policies and practices against best-in-class standards. The evaluation reinforces our dedication to transparency, accountability, and continuous improvement in governance, ensuring that we align with the highest corporate standards to support long-term sustainability.



# Sustainable Supply Chain

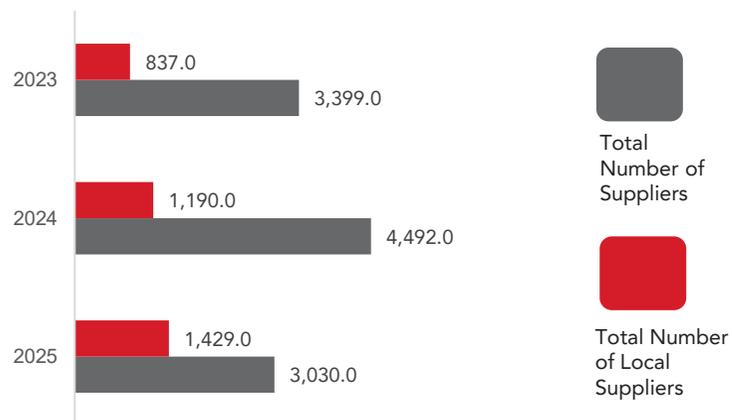
For ADA, it is vital to build and maintain strong, long-term relationships with key suppliers, particularly for high-value assets such as aircraft. We depend on these partners not only to supply the assets that are the bedrock of our operations but also spare parts and maintenance support for our fleet so that we can continue to deliver outstanding service for our customers.

ADA's supply chains are strengthened through strategic partnerships with key overseas suppliers. For example, AgustaWestland Aviation Services (AWAS), a joint venture (JV) between ADA (70%) and Leonardo Helicopters (30%), provides first class services to all Leonardo helicopters in the Middle East.

ADA is also the exclusive distributor of Honeywell's Multifunction Control Display Units (MCDU) products on Leonardo AW 139 helicopters worldwide, ex-US and Japan, while we are an authorised Bell helicopter customer service provider. These partnerships ensure that our own need for spare parts is always met while also strengthening our vertical offering and our contribution to local and regional supply chains. Our procurement for spare parts is automated and digitalised with an average estimated lead time of 24-36 hours including delivery.

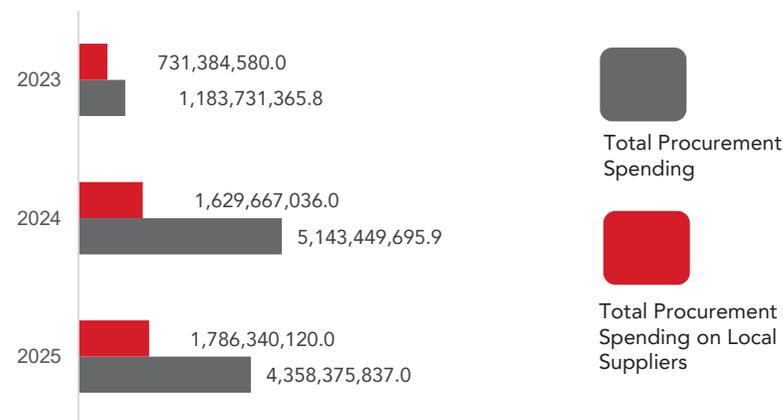
The nature of our business means the vast bulk of our procurement is with overseas suppliers, however we look to the local market for support services wherever possible, which we do through the UAE's Tejari system. All our suppliers are required to sign a Code of Conduct.

## Total Number of Suppliers by Location



Our supply chain strategy integrates sustainability principles across key subsidiaries, including GAL, AMMROC, and EYE, ensuring responsible sourcing, operational efficiency, and adherence to ESG best practices. The business combination will foster the development of an advanced aviation ecosystem, supporting the sustainable transformation of Abu Dhabi and the UAE's long-term economy. Procurement spending as indicated below includes fleet enhancements, general purchases and other non-aviation procurements.

## Total Spent on Suppliers by Location (AED)



# Appendix

## GRI & ADX INDEX

### GRI 1: FOUNDATION 2021

Statement of Use Abu Dhabi Aviation (ADA) has reported the information cited in this GRI content index for the period 1 January – 31 December 2025 in accordance with the GRI Standards

### GRI 2: GENERAL DISCLOSURES

GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
<b>The Organization and its Reporting Practice</b>				
2-1	Organizational details			
2-2	Entities included in the organization's sustainability reporting	G7: Sustainability reporting G8: Disclosure Practices G9: External Assurance		
2-3	Reporting period, frequency and contact point	G7: Sustainability reporting G8: Disclosure Practices		
2-4	Restatements of information			
2-5	External assurance	G10: External Assurance		
<b>Activities and workers</b>				
2-6	Activities, value chain and other business relationships			
2-7	Employees	S3: Employee Turnover S4: Gender Diversity		
2-8	Workers who are not employees	G4: Supplier Code of Conduct		
<b>Governance</b>				
2-9	Governance structure and composition	G1: Board Diversity		
2-10	Nomination and selection of the highest governance body	G2: Board Independence		
2-11	Chair of the highest governance body			
2-12	Role of the highest governance body in overseeing the management of impacts			
2-13	Delegation of responsibility for managing impacts			
2-14	Role of the highest governance body in sustainability reporting	G3: Incentivized Pay		

# Appendix

## GRI & ADX INDEX

2-15	Conflicts of interest	G6: Ethics & Anti-Corruption
2-16	Communication of critical concerns	
2-17	Collective knowledge of the highest governance body	
2-18	Evaluation of the performance of the highest governance body	
2-19	Remuneration policies	G3: Incentivized Pay S1: CEO Pay Ratio S2: Gender Pay Ratio
2-20	Process to determine remuneration	S2: Gender Pay Ratio
2-21	Annual total compensation ratio	G3: Incentivized Pay S1: CEO Pay Ratio S2: Gender Pay Ratio
<b>Strategy, policies, and practices</b>		
2-22	Statement on sustainable development strategy	G8: Sustainability reporting G9: Disclosure Practices E8 & E9: Environmental Oversight
2-23	Policy commitments	
2-24	Embedding policy commitments	
2-25	Processes to remediate negative impacts	
2-26	Mechanisms for seeking advice and raising concerns	
2-27	Compliance with laws and regulations	G6: Ethics & Anti-Corruption
2-28	Membership associations	S1: CEO Pay Ratio
<b>Stakeholder engagement</b>		
2-29	Approach to stakeholder engagement	
2-30	Collective bargaining agreements	

# Appendix

## GRI & ADX INDEX

### GRI 3: MATERIAL TOPICS

GRI DISCLOSURE	CONTENT	ADX DISCLOSURE	REFERENCE SECTION	NOTES
3-1	Process to determine material topics			
3-2	List of material topics			
3-3	Management of material topics			

### GRI 200: Economic Standard Series

#### GRI 201: Economic Performance 2016

##### GRI 201 Topic Specific

3-3	Management of material topics			
201-1	Direct economic value generated and distributed			

#### GRI 202: Market Presence 2016

##### GRI 202 Topic Specific

3-3	Management of material topics			
202-2	Proportion of senior management hired from the local community	S11: Nationalisation		
3-3	Management of material topics			

#### GRI 204: Procurement Practices 2016

##### GRI 204 Topic Specific

3-3	Management of material topics			
204-1	Proportion of spending on local suppliers	G4: Supplier Code of Conduct		

#### GRI 205: Anti-Corruption 2016

# Appendix

## GRI & ADX INDEX

### GRI 205 Topic Specific

3-3	Management Approach	
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	G5: Ethics & Prevention of Corruption

### GRI 300: Environmental Standard Series

### GRI 302: Energy 2016

### GRI 302 Topic Specific

3-3	Management of material topics	E10: Climate Risk Mitigation
302-1	Energy consumption within the organization	E3: Energy Usage
302-2	Energy consumption outside of the organization	E4: Energy Intensity E5: Energy Mix
302-4	Reduction of energy consumption	E4: Energy Intensity E5: Energy Mix

### GRI 303: Water and Effluents 2018

### GRI 303 Topic Specific

3-3	Management of material topics	
303-5	Water Consumption	E6: Water Usage
3-3	Management of material topics	

### GRI 305: Emissions 2016

### GRI 305 Topic Specific

# Appendix

## GRI & ADX INDEX

3-3	Management of material topics	E8 & E9: Environmental Oversight
305-1	Direct (Scope 1) GHG emissions	E1: GHG Emissions
305-2	Energy indirect (Scope 2) GHG emissions	E1: GHG Emissions
305-3	Other indirect (Scope 3) GHG emissions	E1: GHG Emissions
305-4	GHG emissions intensity	E1: GHG Emissions E2: Emissions Intensity
<b>GRI 306: Waste 2020</b>		
<b>GRI 306 Topic Specific</b>		
3-3	Management of material topics	
306-3	Waste generated	E7: Environmental Operations
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
<b>GRI 308 Topic Specific</b>		
3-3	Management of material topics	
308-1	New suppliers that were screened using environmental criteria	E7: Environmental Operations
<b>GRI 400: Social Standard Series</b>		
<b>GRI 401: Employment 2016</b>		
<b>GRI 401 Topic Specific</b>		
3-3	Management of material topics	
401-1	New employee hires and employee turnover	S3: Employee Turnover
401-2	Benefits provided to full-time employees that are not provided to part-time employees	

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## GRI & ADX INDEX

### GRI 403: Occupational Health & Safety 2018

#### GRI 403 Topic Management Disclosures

3-3	Management of material topics	
403-1	Occupational health and safety management system	S8: Global Health & Safety
403-2	Hazard identification, risk assessment, and incident investigation	
403-3	Occupational health services	
403-4	Worker participation, consultation, and communication on Occupational health and safety	
403-5	Worker training on occupational health and safety	
403-6	Promoting worker health	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	

#### GRI 403 Topic Specific

403-8	Workers covered by an occupational health and safety management system	S8: Global Health & Safety
403-9	Work-related injuries	S7: Injury Rate
403-10	Work-related ill health	

### GRI 404: Training & Education 2016

#### GRI 404 Topic Specific

3-3	Management of material topics	
404-1	Average hours of training per year per employee	
404-2	Programmes for upgrading employee skills and transition assistance programmes	
404-3	Percentage of employees receiving regular performance and career development reviews	

# Appendix

## GRI & ADX INDEX

### GRI 405: Diversity and Equal Opportunity 2016

#### GRI 405 Topic Specific

3-3 Management of material topics

403-1 Diversity of governance bodies and employees  
S4: Gender Diversity  
S6: Non-Discrimination  
S11: Nationalisation  
G1: Board Diversity

405-2 Median Compensation

### GRI 406: Non-Discrimination 2016

#### GRI 406 Topic Specific

3-3 Management of material topics

406-1 Incidents of discrimination and corrective actions taken  
S6: Non-discrimination

### GRI 410: Security Practices

#### GRI 410 Topic Specific

3-3 Management of material topics

401-1 Security personnel trained in human rights policies or procedures  
S10: Human rights

### GRI 413: Local Community 2016

#### GRI 413 Topic Specific

3-3 Management of material topics

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S12: Community Investment

### GRI 414: Supplier Social Assessment 2016

# Appendix

## GRI & ADX INDEX

### GRI 414 Topic Specific

3-3 Management of material topics

414-1 New suppliers that were screened using social criteria  
S11: Nationalisation  
S12: Community Investment

### GRI 416: Customer Health and Safety 2016

#### GRI 414 Topic Specific

3-3 Management of material topics

416-1 Assessment of the health and safety impacts of product and service categories

416-2 Incidents of non-compliance concerning the health and safety impacts of products and services (GRI 416-2)

### GRI 418: Customer Privacy

#### GRI 418 Topic Specific

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418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data  
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