



2024 Sustainability Report

Towards a Sustainable Future:
PetroLube's Journey Forward



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About this Report

Welcome to the third annual sustainability report for Petrolube Oil Company (Petrolube). The report presents our performance throughout 2024 against our environmental, social, and governance (ESG) commitments and our progress on the key sustainability issues most material to our business and to our stakeholders.

Reporting Frameworks and Sustainability Standards

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and reflects Petrolube's dedication to transparent and accountable sustainability reporting. In addition to GRI, the report draws on a range of relevant frameworks and national priorities, including the ESG disclosure guidelines issued by the Saudi Exchange, sector-specific Sustainability Accounting Standards Board (SASB) Standards (now under the IFRS Foundation), and Saudi National Standards.

It further aligns with broader ambitions such as Saudi Vision 2030, the Saudi's Net Zero by 2060 target, the UAE Net Zero Strategy 2050, and the Dubai Clean

Energy Strategy 2050. The report also integrates the principles of the United Nations Sustainable Development Goals (UN SDGs) and addresses the evolving expectations of ESG rating agencies.

Report Scope and Boundary

This report presents Petrolube's ESG performance for the period from January 1 to December 31, 2024.

Petrolube, a subsidiary of Petromin Corporation, operates as an independent entity specializing in the manufacturing of lubricants and greases. The company manages two plant facilities in the Kingdom of Saudi Arabia (KSA) and one in Dubai, United Arab Emirates (UAE), which operates under the name Technolube LLC.

Unless otherwise stated, the content of this report covers Petrolube's operations and impacts across its facilities in both KSA and the UAE, where the company maintains full operational control.

With respect to reporting boundaries, this report excludes activities related to operations in Egypt and Pakistan. References to "Petrolube," "we," "our," or "us" throughout the report pertain to both Petrolube KSA and Technolube Dubai.

Environmental data disclosed herein pertains exclusively to the plants and warehouses operations. In contrast, social and governance disclosures extend to include the company's head offices in KSA and the UAE.

Materiality

This report has been prepared with careful consideration of the priorities and expectations of Petrolube's stakeholders. The material topics addressed were identified through a comprehensive materiality assessment that evaluated Petrolube's strategic objectives, operational footprint, and sustainability impacts alongside the perspectives and interests of key stakeholders. The structure and content of the report are aligned with these material topics to ensure relevance and transparency.

External Assurance

This report has not been audited externally. However, Petrolube has an internal verification to provide assurance about the accuracy of the data and content in this report. We also continuously monitor and measure our sustainability performance and set ambitious targets to drive continuous improvement and progress towards sustainability.

Feedback

We welcome enquiries, feedback, or suggestions on the content of this report and on Petrolube's sustainability practices. Please contact us at:



Forward-Looking Statements

This report contains statements that may be deemed as "forward-looking statements" that express the way in which Petrolube intends to conduct its activities. Forward statements could be identified using forward-looking terminology such as "plans", "aims", "assumes", "continues", "believes", or any variations of such words that certain actions, events, or results "may", "could", "should", "might", "will", or "would" be taken or be achieved.

Petrolube has made every effort to ensure the report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Petrolube's ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.

Chairman's Message

It is my pleasure to present Petrolube's third annual sustainability report.

As a leading lubricant manufacturer in the Middle East, we are proud to contribute towards advancing sustainability in our industry—where its importance is especially profound.

At Petrolube, we embody the homegrown philosophy of Omnipreneurship, which guides our approach to continuous stakeholder value creation. Omnipreneurship is anchored in three principles: Giving—creating purpose, Earning—thriving today for tomorrow, and Sustaining—investing in the future. These principles and subsequent values shape our commitment to contribute to both Saudi Vision 2030 and the UN Sustainable Development Goals.

In 2024, we advanced this commitment through several strategic initiatives: embedding sustainability deeper into operations, accelerating our digital transformation, strengthening talent management practices for our colleagues, and investing in the next generation of industry leaders.

Financial strength remains central to our approach—our 6.7% growth in volume and 3.2% rise in revenue reflect our ability to deliver growth while advancing sustainability.

None of this would be possible without our dedicated colleagues, whose efforts I deeply appreciate, our partners, suppliers, and customers. Together, we continue to build a resilient and responsible business.

I look forward to building on this momentum in 2025.

Amr Al-Dabbagh
Chairman, Petrolube Oil Company



“ Simply put, we have no other choice: neither does anyone else we all call this planet home and have a role to play in preserving it for generations to come, while ensuring that all our sustainability driven initiatives are of value to all stakeholders ”

Amr Al-Dabbagh
Chairman, Petrolube Oil Company

CEO Message

Petrolube is proud to be the largest independent manufacturer and supplier of lubricants in Saudi Arabia and one of the industry leaders in the Middle East.

However, with this leadership comes a duty to manage our business responsibly, minimizing our environmental impact and protecting natural resources while creating value and opportunities for all our stakeholders.

In working toward this aim, we continually seek to apply the highest standards of ESG behavior. Our ESG responsibilities run through every aspect of our operations and activities. This is supported by the sustainability approach of our parent company, Al-Dabbagh Group, whose principles we share and apply in our own work.

Our work is guided by our Sustainability Framework, which sets out a series of commitments and targets. In 2024, we saw progress toward our environmental and energy management targets. Our new solar plant at Technolube completed its first full year of operations, generating more than 741,400 kWh annually and supplying over 42% of the plant's entire

energy needs. Thanks to new waste management procedures, we also achieved very substantial drops in the amount of waste generated and the waste sent to landfill, and recycled around 68% of the generated waste.

Given the potentially hazardous nature of our business, we place enormous emphasis on protecting the health, safety and wellbeing of our colleagues. I am delighted that in 2024; we completed a full year at our Riyadh plant without a lost-time injury (LTI) and achieved 0.5 million man-hours without an LTI at Technolube. These achievements testify to the success of our efforts to create a strong safety culture throughout our company.

We are also providing opportunities for fulfilling a career in which our colleagues can grow and develop. We continue to work toward our diversity and gender goal of increasing the number of female employees in our workforce to 35% by 2030.

An important element of our sustainability efforts is our digital transformation. Throughout the year, we continued to digitize processes and systems, working toward our goal of being 75% paperless by the end of 2025. This not only reduces costs, waste and our environmental footprint, but also makes our procedures more streamlined, more efficient and more secure.

As market leaders, we also want to be known for having the highest-quality products. We continually invest in product development, collaborating with technology partners to develop new and better products and processes, such as biodegradable lubricants, a key project for us. Indeed, this spirit of continual improvement runs through everything we do. In 2024, this resulted in a 52% fall in customer complaints, testifying to the success of our efforts.

As a responsible company, we are also very aware of our duty to be a good corporate citizen. Our investment in supporting community development increased by 13% in 2024 as we sought to extend our efforts to give to the communities where we work.

In this report, you will be able to read about these, and many more actions and initiatives undertaken by us in 2024. Of course, these actions are part of a much larger, ongoing journey and there will be many challenges ahead. With the help, support and dedication of our colleagues and all our stakeholders, I have every confidence that we will meet those challenges successfully and continue to build a sustainable company that makes a positive impact, on its people, its customers, and on the planet.

Salman Saadat

CEO, Petrolube Oil Company



2024 Sustainability Highlights

Environmental



16% 

reduction in GHG emissions (Scope 1 & 2) compared to the 2021 baseline

26 

diesel forklifts changed to electric (37%), resulted in a reduction of around 180 tons of CO₂ (Scope 1) emissions / year

9% 

improvement in energy intensity (kWh/MT)

200 

tons of plastic packaging eliminated over the last two years

68% 

of total waste was recycled across operations

741,400 

kWh of solar energy generated at the Technolube plant, covering **42%** of its electricity needs

59.5% 

of water used was treated

5.1% 

reduction in water consumption

Social



62 

employees trained in ESG and sustainability topics

+3,800 

hours of safety talks and training

4,224 

hours of training were given to Petrolube and Technolube colleagues

6.7% 

female colleagues (**76%** increase compared to 2021)

1.2 

LTIFR (reduced from 2.01 in 2023)

52% 

decrease in customer complaints

75% 

overall employee satisfaction recorded in the GPTW survey

19 

Different Nationalities

Governance



2 out of 3 

laboratories ISO 17025:2017 certified, with the third targeted for 2025.

5+ 

governance-related training programs delivered in 2024, including compliance with competition law and legal aspects of HR.

0.25m SAR 

allocated on R&D in 2024

Zero 

cyber attacks for three consecutive years

77% 

of our suppliers were based in Saudi Arabia.

80% 

of total procurement spending was directed toward local suppliers

20 

Saudi Made approved Products (3 additions in 2024)

About Petrolube

Established in 1968, Petrolube is a leading producer of lubricants, manufacturing more than 400 different lubricants and grease products for the automotive, industrial, and governmental sectors.

Headquartered in Jeddah, Petrolube is a wholly owned subsidiary of Petromin Corporation. It is the largest downstream lubricants company and market leader in its sector in KSA, serving more than 50 countries throughout the GCC, Middle East, Africa, and Asia. Petromin Corporation is a subsidiary company of the Al-Dabbagh Group (ADG), a family owned business conglomerate founded in 1962 by His Excellency Sheikh Abdullah Al-Dabbagh, former Agriculture Minister of Saudi Arabia.

Petrolube aims to be recognized as the number one high-performance, low-carbon lubricant and fluids manufacturer in our key markets. To achieve this, we offer our customers superior products via a diverse and unrivalled range of high-quality, increasingly sustainable portfolio of brands. From sustainable raw materials sourcing and logistics efficiency to end-of-life products, we are focused on accelerating progress towards a sustainable value chain for our company and our industry.

Our lube oil blending plants are the most modern in the MENA region, with state-of-the-art lube blending and lab facilities in Jeddah and Riyadh. Alongside this, we operate the Technolube plant in Dubai and six warehouses in Jeddah, Riyadh, Dammam, Abha, Makkah and Dubai.



1968 

Petrolube was established

#1 

lubricant manufacturer in the GCC

Petrolube in numbers

300k_{MT} 

production capacity on a two-shift basis, in addition to **12,000 MT** of grease manufacturing capacity

99% 


brand recognition in KSA

40%+ 

market share in KSA

400+ 

lubricant and grease products

50+ 

countries served across GCC, MENA, Africa and Asia

3 

plants in Jeddah, Riyadh, and Dubai

6 

warehouses located in Dubai, Jeddah, Riyadh, Dammam, Abha, and Makkah

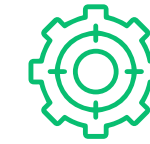
31km² 

storage capacity



Our Vision

To be a regional fluids leader in select emerging markets, attracting top talent who work together to set new standards in commercial excellence and driving to best-in-class cost competitiveness, all while emphasizing environmental, social and governance sustainability.



Our Mission

- Aim for market leadership through brand equity and excellence in marketing, quality manufacturing and product development;
- Grow to a critical size by expanding its product and service offering while improving operations and optimizing sales channels;
- Integrate value chains upward through blending its product and downward through strategic partnerships with distributors;
- Embed sustainability in all aspects of the Group; and
- Attract top talent capable of collectively setting new commercial excellence standards

Our Values



Integrity



Passion



Respect



Forward-thinking



Teamwork



Associations and Memberships

Petrolube has associations and/or memberships with the following industry and professional organizations and NGOs:



Saudi National Committee for Lubricants and Base Oil



Emirates Authority of Standardization and Metrology (ESMA)



Emirates International Accreditation Centre (EIAC)



National Lubricating Grease Institute (NLGI)



Supreme Authority of Industrial Security (SAIS)



The Saudi Standards, Metrology and Quality Organization (SASO)



Saudi made program



American Society for Testing and Materials (ASTM)



Asian Lubricants Industry Association (ALIA)



Profit Impact of Market Strategy (PIMS)



Saudi Accreditation Center (SAAC)



Local Content and Government Procurement Authority



American Petroleum Institute (API)



National Center of Environmental Compliance (NCEC)



Growth from Knowledge (GfK)



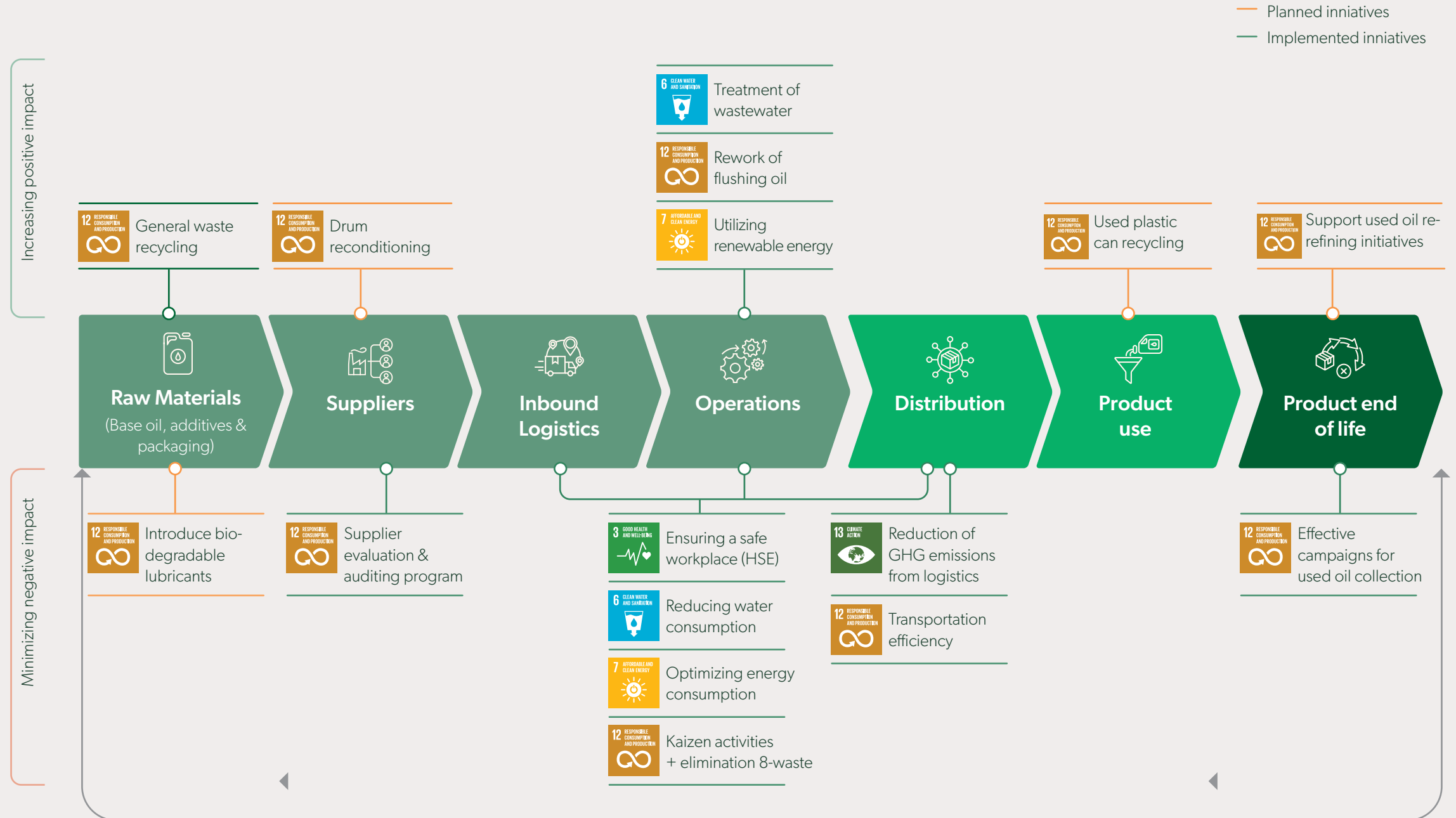
Our Value Chain

Petrolube’s value chain has been thoroughly mapped, including the partners with whom we engage to produce our finished products.

We have identified each stage at which value is added to the product lifecycle, either as a primary or a supporting activity, and the material issues associated with those steps. This in-depth understanding equips us to address these material issues – representing our most significant sustainability impacts – from raw materials sourcing, supplier selection, and logistics efficiency to the end of product life. Through this approach, Petrolube also addresses five of the UN SDGs across various stages of our value chain.

“ We take a holistic view of our operations through mapping our entire value chain from raw material sourcing to end-of-life impact. Our integrated approach allows us to pinpoint where we can add the most value and address sustainability challenges proactively. ”

Salman Parwez
VP Operations



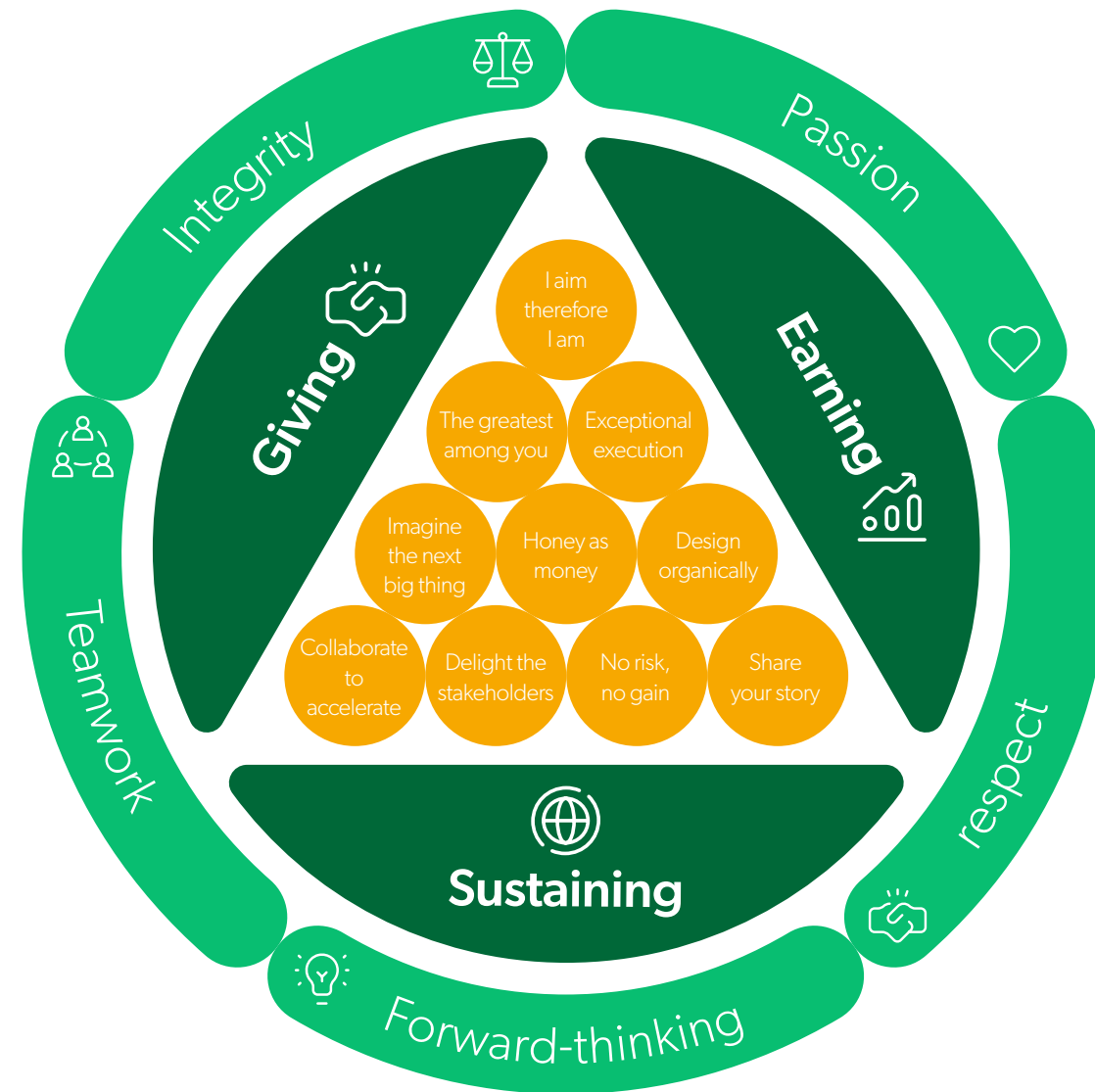
Omnipreneurship

Our Guiding Philosophy

Entrepreneurship helps to drive innovation, which is a vital component in tackling many of today's global challenges.

However, given the nature of those challenges, the traditional focus on profit at the expense of other factors no longer serves society, our environment, or our values. At Petrolube, we seek to combine the blend of the best elements of entrepreneurship with our values, through a philosophy we call Omnipreneurship. Developed by our parent company, ADG, Omnipreneurship offers a holistic approach to creating and maintaining a meaningful life.

Omnipreneurship philosophy is underpinned by three Principles, five Values and ten Golden Rules, all of which can be universally applied across business and non-profit sectors as well as family and personal life.



Three Principles

Giving – A sense of purpose: We give our compassion and respect to others as well as our time, resources, and money, and it is integral to our work.

Earning – Thriving today for tomorrow: Earning ensures we are gathering the fuel and resources today that will enable us to thrive tomorrow, including knowledge, reputation, respect, partnership, and wealth.



Sustaining – Investing in the future: By investing in the protection and enrichment of our planet's resources and in those who will carry the torch, we are investing in the promise of a brighter future.

Five Values

Integrity – Adherence to doing the right thing and avoid doing or saying the wrong things in alignment with our code of conduct.

Passion – Putting heart and mind into everything we do to succeed, staying focused and constantly reminding ourselves of the greatness ahead at the finish line.

Respect: Maintaining deep respect for one's self and for others, abiding my morals and manners for treating others, including our colleagues and our elders.



Forward-thinking: Continuously seeking improvement and keeping a broad perspective and anticipating what is ahead by being competitive, bold, ambitious, dynamic, futuristic, and on the alert for the next breakthrough.

Teamwork: Embracing a win-win attitude and collaborating with others, including colleagues, friends, and community members to achieve shared goals.

Ten Golden Rules

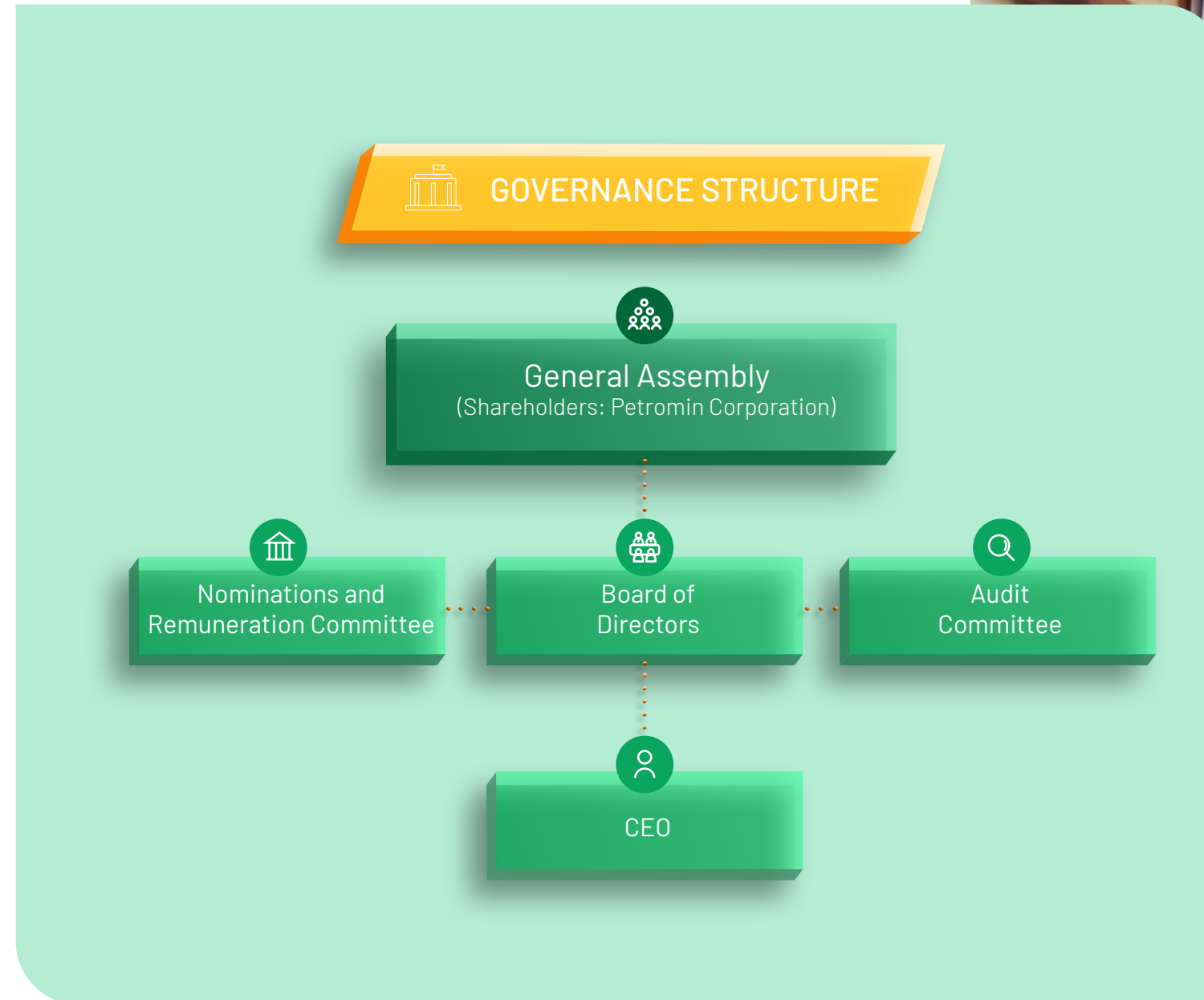
- 01** I Aim Therefore I Am
- 02** The Greatest Among You
- 03** Design Organically
- 04** Collaborate To Accelerate
- 05** Honey As Money
- 06** Delight The Stakeholders
- 07** Share Your Story
- 08** Imagine The Next Big Thing
- 09** Exceptional Execution
- 10** No Risk, No Gain

Governance at Petrolube

Corporate Governance

The General Assembly, representing the shareholder(s), serves as the highest governing authority overseeing Petrolube, while the company's strategic direction is guided by its Board of Directors. The CEO of Petrolube reports directly to the Board, which ensures alignment with the company's long-term objectives.

The Board convenes regularly, establishes specialized committees, and provides governance to ensure alignment with organizational goals and stakeholder expectations.



Board of Directors

Board members are selected by the Shareholder Assembly based on recommendations from the Nominations and Remunerations Committee. This committee carefully evaluates the required skills and competencies needed for effectively managing the organization. Directors are appointed for a tenure not exceeding four years, in accordance with the company's by-laws.

Performance of the Board will be monitored annually by a self-assessment process, with an external third-party assessment to be conducted every three years.

Our Board of Directors consisted of seven members in 2024, including three independent and four non-independent members. Among them, one member held an executive role, while three served as non-executive directors.

The current Board reflects both gender and age diversity. Four directors are male and three female, with four members aged between 30 and 50, and three members over the age of 50.

The Board delegates responsibility for managing the organization through a Delegation of Authority Matrix and its subcommittees. Senior executives are assigned responsibility for key areas, with further delegation to relevant teams. The Board reviews progress on a quarterly basis, ensuring alignment with the company's strategic objectives and governance framework.



Amr Al Dabbagh
Chairman of the Board (Non-executive)
Chairman and CEO
of Al-Dabbagh Group.



Samir Nawar
Managing Director
(Executive)



Kalyana Sivagnamam
Vice Chairman of the Board
(Non-executive)
Group CEO of Petromin
Corporation



Mohamed Jazeel
(Non-executive)
Al-Dabbagh Group
Chief Operating Officer



Lina Al Sheikh
Independent
Board Member



Hind Alzahid
Independent
Board Member



Joanne Goddard
Independent
Board Member



of our board members are women



of our board members
are under the age of 50

Board Committees

The Board is supported by two key sub-committees: the Audit Committee and the Nominations and Remuneration Committee.

Audit Committee

This committee oversees the financial reporting process, the audit process, the company's system of internal controls, and compliance with laws and regulations. It ensures the integrity of financial statements and the effectiveness of internal and external audits.

Nominations and Remunerations Committee

This committee identifies and recommends candidates for Board positions and ensures that the Board has the appropriate balance of skills, knowledge, and experience. It also oversees the remuneration policies for senior executives and the Board, ensuring that compensation is fair and aligned with the company's performance and strategic objectives.

Shareholder Assembly

In addition to these bodies, the Shareholder Assembly holds the power to approve decisions that supersedes the authority of the Board of Directors. The Assembly ensures that decisions are in the best interests of the shareholders and the company. The Assembly meets annually unless otherwise required.

Board-Level Sustainability Engagement

Petrolube's Board of Directors is actively engaged in sustainability governance. Sustainability is a standing item on the Board's agenda, with performance reviewed on a quarterly basis, in addition to the annual sustainability report. The Board maintains a strong focus on improving the company's ESG rating and closely monitors progress in this area. Notably, one Board member brings dedicated sustainability expertise, helping to ensure that Petrolube's strategy and operations are aligned with evolving ESG expectations and long-term goals.

Group-level Sustainability Governance

Sustainability oversight at Petrolube is supported by a group-level Sustainability Council established by Al Dabbagh Group (ADG). This Council represents all ADG companies and plays a central role in shaping and guiding the Group's overarching sustainability strategy. Its core mandate is to support sustainable growth by supervising sustainability-related initiatives, proposing new programs, setting group-wide sustainability targets, and monitoring performance against those targets.

The Council comprises at least one representative from each ADG company, along with the ADG Sustainability Director. It convenes on a quarterly basis.



02 Our Approach to Sustainability

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Our Sustainability Policy

With operations across KSA and UAE, Petrolube understands at first-hand the impact of climate change on our business, our industry, our colleagues, customers, and stakeholders.

As one of the region's leading lubricants manufacturers, we recognize that we have a responsibility to identify and understand the environmental and social impacts of our operations throughout our value chain. We seek to systematically and proactively reduce and mitigate those impacts in ways that protect our environment and contribute to sustainable development throughout the region.

To this end, we have implemented a sustainability policy, which is designed to integrate environmental, social, and governance considerations into all aspects of our business operations. The policy incorporates sector-relevant challenges such as energy efficiency in blending operations, circular product design, and responsible materials sourcing, particularly given the high-impact nature of lubricant manufacturing. This policy is reviewed on a regular basis to ensure it remains relevant to evolving circumstances.

We proactively engage with all our colleagues to raise awareness of our sustainability policy and ensure that our sustainability initiatives are implemented effectively. Additionally, our policy extends to our supplier network, requiring compliance with our Procurement Code of Conduct, ISO certifications, and environmental and social screening criteria as part of our onboarding process. We regularly report on our progress in line with global standards, including the GRI and the UN SDGs. Management systems have been implemented throughout our operations to reduce waste, minimize occupational health and safety risks, prevent incidents, and conserve natural resources through resource efficiency. Central to sustainability is compliance with all applicable safety and environmental regulations.

We aim to achieve an AAA MSCI ESG rating by 2030



Stakeholder Engagement

Petrolube places great value on effective stakeholder engagement as a means of building trust and long-term relationships. We employ a comprehensive approach based on transparency, inclusivity, and regular communication.

Through internal analysis, external research, feedback mechanisms, and stakeholder mapping we have identified a diverse range of stakeholders, both internal (colleagues, management, and shareholders) and external (customers, suppliers, regulatory agencies, and local communities).

We engage regularly with our stakeholders through a range of means, including direct communication, colleague surveys, customer satisfaction surveys, seminars, trade and industry events, and regular meetings and correspondence. This engagement helps us better understand stakeholders' expectations of Petrolube and ensure we are equipped to meet their needs in the future.

Appendix (B) contains a full list of our stakeholders and how we engage with them.

“ We engage regularly with our stakeholders through a range of means, including direct communication, colleague surveys, customer satisfaction surveys, seminars, trade and industry events, and regular meetings and correspondence. ”

Nora Shaikan

Corporate Communication Manager



Materiality Assessment

At Petrolube, identifying and addressing our most significant sustainability topics is essential to ensuring we create long-term value for our stakeholders and manage our ESG risks effectively.

In line with international reporting standards and best practices, including the GRI Universal Standards, we conduct a comprehensive materiality assessment every two years, supplemented by annual refreshments. For the 2024 reporting cycle, we performed a new comprehensive materiality assessment (since the last comprehensive assessment conducted in 2022) to reflect evolving stakeholder expectations, global trends, and business priorities.

Our 2024 materiality was a multi-phased process that incorporated the latest developments in ESG frameworks, national and global sustainability agendas, and industry trends. The process built upon our inaugural comprehensive assessment conducted in 2022 and the refresh in 2023. This year, we expanded stakeholder engagement to cover seven distinct groups, including colleagues, executive management, shareholders (ADG and Petromin), suppliers, customers, industry associations, and members of the local community.

The materiality process followed the GRI-recommended four-step approach:



Understand organizational context

We reviewed internal strategies, Al Dabbagh Group's sustainability vision, and sectoral trends for oil and gas refining and marketing - downstream operations - (based on SASB).



Identify actual and potential impacts

A broad list of 27 ESG topics was compiled using ESG rating agency criteria, global standards, and peer companies benchmarking.



Assess significance of impacts

Internal and external stakeholder surveys were conducted to evaluate the relative importance of these topics.



Prioritize most significant topics

Final prioritization was validated during a workshop with key executives, and department heads.

Through this process, we arrived at 17 final material topics. These span across ESG themes and include both ongoing and emerging priorities for Petrolube. New topics added this year include Biodiversity Conservation, Customer Relations, Innovation and Digital Transformation, and Economic Growth, reflecting shifting stakeholder expectations and operational focus areas.

The final prioritization was guided by the impact of each topic on Petrolube's business and its stakeholders. To ensure relevance and alignment with stakeholder concerns, the matrix was reviewed in a validation session with senior leadership. Among the highest-priority topics were:



Occupational Health and Safety



Waste Management



Governance, Compliance, and Risk Management



Energy Management



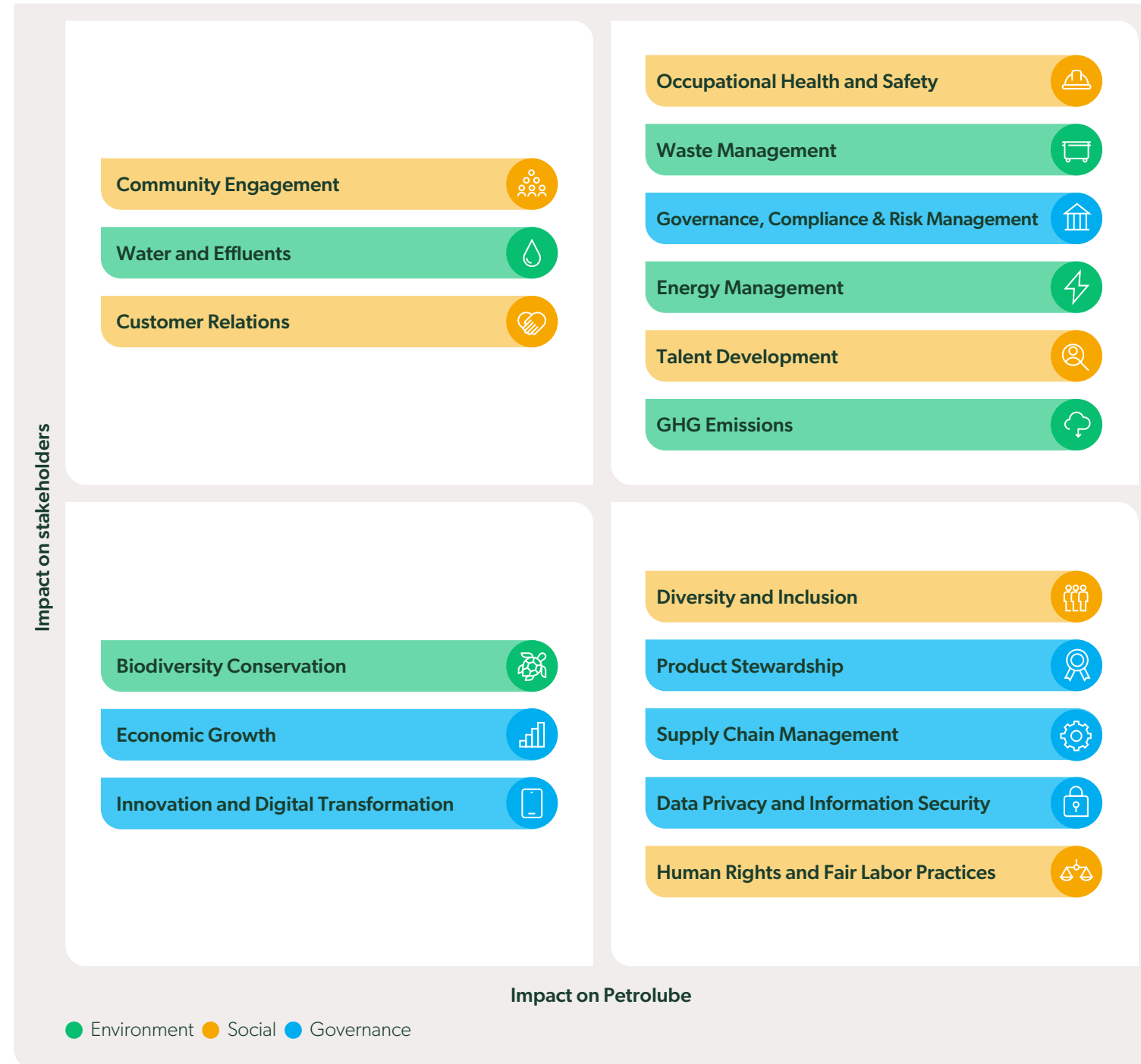
Talent Development



GHG Emissions

All material topics identified are integrated into Petrolube's sustainability strategy and disclosure efforts. The materiality matrix guides the structure and content of this report, ensuring that we focus on areas where our impact is most significant and where we can deliver the greatest value. While some topics have been prioritized over others, we affirm that all topics addressed through the materiality assessment remain relevant and are managed accordingly across our operations.

Materiality Matrix



Our Sustainability Framework

Our framework represents the core aspects of sustainability at Petrolube and is built upon three pillars: environment, social, and governance.

Petrolube's material topics are set out under each pillar alongside related targets and initiatives. The framework is aligned with Saudi Vision 2030, the UN SDGs and also references ADG's Omnipreneurship principles, values and 10 Golden Rules.



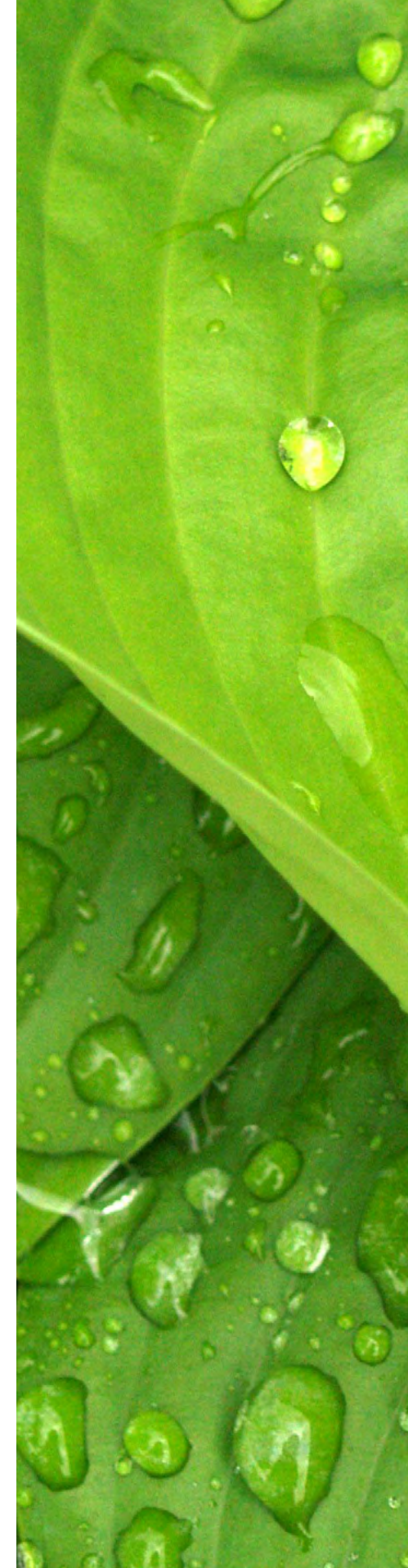
Environment

| Material topic | Energy management | GHG emissions | Waste management | Water and effluents | Biodiversity conservation |
|---|--|---|--|---|--|
| | | | | | |
| Commitments/ Targets (by 2025 with 2021 baseline unless otherwise stated) | <ul style="list-style-type: none"> Optimize energy resources and consumption within operations Reduce energy intensity (kWh/Mt product) by 20% | <ul style="list-style-type: none"> Reduce GHG emissions across operations, including logistics' footprint Reduce Scope 1 and Scope 2 emissions by 20% Maintain meeting 45% of the energy requirement of Technolube Plant from the solar year-on-year Reach 40% reduction in logistics carbon footprint (compared to 2018 baseline) Reach 30% reduction in average fleet distance per ton (compared to 2018 baseline) | <ul style="list-style-type: none"> Promote waste management and recycling, including the adoption of circular economy principles and green technology Achieve 70% recycling of generated waste in Operations | <ul style="list-style-type: none"> Reduce water consumption and prevent pollution of water sources | <ul style="list-style-type: none"> Avoid and mitigate biodiversity impacts. Zero significant spills (year-on-year) |

Omnipreneurship

| | | | | | |
|--------------------------|--|---|---|-----------------------|-----------------------|
| Principles | Sustaining / Earning / Giving | | | | |
| Values | Forward thinking | | | | |
| Golden Rules | Exceptional Execution | Exceptional Execution / Collaborate to Accelerate | Exceptional Execution / Collaborate to Accelerate | Exceptional Execution | Exceptional Execution |
| Saudi Vision 2030 | A Vibrant Society Achieving environmental sustainability | | | | |

| | | | | | |
|----------------|--|--|--|--|--|
| UN SDGs | | | | | |
|----------------|--|--|--|--|--|



Social



| Material topic | Human rights and labor standards | Diversity and inclusion | Occupational health and safety | Talent development | Community engagement | Customer relations |
|---|---|---|--|---|---|--|
| | | | | | | |
| Commitments/ Targets (by 2025 with 2021 baseline unless otherwise stated) | <ul style="list-style-type: none"> Uphold fair employment practices and positive workforce relations | <ul style="list-style-type: none"> Provide an inclusive work environment with equitable growth opportunities Achieve 35% females in workforce (by 2030) | <ul style="list-style-type: none"> Ensure a safe and healthy work environment for all Achieve 1 Million Safe working hours without LTI or any serious injuries. 3000 hours of safety talks Achieve zero Lost Time Injury Frequency Rate (LTIFR) Zero fatalities or Permanent Disabilities | <ul style="list-style-type: none"> Contribute to employee engagement, and professional growth | <ul style="list-style-type: none"> Contribute to the well-being and development of the community | <ul style="list-style-type: none"> Enhance customer satisfaction and service quality. Zero repeat complaints. 100% complaint resolution within SLA. |
| Omnipreneurship | | | | | | |
| Principles | Giving /Sustaining | | | | | |
| Values | Respect | Respect | Teamwork | Forward thinking / Passion | Teamwork/ Respect | Teamwork/ Passion |
| Golden Rules | Delight The Stakeholder | The Greatest among you | Delight The Stakeholder | I Aim, Therefore I Am | Delight The Stakeholders | Delight The Stakeholders |
| Saudi Vision 2030 | A Thriving Economy Attracting the talents we need | A Thriving Economy Providing equal opportunities | A Vibrant Society Empowering our Society An Ambitious Nation Being responsible in business | A Thriving Economy Learning for working A Thriving Economy Attracting the talents we need An Ambitious Nation Being Responsible in Business | A Vibrant Society Empowering our Society An Ambitious Nation Being responsible in business A Thriving Economy Learning for working A Thriving Economy An education that contributes to economic growth | An Ambitious Nation Being responsible in business |
| UN SDGs | | | | | | |

Governance



| Material topic | Business ethics and compliance | Data Privacy and information security | Product stewardship | Supply chain management | Innovation and Digital Transformation | Economic Growth |
|---|---|--|--|--|--|--|
| | | | | | | |
| Commitments/ Targets (by 2025 with 2021 baseline unless otherwise stated) | <ul style="list-style-type: none"> Ensure responsible governance and a culture of compliance | <ul style="list-style-type: none"> Safeguard company and customer information and digital assets Zero Data breaches Obtain Cybersecurity Compliance Certificate | <ul style="list-style-type: none"> Manage product quality and safety, with focus on minimizing environmental impact | <ul style="list-style-type: none"> Ensure transparent and ethical practices throughout the supply chain and prioritize local suppliers. | <ul style="list-style-type: none"> Advance digitalization and innovation to improve operational efficiency, reduce environmental impact, and support customer service. Achieve 75% paperless operations by 2025. | <ul style="list-style-type: none"> Achieve sustainable business growth while creating economic value. |
| Omnipreneurship | | | | | | |
| Principles | Earning / Giving / Sustaining | | | | | |
| Values | Integrity | Integrity | Forward thinking Integrity | Teamwork | Forward thinking | Forward thinking / Team work |
| Golden Rules | No Risk, No Gain | Design Organically | Imagine The Next Big Thing / Design Organically | Collaborate to Accelerate | Imagine The Next Big Thing / Design Organically | Imagine The Next Big Thing / Collaborate to Accelerate / Exceptional Execution |
| Saudi Vision 2030 | An Ambitious Nation Embracing Transparency | An Ambitious Nation Being responsible in business | A Vibrant Society Achieving environmental | A Vibrant Society Achieving environmental sustainability An Ambitious Nation Being responsible in business | An Ambitious Nation Being Responsible in Business | An Ambitious Nation Being responsible in business An Ambitious Nation Embracing Transparency |
| UN SDGs | | | | | | |

03 Environmental Responsibility

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Environment






Petrolube recognizes that our business, manufacturing lubricants, while essential, is also inherently impactful on the environment, from sourcing raw materials to end-of-life product. We have a responsibility to manage this impact carefully and we are working to mitigate and transform those impacts into a positive force, for both people and planet.

Our approach aims to reduce our primary environmental impacts by implementing world-class environmental management systems and initiatives to improve energy efficiency, reduce carbon emissions, effluent and waste reduction, avoid oil spills and manage water consumption responsibly.

The environmental data in this section includes the operations of the plants and warehouses only (refer to 'Report Scope and Boundary' section above).

Material topics covered in this chapter

-  Energy Management
-  GHG Emissions
-  Waste Management
-  Water and Effluents
-  Biodiversity Conservation

UN SDGs



Petrolube's 2025 Environmental Performance Targets

| Material topic | 2024 target progress | 2025 targets (with 2021 baseline unless otherwise stated) |
|----------------------------------|---|---|
| Energy management | <ul style="list-style-type: none"> ■ Energy intensity reduction by 9% comparing to 2021 baseline ■ 94% increase in use of energy from renewable sources | <ul style="list-style-type: none"> ■ Reduce energy intensity (kWh/Mt product) by 20% |
| GHG emissions | <ul style="list-style-type: none"> ■ Reduced GHG emissions 16 % (6% reduction in scope 1 emissions and 10% reduction in scope 2 emissions) comparing to 2021 baseline ■ 42% of the power consumption at Technolube is met by the on-site solar power plant ■ 37% of forklift truck fleet now electric rather than diesel | <ul style="list-style-type: none"> ■ Reduce Scope 1 and Scope 2 emissions by 20% ■ Maintain meeting 45% of the energy requirement of Technolube Plant from the solar year-on-year ■ Reach 40% reduction in logistics carbon footprint (compared to 2018 baseline) ■ Reach 30% reduction in average fleet distance per ton (compared to 2018 baseline) |
| Waste management | <ul style="list-style-type: none"> ■ 68% percentage of waste recycled in 2024 ■ 21% fall in total waste generated from 2023 | <ul style="list-style-type: none"> ■ Achieve 70% recycling of waste generated from operations |
| Water and effluents | <ul style="list-style-type: none"> ■ 5.1% reduction of water consumption | <ul style="list-style-type: none"> ■ Reduce Water consumption by 10% by 2027 |
| Biodiversity Conservation | <ul style="list-style-type: none"> ■ Two significant spills * | <ul style="list-style-type: none"> ■ Zero significant spills (year-on-year) |

*Precautionary measures were taken to avoid the re-occurrence of the spill incidents: since the two spill incidents happened due to road transport accidents, an RT-HSE program was initiated and strictly implemented in all locations.

Sustainability and Climate Risk Management

To formalize our approach to sustainability, in 2024 we initiated two new strategies, an overarching sustainability strategy and a Net Zero 2050 strategy to address and mitigate climate change. Both strategies are currently under development.

As part of this process, we identified key sustainability and climate-related risks and opportunities that could impact our operations and long-term growth.

Sustainability-related Risks and Opportunities

| Risks | Definition | Reference in the Report |
|---|--|--------------------------------|
| Pollution and waste | Poor waste management or spills can lead to fines, reputational damage, and clean-up costs. | Waste Management |
| Resource scarcity | Heavy reliance on non-renewable raw materials like base oils may increase cost and supply risk. | Product Stewardship |
| Health and safety incidents | Manufacturing or chemical handling incidents can halt operations and cause liability. | Occupational Health and Safety |
| Market shift toward biodegradable products | Growing regulatory and customer preference for biodegradable products could require reformulation. | Product Stewardship |
| Cost trade-offs for sustainable materials | Eco-friendly inputs often carry higher upfront costs, affecting short-term margins. | Product Stewardship |

| Opportunities | Definition | Reference in this Report |
|--|--|--------------------------|
| Development of bio-based and biodegradable lubricants | Creating sustainable lubricants to meet regulatory and consumer demand. | Product Stewardship |
| Implementation of circular economy models | Reducing waste and improving resource recovery through reuse and recycling. | Waste Management |
| Obtaining eco-certifications (e.g., Ecolabel) | Improving product marketability and customer trust through green labels. | Product Stewardship |
| Use of recycled and eco-friendly materials | Integrating post-consumer recycled content and minimizing virgin material use. | Waste Management |
| Re-designing packaging for sustainability | Designing packaging that is recyclable, reusable, or made with less material. | Waste Management |



Petrolube recognizes the significant influence sustainability-related risks and opportunities have on its strategy and long-term value creation. These include risks such as carbon regulations, resource scarcity, pollution, and health and safety incidents, alongside opportunities in areas such as biodegradable lubricants, energy efficiency, and eco-certifications.


These are evaluated across short (1–3 years), medium (3–5 years), and long-term (5+ years) horizons. A full value chain analysis informs our roadmap. Risks and opportunities are concentrated at operational facilities in KSA and UAE.

Key risks include emissions, spills, and safety incidents, while opportunities include switching to cleaner fuels, using recycled materials, and implementing real-time HSE solutions.

We use PESTEL and SWOT analyses, supported by a centralized risk register, to assess risks based on likelihood and impact using a 1–5 scale. These are reviewed annually and treated equally with other business risks. A GRC initiative launched in late 2024 is helping to further centralize and standardize risk management.

Sustainability factors are embedded into strategy and decision-making. Investments like electric forklifts and biodegradable products show how opportunities are leveraged. Trade-offs, such as higher costs for eco-friendly materials, are managed for long-term value. Scenario analysis is not widely used yet for Sustainability related risks, however it's part of our business continuity planning.

Petrolube has made strong progress on sustainability goals. Highlights include:

741,400 kWh 

solar energy generated, meeting 42% of Technolube's electricity needs

16% 

reduction in Scope 1 & 2 emissions

68% 

waste recycling rate

5.1% 

reduction in water consumption

9% 

improvement in energy intensity

200 

tons of plastic reduced over two years

26 

diesel forklifts change to electric (37%), resulted in a reduction of around 180 tons of CO₂ (Scope 1) emissions / year.

25% 

reduction in KM / MT and 18% improvement in Trip Efficiency, resulted in a reduction of 3,775 tons of CO₂



We more than quadrupled our sustainability and climate investments, reaching over SAR 3 million in 2024. These investments now factor into capital planning, supporting our 2030 and 2050 targets and generating long-term benefits through cost savings and operational resilience.

SAR 3m
in climate investments




Climate-Related Risks and Opportunities

| Risks | Definition | Reference in the Report |
|--|--|---|
| Carbon regulations | Stricter emissions rules may raise operating costs and affect compliance requirements. | Environmental Management Systems |
| Extreme weather events | Rising temperatures and extreme events may disrupt logistics and production. | GHG Emissions |
| Transition to electric vehicles | EV adoption may reduce demand for conventional engine oils, impacting product relevance. | Product Stewardship |
| Emissions across value chain | GHG emissions from operations and supply chains pose reputational and regulatory risks. | GHG Emissions / Supply Chain Management |
| Dependence on carbon-intensive assets | Future carbon regulation may force decommissioning or upgrading of current assets. | GHG Emissions |
| High temperature operations in KSA & UAE | High heat exposure may impair equipment or worker safety at key sites. | GHG Emissions/ Occupational Health and Safety |
| Opportunities | Definition | Reference in the Report |
| Switching to renewable energy sources | Reducing carbon footprint through solar and other renewable energy sources. | Energy Management |
| Improving energy efficiency | Enhancing operational efficiency to reduce energy use and costs. | Energy Management |
| Electrification of transport vehicles and lifting equipment | Lowering emissions and operational costs through use of EV and electric forklifts. | GHG Emissions |
| Supplier engagement for emissions reduction | Working with suppliers to lower emissions in the value chain. | Supply Chain Management |
| Product innovation for EV compatibility | Creating new e-fluids formulations to serve the EV market. | Product Stewardship |

Petrolube has identified both transition and physical climate-related risks that may affect its strategy and operations. Transition risks include the move to low-carbon or carbon-neutral lubricants, rising adoption of electric vehicles (EVs) potentially reducing demand for engine oils, and market pressure for biodegradable products. These trends demand new technology, supply chains, and investment.

Physical risks involve extreme weather events, which may disrupt logistics and operations particularly in high-temperature regions like KSA and UAE.

However, these risks also present opportunities. Transitioning to EV-compatible and biodegradable products opens up new markets. Investments in solar energy, EV, electric forklifts, and supplier engagement for emissions reduction are already helping to manage risk exposure.

Climate-related risks are assessed using the same PESTEL and SWOT frameworks. Risk levels are scored on a 1–5 scale and tracked using KPIs such as GHG emissions and renewable energy use. While a formal climate scenario analysis has not yet been conducted, it is under consideration as part of our strategic planning process.

SAR 2.18m
in climate-related CAPEX

Petrolube’s climate strategy includes:



Reducing Scope 1 emissions through logistics optimization, electrification of forklifts, and fuel usage efficiency



Cutting Scope 2 emissions via solar power, LED retrofits, and energy audits



Addressing Scope 3 emissions through packaging reuse, supplier engagement, and waste reduction

Our long-term goals include achieving carbon neutrality by 2050 and a 30% reduction in GHG emissions by 2030. In 2024, we allocated SAR 2.18 million in climate-related CAPEX and SAR 180,000 in OPEX. While these investments may increase short-term costs, they provide long-term value through improved brand equity, cost efficiencies, and access to sustainable markets.

Future investments will focus on expanding solar power to KSA plants, fully electrifying our forklift fleet, and developing used oil re-refining capabilities.

Petrolube’s climate and sustainability strategies position the company to respond effectively to evolving risks and seize emerging opportunities in a decarbonizing global economy.



Environmental Management Systems

Health, safety, and environmental management at Petrolube are managed through an Integrated Management System (IMS) and a QHSE (Quality, Health, Safety, & Environment) policy. This incorporates an organizational environmental policy aligned with international standards.

Our IMS ensures compliance with all applicable environmental regulations and standards through detailed HSE work procedures for individual operational activities together with policies and guidance covering:

- Environmental impact assessment
- Incident investigations
- HSE communications
- HSE emergency preparedness and response
- Evaluation of compliance
- HSE legal and other requirements
- HSE resources, roles, responsibilities, authorities and accountabilities
- HSE Operational controls
- HSE Performance measurements and monitoring

All Petrolube operational sites maintain valid Environmental Licenses issued by the relevant regulatory authorities (i.e. National Center for Environmental Compliance [NCEC] in KSA and EHS Trakhees for Technolube Dubai). Compliance is ensured through environmental measurements such as emissions, noise, dust, and underground water testing conducted by certified third parties, as well as inspection visits by the regulatory authorities.

In 2024, Petrolube more than doubled its spending on environmental and sustainability-related initiatives compared to the previous year. Key drivers of the increased expenditure included the procurement of 13 new electric forklift trucks to reduce emissions in logistics and plant operations, and enhanced waste treatment and disposal efforts across facilities.

In parallel, training provided to our colleagues on sustainability topics also more than doubled in 2024. These training efforts were aimed at embedding environmental awareness and responsible practices throughout the value chain and ensuring all stakeholders are equipped to contribute to Petrolube's sustainability objectives.

Petrolube received no fines for non-compliance with environmental law and/or regulations at any of its operating sites in the reporting year.

All three Petrolube plants in Jeddah, Riyadh, and Dubai hold ISO14001 Environmental Management System certification.

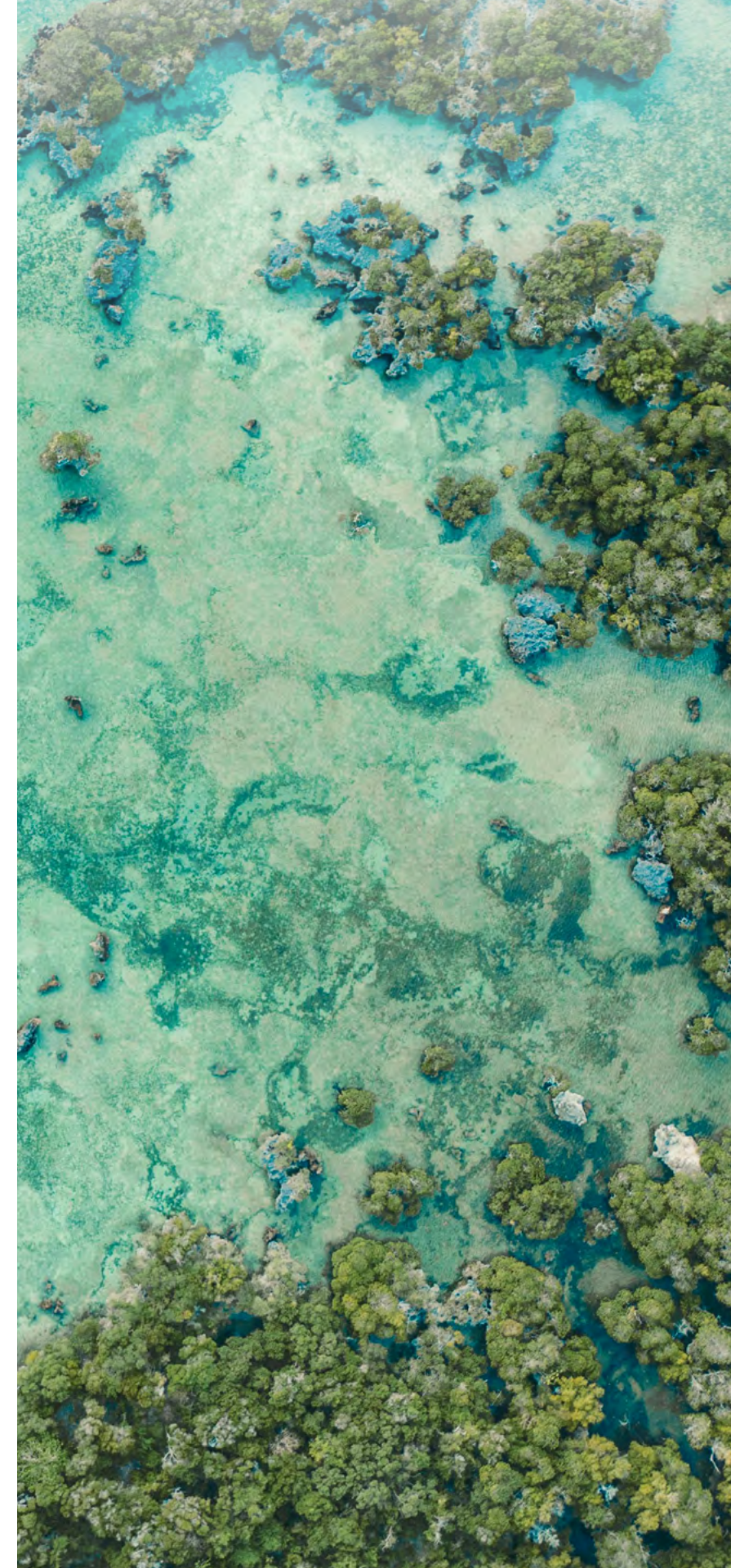


100%

of Petrolube operations sites maintain valid Environmental Licenses

Zero

fines received for non-compliance with environmental law and/or regulations at any of its operating sites in the reporting year



Energy Management

Petrolube aims continually to drive down our carbon footprint by improving the energy efficiency of our operations. We strategically invest in energy management initiatives designed to reduce energy consumption and increase the energy efficiency of our plants and processes.

By 2025, we aim to achieve a 20% reduction in our energy intensity

To support these efforts, we regularly conduct energy audits to identify ways to eliminate energy loss and opportunities to upgrade our technologies and transition to high-efficiency products and systems. We are also transitioning to the use of alternative energy sources to further reduce our carbon footprint and contribute to Net Zero and Saudi Vision 2030 ambitions.


Our solar plant at Technolube plant in Dubai, completed its first full year of operations in 2024. Installed through a 15-year partnership with our energy supply partner, the 452 kWp solar plant can generate 730,000 kWh annually.


Technolube has scheduled a Level 2 Energy Audit for its Jebel Ali facility in 2025, in accordance with ASHRAE standards. The audit is designed to identify energy inefficiencies, recommend Energy Conservation Measures (ECMs), and provide insights based on return-on-investment (ROI) analysis. These efforts aim to reduce overall energy consumption and carbon emissions.


-9% 

Our energy management initiatives have seen energy intensity reduce by 9% since 2021

In 2024, initiatives to reduce energy use and increase energy efficiency included:

 The implementation of an Energy Monitoring System at our Jeddah plant to collect energy management data from the field, enabling managers to monitor, control, and optimize energy usage via a central energy management dashboard.

 Continuing the transition to LED lighting across all our plants, facilities, and offices to replace halogen lights.

 Generated 741,400 kWh from solar power at our Technolube plant, exceeding the target capacity of 730,000 kWh.



Q Case study

Solar Power at Technolube plant

As part of our sustainability-driven initiatives to reduce our carbon footprint, our Technolube plant in Dubai entered into a 15-year partnership with a renowned energy supplier to install solar photovoltaic power generation systems. The 452 Kwp system, which completed its first full year of operation in 2024, is capable of generating 730,000 Kwh of solar power, nearly half of the plant's total power requirement.

By reducing CO₂ emissions by around 270 metric tonnes a year, the project contributes to a greener environment while bringing cost savings to the organization.


Moreover, through the net metering scheme, any excess power generated by the system is transferred to the DEWA grid and credits are provided for the excess electricity generated. These credits are then used to offset the company's future electricity bills.


As well as utilizing solar power, the system also uses digital tools for project, monitoring, and evaluation, ensuring efficient implementation and resource optimization.

Since coming onstream in mid-2023, the Technolube solar plant has generated approximately 1.1 million Kwh, covering **42%** of the plant's energy needs in 2024. Although the 45% target was not met that year due to increased total energy consumption and increased production, performance has improved in 2025, with solar energy now meeting over 45% of Technolube's requirements.

This has resulted in a reduction of around 421 tonnes of CO₂, equivalent to 40,000 trees, with cost savings of around 252,000 AED since inception till end of 2024. Beyond reducing energy costs and emissions, this project sets a benchmark for the industry peers on the long-term value of investing in sustainability.

Following the successful implementation of this project, we are now evaluating the implementation of similar solar energy systems at our Riyadh plant in the near future.

1.1m 
Kwh generated by Technolube solar plant from mid-2023 to 2024

42% 
of the plant's energy needs in 2024 are generated from solar power

The project's main objectives were to:



Promote the use of clean and renewable energy for environmental protection.



Reduce direct CO₂ emissions to create a greener environment.



Meet up to 45% of the total power requirement for Technolube's Lube Oil Blending Plant through solar power.



Align with Dubai's Clean Strategy 2050 and support the Shams Dubai initiative for sustainable energy use.



GHG Emissions

Petrolube aims to reduce its carbon footprint by 20% by 2025. To achieve this ambitious target, we continually identify and implement carbon-reduction initiatives designed to reduce our Scope 1, 2 and 3 GHG emissions.

This means minimizing emissions not only from our core operations and production processes but throughout our value chain.

In 2024, we did witness an increase in our Scope 1 and 2 emissions, both as a result of logistics fuel consumption and increased electricity usage. However, both figures remain below the 2021 level, indicating a downward trend of 6% in scope 1 and 10% in scope 2.

In 2024, we implemented a number of initiatives to reduce our emissions, including:



Scope 1

- Commencing the transition from diesel to electric forklifts: 37% of our fleet (26 forklifts) has so far switched to electric power in the last 2 years, reducing emissions by 180 tonnes of CO₂ per year.
- Improving utilization of outbound logistics trucks to improve the tonnage loaded per trip and reduce kilometers driven per ton of products
- Scheduled turning off the Grease plant Thermic fluid furnace burner on the third shifts and weekends to avoid wasted energy and excess Carbon emissions at the times no operations in the Grease plant



Scope 2

- Generating solar power at our Technolube plant, reducing CO₂ by 270 tonnes a year
- Energy efficiency initiatives such as switching from halogen lights to LED and using energy monitoring system to focus on high consumption areas.



Scope 3

- Reducing plastic used in packaging materials (around 150 tons of plastic reduced)
- Recycling waste generated from our operations (68% recycling)
- Using 85% recycled materials in our packaging cartons
- Reusing packaging materials in collaboration with our suppliers,

Q Case study

Transitioning from diesel to electric forklifts


Petrolube has always strived to enhance operational efficiency while minimizing environmental impact. Forklift trucks are essential to our day-to-day manufacturing, product handling, logistics and warehouse operations. However, our fleet of diesel-powered forklifts contributed significantly to our carbon footprint, prompting the need for a more sustainable solution.

Operating diesel forklifts results in: high CO₂ emissions, increased fuel costs, regular maintenance due to engine wear and tear and workplace air-quality concerns for our colleagues. So, as part of our corporate responsibility, we sought a cleaner, quieter, and more energy-efficient alternative.

In 2023, we initiated a phased replacement of our diesel forklift fleet with electric-powered forklifts. Since then, we have replaced **37% of our forklift fleet (26 vehicles)** with lithium-ion battery technology electric forklifts. Charging stations have been installed and integrated into our existing energy infrastructure, and all our forklift operators have been trained in the safe and efficient use of electric vehicles.

As a result, we have reduced our Scope 1 emissions by around **180 metric tonnes** of CO₂ per year, as well as reducing noise levels in our plants. Building on this success, we aim to have converted 100% of our fleet to electric power or other clean energy by 2030.



37% 
of our forklift fleet replaced with lithium-ion battery technology electric forklifts

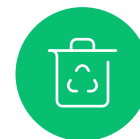
Waste Management

Petrolube aims to reduce waste at every opportunity. This begins with preventing the generation of waste in the first place. Inevitably, some waste is generated and where this occurs, we seek to reuse and recycle as many valuable materials as possible.

Our aim is to achieve 70% of all waste generated being recycled by 2025

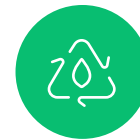
We take a holistic approach to waste elimination across all our operations and supply chain activities.

68% 
of total waste reused or recycled in 2024



Waste segregation:

To ensure waste is properly recycled, waste generated from operations is segregated into different containers according to its category. We also conduct waste segregation awareness sessions to improve the process and increase recycling rates.



Circularity:

Our lubricant blending units are waste free (any waste generated during the blending process is consumed during the same process). Flushing oil generated from the production process is reworked in subsequent batches. In 2024, we reworked 100% of the generated flushing oil within the same month.



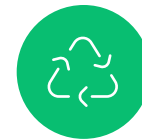
Reduce Plastic:

This initiative aims to reduce the quantity of plastic used in packaging material. In the last two years, we have reduced plastic use by around 200 tonnes.



Reusable Water Bottles for Staff:

In 2024, we replaced small, single-use plastic bottles of potable water for staff consumption with reusable flasks that can be refilled from a water dispenser, reducing plastic waste. This initiative has reduced the number of plastic bottles by around 35,000, equivalent to 700kg.



Recycling Programs:

We have established recycling programs for cartons, plastic cans, nylon, and wooden waste, which are collected and sent to recycling facilities to be repurposed and reused.



Supplier Collaboration:

We work closely with suppliers to reduce packaging waste by returning wooden pallets and carton trays to them for reuse, reducing waste and promoting circular economy principles within our supply chain.

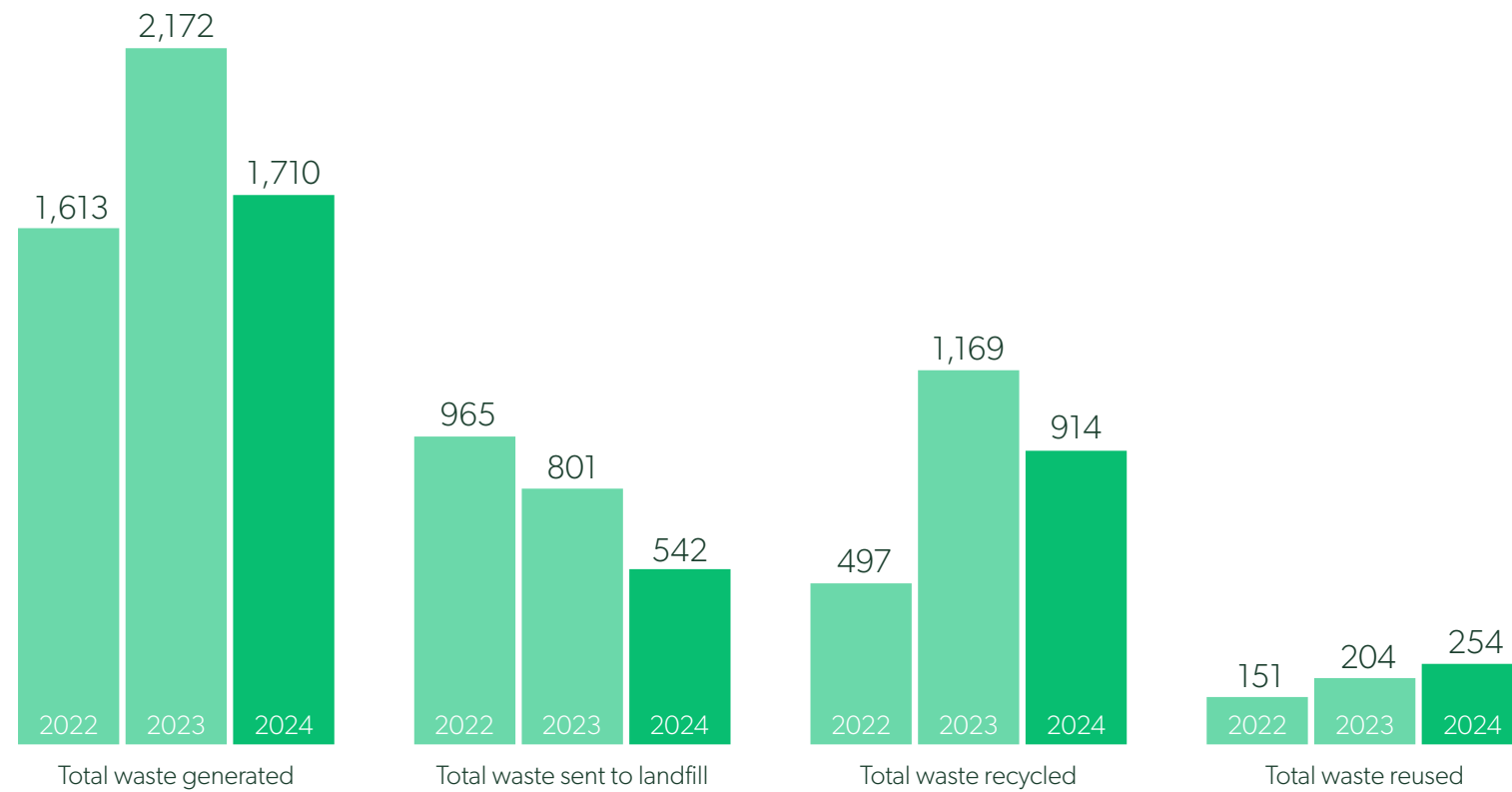


Paperless environment:

Digitalizing the checklists in our plants has reduced paper use by around 6,000 sheets.

As a result of our waste management and reduction efforts, the amount of waste generated in our operations fell by more than 21% in 2024 to 1,710 tonnes. Meanwhile, the percentage of total waste reused or recycled increased from 63% to 68%.

WASTE MANAGEMENT (TONNES)



More information on the type of the waste generated can be found in the appendix.



Case study

Applying the 3Rs (Reduce, reuse, recycle)

Regular awareness sessions to educate Petrolube colleagues in the reduction, reuse and recycling of waste (the 3Rs) within our operations. Colleagues are also trained on the importance of categorizing and segregating waste to avoid the different types being mixed or placed into general waste and to maximize the volume of materials we are able to reuse and recycle.

The better we segregate waste, the more we can recycle. Consequently, we categorize the waste generated in our operations into four main categories:



Reworkable wastes:

Lubricant waste, such as oil, grease and flushing oil, that can be reworked / reused in the production process



General Waste:

Waste that is segregated and collected by municipality-approved cleaning contractors.



Hazardous Waste:

Waste such as contaminated paper or plastic, drainage water mixed with oil, bottles contaminated with oil, grease, chemicals, additives, and Lab chemical waste. These types of waste are segregated into special containers and collected, transported and treated by an approved waste disposal contractor certified by NCEC (National Center of Environmental Compliance).



Recyclable Waste:

Cartons, plastics, Nylon, steel and other materials that can be recycled, after which they are sold to a recycling company.

Our improved waste segregation resulted in a 32.4% drop in general waste (send to landfill) in 2024, from 801 tonnes to 541.5 tonnes.

Potential Initiatives in Packaging, Circular Economy and Green Lubricants



Eco-friendly Packaging

The volume of single-use plastic produced and used in our region is increased, with more than 1.2 million tons of plastic produced each year approximately 9% of global plastic production overall ([reference source link](#))¹. Petrolube packages most of our products using plastic bottles, cartons, stretch wrap, and steel drums, with our packaging cartons containing 85% recycled content.

We are exploring new solutions for handling key aspects of our plastic waste – in particular, high-density polyethylene (HDPE) packaging, which can be contaminated with oil residue, making recycling and/or reuse difficult. We are also seeking ways to collect used steel drums and recondition them to the same standards as new drums. Doing so will enable us to refill and reuse them repeatedly, reducing both pollution and packaging costs. We continue to work with local partners to find solutions for these challenges.

1. <https://www.strategyand.pwc.com/m1/en/strategic-foresight/sector-strategies/energy-utilities/future-plastics-economy/future-plastic-economy.pdf>
2. <https://pubs.acs.org/doi/pdf/10.1021/sc400182k>



Creating a Circular System for Lubricants

One of the most ambitious environmental projects is to support initiatives of re-refining of used lubricants. This project could help us avoid as much as 80% of GHG emissions, with up to 34 times less usage of fossil fuels ([reference source link](#))².



Revolutionizing Green Lubricants

Manufacturing lubricants without relying on fossil fuel-based raw materials would be an ideal scenario. Finding a viable method could revolutionize Petrolube's business and our industry, as well as transform our customers' environmental impacts. Petrolube is exploring potential solutions, such as replacing mineral base oils with biodegradable vegetable oil. This could enable us to significantly reduce dependence on fossil fuel-based raw materials and dramatically reduce emissions in the production process as well as product end life.



Water and Effluents

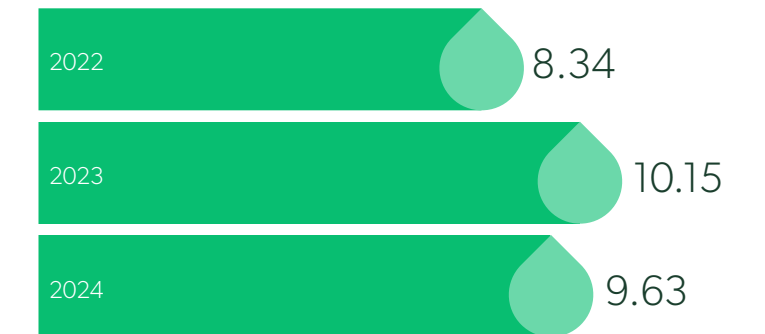
Petrolube's manufacturing process is not water intensive. However, we do have plans to reduce water consumption in our utilities and to ensure the proper disposal and/or treatment of wastewater in compliance with regulations. Any oily water or wastewater is disposed of safely after treatment through certified third-party contractors.

In 2024, we launched several initiatives to reduce water consumption, such as switching from conventional faucets to sensor-activated touchless faucets and reusing the water in grease production. Our overall water consumption fell by 5.1% in 2024 to **9.63** megaliters.

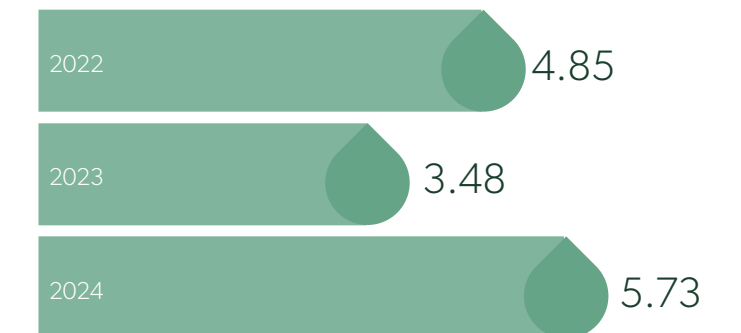
59.5% 
of total water consumption was treated



WATER CONSUMED (MEGALITERS)



WASTEWATER TREATED (MEGALITERS)



Biodiversity Conservation

None of the operational sites owned, leased, or managed by Petrolube is adjacent to any protected areas or areas of high biodiversity value. We also do not engage in any activities that pose significant impacts on biodiversity, either directly or indirectly.

Nevertheless, we believe in taking action to make a positive contribution to protecting biodiversity and natural resources where we can. The main elements of our approach are:



Setting a target of zero significant oil spills to avoid soil or water contamination, with robust spill prevention measures



Wastewater treatment: ensuring that all contaminated and/or wastewater is properly treated by certified contractors to avoid discharge of untreated chemicals and water that could harm nearby ecosystems



Embracing circularity to make sustainable use of resources, such as reusing wooden pallets to avoid the felling of new trees,

We are also exploring options to convert some of our products into biodegradable lubricants to avoid toxicity that could harm aquatic life through leakage into waterways.

Spill Prevention and Management

The manufacturing of lubricants requires a high volume of oil and other fluids, making spill prevention and management a high priority for our operations. We adopt a multi-faceted, risk-based approach to preventing accidental spills. This encompasses a range of activities, including prioritization, regular preventive maintenance of equipment, engineering controls such as a high-level alarm system in storage tanks, bund walls, drip trays, regular training for forklift and truck drivers, and the regular inspection of our transportation trucks to avoid road accidents and spills.

Should a spill occur, we have a comprehensive emergency response plan. This includes procedures for handling loss of primary containment (LOPC) spills, which are the unplanned or uncontrolled release of any material from primary containment, which are then prevented by secondary containment without damage to the environment. Our plan also covers spills into the general working area (e.g. escaping secondary containment).

The Spills Plan outlines a defined set of immediate actions to be implemented in the event of any spill or Loss of Primary Containment (LOPC) incident. Each incident triggers a full investigation to determine the root cause and to identify appropriate corrective actions aimed at preventing recurrence.

In 2024, two significant spills were recorded, both resulting from road transport accidents. The total quantity spilled was approximately 150 barrels of oil. In response, Petrolube launched a comprehensive new initiative “the Road Transport Health, Safety, and Environment (RT-HSE) Program” to prevent similar incidents in the future.

For more information, refer to the RT-HSE highlight story on page 44.

The RT-HSE Program includes:

- Strengthened road transport HSE protocols,
- Enhanced safety training programs, including Defensive Driving training for transporter drivers conducted in 2024,
- Regular transporter audits to ensure compliance with legal regulations and Petrolube’s internal safety standards.



04 Social Responsibility

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- 56 Community Engagement



Social



A company is made by its people so at Petrolube, every one of our employees is a valuable colleague and business partner. In line with the objectives of Saudi Vision 2030 and the UN SDGs, we seek to recruit talented people from across KSA and UAE.

We are also proud of our efforts to nurture and develop that talent by providing the tools, training, resources and education necessary to help people develop satisfying and fulfilling careers with us. Alongside this, we work hard to create a work community that is welcoming and supportive and that prioritizes colleagues wellbeing, health, safety, diversity, inclusion, and equal opportunity.

For a detailed overview of our 'Workplace Profile', please refer to the appendix.

Material topics covered in this chapter

-  Occupational Health and Safety
-  Human Rights and Labor Standards
-  Diversity and Inclusion
-  Talent Development
-  Customer Relations
-  Community Engagement

UN SDGs



Petrolube's 2025 Social Performance Targets

| Material topic | 2024 target progress | 2025 targets (with 2021 baseline unless otherwise stated) |
|---------------------------------------|--|--|
| Occupational Health and Safety | <ul style="list-style-type: none"> ■ 3,800 hours of safety talks and training ■ 1.2 Lost Time Incident Frequency Rate (LTIFR) (includes both employees and contractors) ■ Zero fatalities or permanent disabilities | <ul style="list-style-type: none"> ■ 3,000 hours of safety talks ■ Zero LTIFR (year-on-year) ■ Zero fatalities or permanent disabilities |
| Diversity and Inclusion | <ul style="list-style-type: none"> ■ 6.7% of our workforce are females | <ul style="list-style-type: none"> ■ Provide an inclusive work environment with equitable growth opportunities ■ Our diversity vision is to achieve 35% women in workforce |
| Talent Development | <ul style="list-style-type: none"> ■ 42% Saudization ■ 4,224 number of training hours | <ul style="list-style-type: none"> ■ Maintain Platinum status for Saudization |
| Customer Relations | <ul style="list-style-type: none"> ■ Customer complaints reduced by 52% ■ Zero repeat complaints. ■ 100% complaint were resolved on time. | <ul style="list-style-type: none"> ■ Enhance customer satisfaction and service quality: ■ Zero repeat complaints. ■ 100% complaint resolution within SLA. |
| Community Engagement | <ul style="list-style-type: none"> ■ Hosted a successful Manufacturing Day at our Technolube Plant ■ Completed the internship training for 26 students from Saudi universities | <ul style="list-style-type: none"> ■ Host Manufacturing Day event every year |

Occupational Health and Safety

Petrolube is committed to putting people first. All our plants operate a strong safety culture to ensure the health, safety, and wellbeing of our colleagues, contractors, and others associated with our operations, including the communities and environment in which we operate. We set ambitious KPIs to drive a continuous improvement approach to managing HSE measures throughout our operations.

How We Manage Health, Safety, and Environment (HSE)

At Petrolube, the oversight of HSE-related risks, opportunities and targets is led by the HSE department in coordination with the Operations management.

Petrolube's health and safety system has been implemented in line with legal requirements in each of our operating countries and recognized international standards, including **ISO 45001:2018** (Occupational Health and Safety Management Systems) and **ISO 14001:2015**: Environmental Management Systems. This approach ensures comprehensive risk management and compliance.

We achieved a number of important HSE milestones in 2024, including:

- Completing a full year at our Riyadh plant without a lost-time injury (LTI)
- Achieving 0.5 million man-hours between February and December without an LTI at Technolube plant
- Potential Incident (PI) reporting more than doubled across all plants which indicates an improved culture and engagement of our colleagues in the HSE management system. Despite the substantial increase in reporting volume, the PI closure rate improved by 20%.

- Completed one year of monthly HSE forums across Petrolube plants and operations sites, designed to strengthen cross-functional learning, and sharing best practices. In 2024, extensive work on Road Transport Safety was initiated with **defensive driving courses** conducted for Petrolube and Technolube's fleet operators, reinforcing our road safety strategy to avoid accidents or spillages.
- The fire alarm and firefighting systems at Technolube were upgraded and a fire risk assessment undertaken, identifying key areas and prioritizing mitigation actions in line with updated regulations. Based on the assessment, we will be focusing in 2025 on further upgrading firefighting systems in line with Dubai Civil Defense standards. Technolube also completed a Security Industry Regulatory Agency compliance project, securing certification for upgraded surveillance and alarm systems.

These achievements reflect our efforts to build a strong safety culture and increase colleagues' vigilance.



Our goal is to achieve Zero Lost Time Injuries and to increase the number of safe working hours recorded across Petrolube's operations year on year.



Q Case study

Road Transport HSE Project

In 2024, Petrolube launched a new program to enhance safety in our road transportation. The program was designed to implement enhanced HSE protocols across road transport operations, prioritizing risk reduction, regulatory compliance, and proactive incident prevention. Aligned with **Transport General Authority (TGA)** regulations, the program comprises three key elements:



Driver Management



Vehicles Management



Journey Management

While significant progress has been made in Driver and Vehicle Management, continuous efforts are underway to strengthen Journey Management through the following actions:

1. Conducting a Journey Management System analysis via GPS across our logistics network, leading to fleet improvements, enhanced operational controls, and reduced exposure to high-risk conditions for dedicated vehicles.
2. Introducing driver accountability and promoting safe driving behavior through pre-trip and post-trip analytics, particularly following any incident.
3. Strengthening safety preparedness through timely incident reports and implementing emergency response protocols.

As part of the program, we developed and delivered comprehensive Defensive Driving Course (DDC) training for road transport personnel, including heavy vehicle drivers, company car drivers, and van sales staff, training for a total of 103 drivers. External training providers were engaged to deliver specialized courses, with customized sessions for contractor personnel to ensure alignment with Petrolube's safety standards and expectations.

“ This initiative highlight our efforts to protecting lives, ensuring compliance, and providing a safer transport ecosystem. By integrating advanced safety measures and accountability, we are not only safeguarding our operations but also contributing to broader road safety goals, making a lasting impact on our communities and industry. ”

Muhammad Jabran
Logistics Supervisor

For the first time, our HSE audit program was expanded to transporters, with 16 Road Transport HSE Audits conducted. A scoring system for transporters, based on audit results, was introduced to prioritize improvement plans and influence contract renewal decisions. Underperforming transporters received targeted improvement suggestions and periodic follow-up audits.

“ Together, these steps reflect our proactive approach to safeguarding people, protecting assets, and enhancing operational reliability. The achievements were not only aligned with our corporate purpose of ensuring a safe and sustainable business but also responsive to broader regional and global transport safety imperatives. ”

Assad Adnan
Loss Prevention Sites Supervisor

103 
Drivers trained



Cultivating a Strong Safety Culture

Maintaining a safe working place is a core value for Petrolube, and we see maintaining safety in the workplace as everyone's responsibility. All colleagues are expected to demonstrate good safety behavior, reporting any potential hazards they see or opportunities to reduce risk and improve our safety standards. Colleagues are encouraged to participate in safety committees and feedback mechanisms.

Joint Safety Committee

Petrolube operates a formal joint management-worker HSE committee. Workers from both Operations functions are represented on the committee, ensuring colleagues are able to provide input and contribute to workplace safety. The committee meets monthly to discuss safety concerns, review incidents, recommend improvements, and organize safety initiatives.

Communications and Safety Practices

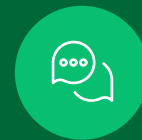
To help build a safety culture across the business, we deliver regular communication and awareness-raising to colleagues. Regular practices include:



Structured safety walks, with colleagues from different functions touring a site to identify any potential safety risks



Daily huddle meetings with supervisors, line managers, and colleagues, keeping safety in people's minds and providing opportunities for input from colleagues



Regular safety talks to keep colleagues informed of health and safety updates and/or changes



Clear signage and posters in common areas to highlight key safety behaviors, protocols, and emergency procedures



Potential incident reporting and employee participation in HSE incident investigations



Safety forum between all operations sites to share best practices and lessons learned



Ensuring clear, detailed Standard Operating Procedures for all operations are available in the local language and that these procedures are regularly updated to reflect best practices



Employ robust hazard identification and risk assessment processes to prevent accidents before they occur.



Q Case study

Structured Safety Walk (SSW)

In 2024, Petrolube introduced the Structured Safety Walk (SSW) across its three plants. The program was designed to strengthen visible safety leadership, implement a culture of shared accountability, and encourage proactive hazard identification at all levels.

Historically, safety was perceived as the sole responsibility of the HSE team. The SSW initiative sought to shift this mindset by visibly involving management in monthly walk-throughs, signaling that safety is everyone's responsibility. Walks were scheduled in advance for the entire year to ensure wide participation.

Each month, cross-functional teams of 4–5 members, led by a designated team leader, conducted comprehensive walk-throughs across various plant areas. Observations including unsafe conditions, improvement opportunities, and positive practices were documented and registered as potential incidents. These were then tracked through closure in the monthly HSE Scorecard and discussed in safety committee meetings.

Technolube team has been conducting monthly **Management Safety Walks** since 2021, involving the management team and, when available, Technolube CEO and General Managers.

The initiative led to greater awareness of safety hazards across departments and significantly improved housekeeping and operational discipline. It also supported interdepartmental collaboration, resulted in a measurable increase in hazard reporting and timely resolution, and ultimately enhanced the overall maturity and ownership of the company's safety culture.

Building on the program's success, Petrolube plans to recognize high-performing areas based on SSW outcomes.

“ Seeing our management team walk the plant together each month shows that safety truly matters here. It builds trust with colleagues and motivates everyone to maintain high standards in their areas. ”

Muhammad Faizan Amer
QHSE Officer



Q Case study

Managing Change Safely

Whenever a change is made to the scope of activities or processes, Petrolube’s Management of Change procedure is followed. This ensures that the changes being made are managed effectively through a comprehensive Hazard Identification and Risk Assessment (HIRA) process. This approach ensures that all workers are aware of the changes, protected and that all activities and workplaces comply with the latest safety standards. The occupational health and safety management system documents are also thoroughly reviewed and updated to reflect these changes, ensuring ongoing safety and compliance for all employees.

100% 

of our workers are covered by our health and safety management system

Safety Training

Learning from incident analyses in 2023, we identified critical gaps in hazard awareness and safe work practices. This insight prompted the launch of an enhanced safety training program designed to transform behaviors not just transfer knowledge.

All colleagues receive extensive occupational health and safety training on a regular basis, including general safety training and specific sessions on work-related hazards. Training begins with new employee orientation covering essential health and safety procedures, emergency response, and incident reporting. On an ongoing basis, supervisors lead refresher sessions to update the colleagues on general safety practices, incident awareness and lessons learned, compliance requirements, and any changes in safety regulations. These sessions cover topics such as heat stress, first aid, fire safety, and PPE compliance. Targeted training also addresses job-specific hazards like dangerous goods handling, spill prevention, confined space entry, and working at height.

The enhanced program combined strategic planning, multilingual road safety courses for drivers and contractors, and an inclusive approach extending safety sessions to suppliers and third-party drivers. Training delivery was diversified through instructor-led sessions, toolbox talks, and weekly safety briefings based on real-time risk observations and seasonal hazards.

100% of new joiners in the plants and contractors completing mandatory safety induction before

starting work. Site audit scores improved significantly, ISO 45001 compliance readiness was enhanced, and proactive hazard reporting surged. While sustaining engagement for refresher courses and balancing training with operational demands remains a challenge, next steps include launching a centralized HSE app, creating an online training portal, and partnering with external safety certification bodies.

HEALTH AND SAFETY TRAINING (HOURS)



3,800+

hours of safety talks and training were conducted during 2024 (increased by 88% from 2023)

“ The goal was never just knowledge transfer, it was behavior transformation. We wanted every colleague to think safety before every task, not after an incident. ”

Nawaf Almoteb
HSE Lead



Emergency Preparedness and Response Management

Each Petrolube site has a plan to enable it to deal with a range of emergencies, including fire, oil spills, and natural emergencies such as heavy rain, or heat stress. The emergency plans set out critical emergency preparedness and response requirements such as assembly points, evacuation routes, emergency lights, emergency contact numbers, first aid tools, and firefighting and evacuation team members.

Department managers and supervisors are responsible for cooperating and coordinating with the HSE team to map out emergency evacuation plans for colleagues, contractors, and visitors at each Petrolube location.

Each site is required to carry out an emergency drill at least once per year. For each drill, the site’s HSE team records details including the time required for evacuation, corrective actions, and status of implementation. In 2024, **35** drills were conducted as follows:

35 

35 Mock drills conducted in 2024

NUMBER OF DRILLS BY LOCATION 2024

| | |
|------------------|----|
| Jeddah Plant | 16 |
| Riyadh Plant | 11 |
| Technolube Plant | 05 |
| Dammam Warehouse | 01 |
| Makkah warehouse | 01 |
| Abha warehouse | 01 |

Total **35**

Incident Reporting and Investigation

In 2024, Petrolube recorded 2 LTI incidents (one incident at Jeddah plant and one at our Technolube plant), in addition to 3 first aid cases (In Jeddah and Riyadh Plants). In each instance, a full incident investigation was conducted, a root cause was identified, and corrective actions were taken to prevent recurrence, including further safety training, direct engagement with the individuals involved, and in some instances modifications and improvements to physical equipment to enhance safety precautions.

For more information on our Health and Safety performance, please refer to the appendix.

Safety Data Sheets (SDS)

Petrolube reviews the Safety Data Sheets of every raw material, additive, lab chemicals and other material we purchase to ensure we understand and are equipped to avoid any potential safety hazards resulting from that material. SDS copies are also shared with all relevant departments, such as logistics, production and lab teams to ensure full awareness of safe storage, handling procedures, potential hazards, and appropriate first aid.

Zero 

high-consequence work-related injuries for employees and contractors



Human Rights and Labor Standards

Petrolube has established a Labor Organization Policy, which helps to ensure a healthy workplace environment, embraces multinational diversity, and supports fair wages for all colleagues regardless of nationality or gender.

Alongside this, our labor rights principles are embedded into our processes and business systems to ensure we protect and respect labor rights throughout our workplace and across our practices. We closely monitor employee feedback to continuously improve labor conditions for all colleagues.

Petrolube firmly supports recognized international human rights standards. We strive to uphold the rights of all our colleagues and those with whom we do business by embedding human rights principles and practices into corporate policy, culture, and ways of working. Stakeholder engagement and participation are essential to our human rights and labor practices to ensure we maintain a safe, healthy, and fair working environment. We prevent child labor and maintain a strict policy that forbids the hiring of any person under the age of 18.



Diversity and Inclusion

Petrolube promotes an inclusive workplace in which everyone is welcome and respected, regardless of age, race, gender, or nationality. Our work culture also ensures that all colleagues share equal opportunities for promotion, training, rewards, and recognition.

Petrolube’s diversity vision is to achieve 35% women in workforce.

Petrolube has established a Diversity and Inclusion policy, which aims to grow and develop the diversity of our workforce. The Policy provides guidelines for the hiring and support of groups currently under-represented in our workforce, including people with a disability, members of racial, ethnic and ethno-religious minority groups, people aged under 25, and women in senior leadership roles. All of our business units are responsible for implementing, monitoring, and reporting on their diversity initiatives and for contributing to the achievement of our diversity targets. We also operate a non-harassment policy.

Petrolube also adheres to the diversity, equal opportunity, and inclusion policies and procedures of our parent company ADG. These cover:

- Recruitment and hiring
- Anti-harassment
- Market competitive remuneration
- Working conditions
- Training and development

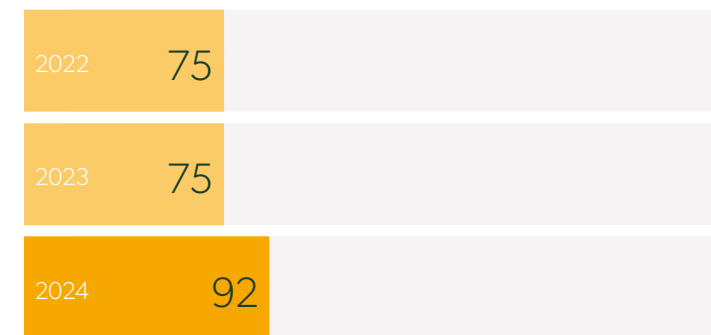
Zero 

reported incidents of discrimination for four consecutive years

To help preserve overall diversity within our workforce, we maintain caps on the numbers of employees of each nationality. We also have a mandate that required the heads of Finance, Internal Audit, Legal, and Human Resources (and/or equivalent titles) to be of different nationalities, unless it is the nationality of the location of the company’s headquarters.

WORKFORCE BY AGE GROUP (NUMBER)

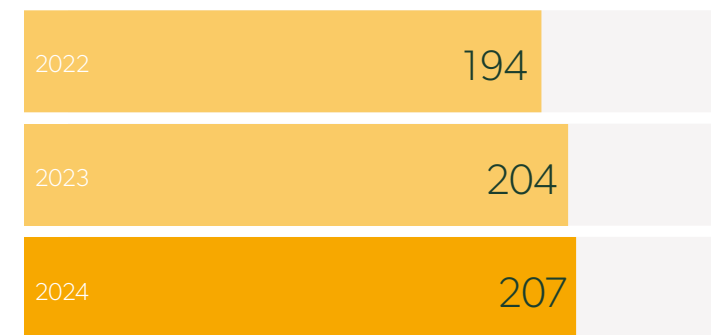
18-30



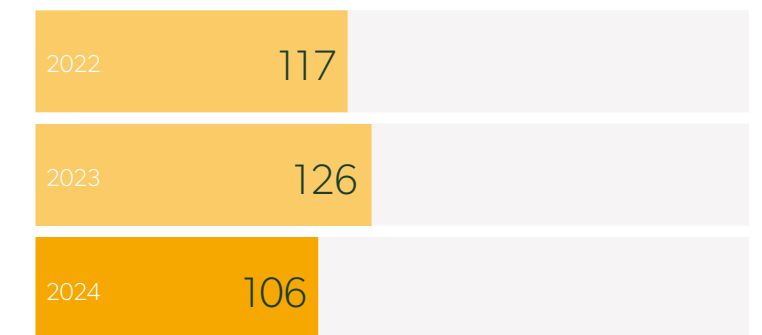
31-40



41-50



51+

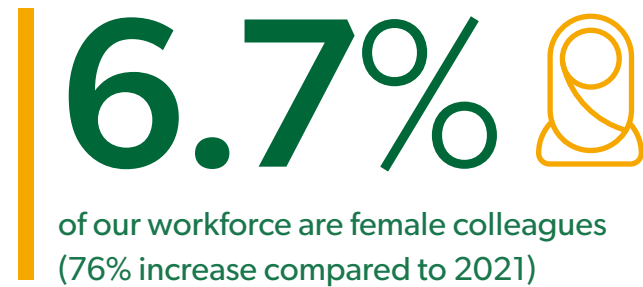


52% 

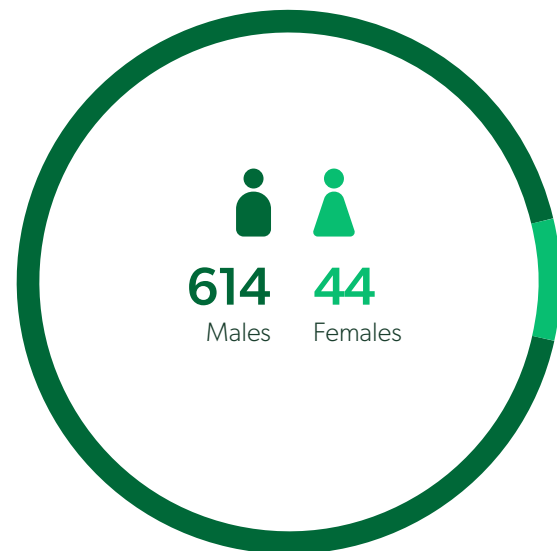
of our workforce are under the age of 40

Increasing the Number of Women in Our Workforce

Petrolube has a target to increase the number of female employees in our workforce. To achieve this and to widen our overall diversity, we continued to focus our recruitment activities on attracting more women to the Petrolube workforce in 2024. We do this through standardized hiring targets

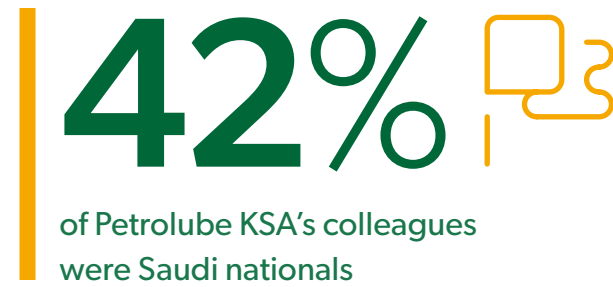


NUMBER OF FULL-TIME EMPLOYEES



Nationalization

In line with Saudi Vision 2030 and the Saudi government’s national employment program, Petrolube prioritizes the recruitment of qualified Saudi nationals wherever possible. The aim is to improve the economic and career opportunities for local talented people. In 2024, 42% of Petrolube KSA’s colleagues were Saudi nationals.



Talent Development

Learning and Development is an investment in our colleagues, leading to a more skilled and engaged workforce which improves both productivity and retention.

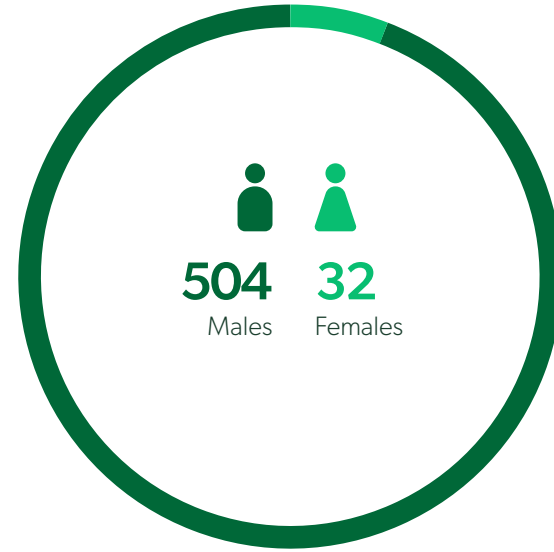
We both provide and outsource training programs depending on identified needs, through classroom, on-the-job and virtual training. Programs cover technical skills (such as the use of software and equipment), soft skills (such as communication and leadership) and compliance training (e.g. on safety regulations). In addition, the coaching and mentoring of colleagues is continuously maintained.

In 2024, Petrolube delivered a comprehensive range of training programs across key operational, compliance, sustainability, and technical domains, engaging different colleagues in 4,224 training hours. The most attended course was *Defensive Driving*, with 103 participants completing 824 hours, reflecting a strong focus on health and safety. *Lubricant Fundamentals* also saw significant participation, with 82 colleagues receiving in-depth technical training totaling 656 hours. Notably, *Sustainability / ESG Training* engaged 62 participants across 372 hours. Other critical areas covered included supply chain, procurement, compliance, and digital tools.

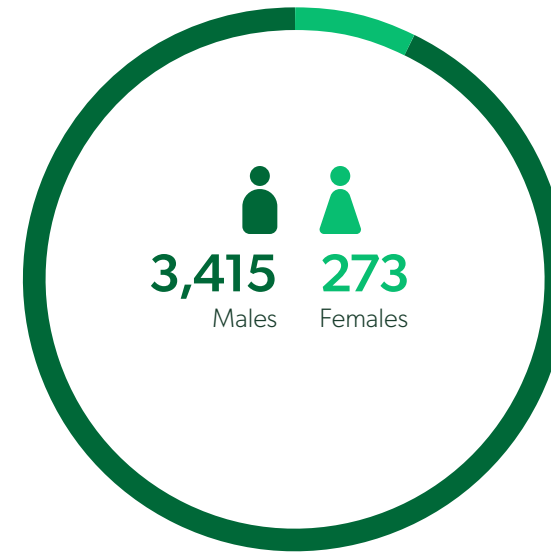




TRAINING HOURS (TECHNOLUBE)



TRAINING HOURS (PETROLUBE)



Technical Skills:

- Sustainability foundations and reporting
- Lubricants fundamentals
- Advanced Supply Chain Essentials
- Advanced Logistics & Distribution Management
- Procurement training
- SAB Trade Tools

Operational and Soft Skills:

- Omnipreneurship
- MS Project & MS Eco System
- Productivity Appliance Systems
- Promissory Note

Safety and Compliance:

- Compliance with competition law
- Defensive Driving
- Fire Fighting
- First Aid
- Legal Aspects of Human Resources Management

Communicating with our Colleagues

Effective communications are an important part of employee engagement. We employ a range of communication methods, including internal campaigns and regular town hall meetings. We also host special events to mark particular days and activities. In 2024, these include Manufacturing Day and Annual Ramadan Iftar, as well as a Team Building Day and an annual Medical Camp.

During the Medical Camp, all colleagues at the Technolube Dubai plant received medical checkups and light snacks were provided. The results of the checkups were shared confidentially on a one-on-one basis between the medical provider and each individual colleague, ensuring privacy and personal health awareness.

We also host events, activities and celebrations throughout the year to engage and connect colleagues around specific topics. In 2024, these included:

- International Women's Day
- Women Mental Health Day
- Reading Day
- No-Smoking Day
- International Coffee Day
- Ice Cream Day
- World Diabetes Day
- Breast Cancer Awareness
- World Arabic Day
- Ramadan Iftar
- Flu vaccination clinic.
- Various Reward & Recognition (R&R) initiatives

In addition, all corporate policies approved by our CEO are uploaded to Petrolube Intranet accessible by all colleagues.

We conduct annual **Great Place to Work (GPTW)** surveys to measure overall employee satisfaction across five key dimensions: Credibility, Respect, Fairness, Pride, and Camaraderie. In 2024, participation reached 92% across four countries and our overall satisfaction rate was 75%, a 1% increase from 2023.

We also conduct an annual **Omnipreneurship Culture Index Survey**, with 87% participation across 654 employees in four countries. The overall cultural score was 82%, with top strengths in Connectedness (89%), Alignment (86%), and Ethics & Passion (85%). Notably, blue-collar employees scored higher (91%) than white-collar colleagues (76%), and UAE scored the highest regionally (89%).

87% 

participation across 654 employees in four countries for the Omnipreneurship Culture Index Survey



Employee Benefits

Petrolube provides a comprehensive range of benefits to full-time employees. These include life insurance, workmen compensation insurance (covering any work-related injuries or incidents), medical insurance, air tickets, family status contracts (extending medical and travel benefits to the employee's spouse and up to two children), housing allowance, transport allowance or company cars (based on job requirements), bonuses, and incentive plans.

Colleagues also receive end-of-service gratuity benefits, which serve as a form of retirement plan in the absence of a structured pension scheme. This benefit is applicable to all colleagues.



We also believe in recognizing colleagues for their outstanding contributions to the company and provide a range of awards and recognition, including:

- Annual Outstanding Performance
- Years of Service rewards
- Employee of the Quarter
- Safe Colleague of the Month
- Quality Award of the Month
- Team of the Quarter in Operations
- Kaizen Awards in Operations

Grievances and Complaints

In any workplace, complaints and grievances will invariably arise from time to time. Petrolube values transparency and accountability, and we encourage colleagues and stakeholders to report any concerns they may have. To facilitate this, we have set up a dedicated email address for grievance reporting. Once a grievance is received, it is reviewed by the grievance committee, which conducts further investigations, suggests potential resolutions, and raises this with higher management for their approval to implement the solution. Grievance committee members also ensure that all parties involved in any case are satisfied with the process and are able to express themselves while keeping the information confidential. The committee meets regularly to discuss and improve its effectiveness and efficiency.

Engaging Colleagues in Continuous Improvement

Continuous improvement is something to which everyone can contribute. We encourage all our colleagues to suggest new ideas and ways to enhance our operations via an online portal. All ideas received via the portal or through brainstorming sessions are evaluated by our Kaizen committee, which assesses the requirements for implementation, feasibility, and efficacy. Colleagues who submit adopted ideas are recognized in our Kaizen Wall of Fame.

Case study

Recognizing Ingenuity: How we drive continuous Improvement

Our approach to continuous improvement is aligned with our value of **forward thinking** and our Golden Rule **"Imagine the Next Big Thing"**. It's based upon the Kaizen method, which focuses on engaging colleagues at every level to contribute their experiences, insights, and ideas towards the systematic improvement of specific aspects of our business.

The process is structured around a Plan-Do-Check Act model. This enables teams to identify opportunities for improvement, collaborate to propose and map potential solutions, implement the most viable solutions, check the results to assess success, then act by adopting successful solutions as company standard. Improvement ideas are submitted and collected through an online platform and then evaluated by the Kaizen Committee. Ideas that receive approval are then planned for implementation. Originators of the ideas, together with the implementation teams, are subsequently recognized at the quarterly Kaizen awards events.

This ongoing, collaborative approach aims to help us to:

- Increase productivity
- Reduce waste and non-value added costs
- Optimize energy, water and resource efficiency
- Enhance safety
- Increase colleague engagement and satisfaction
- Increase customer satisfaction.

In 2024, Petrolube colleagues submitted 69 Kaizen ideas out of which 15 ideas were shortlisted for implementation.

Additionally, the **Internal Ominpreneurship Awards** program engages and encourages internal stakeholders to participate in solving critical sustainability challenges for our company based around the interlocking principles of Giving, Earning, and Sustaining.

In 2024, an Internal campaign was launched by our sister company, the event encouraged innovative ideas and thinking by our colleagues. Petrolube colleagues participated in this campaign with **16 ideas**.

“Continuous improvement is not a one-time initiative, it's a mindset we cultivate across every level of our operations. By eliminating inefficiencies and empowering our teams through the Kaizen approach, we are able to drive real, measurable enhancements that benefit our business, our people, and our planet.”

Mostafa Gaballah

Chief Sustainability & Ominpreneurship Officer

Customer Relations

We want all Petrolube customers to experience world-class service every time they engage with our company. To enable us this, our Quality Assurance department works closely with our After sales, Operations, Technology & Technical Services and Sales teams to continually measure and monitor customer satisfaction.

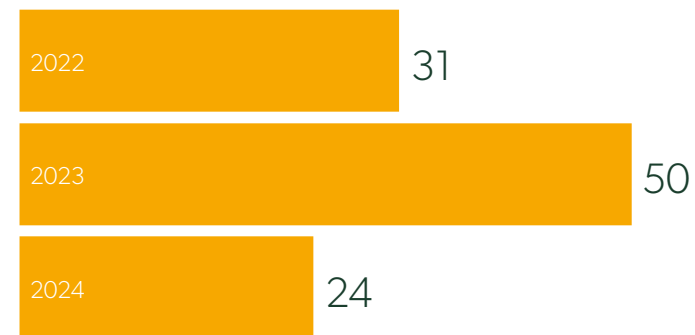
This enables us to identify issues and continuously improve our operational approach and practices. Should a customer raise a complaint, we have a clear Customer Satisfaction Procedure for receiving and logging feedback directly from customers and/or via our sales representatives to swiftly address those concerns.

Petrolube aims to achieve zero repeated customer complaints and ensure 100% on-time resolution of all received complaints.

Petrolube defines customers as B2B, B2C customers, end consumers, retails sales customers, international sales customers, Petromin Express, and Petromin Autocare stations.

Customer feedback is captured through frequent informal exchanges with our 'front-line' colleagues in sales and after-sales. In 2024, we implemented a range of initiatives to enhance customer experience. Sales and Operations (S&Op) meetings are now held monthly to discuss all related matters with customers. We also launched an annual customer satisfaction survey, and a separate internal survey targeting Petromin Express and Petromin Autocare teams.

CUSTOMER COMPLAINTS RECEIVED THROUGH COMMUNICATION CHANNELS (NUMBER)



In 2024, the external customer satisfaction survey was shared with 196 customers, and 167 responded, with the majority from the B2B sector (82%), followed by B2C (16%). The survey covered key areas including:

- Product information and data delivery
- Inquiry response time and delivery timelines
- After-sales service and product performance
- Overall satisfaction

In addition, a set of KPIs are in place to measure customer feedback, such as:

100% Customer complaints resolution on time

Zero Repeated customer complaints

98.5% On-Time, In-Full (OTIF) delivery

52% 
reduction in customer complaints in 2024

Thanks to these and other efforts, in 2024 we saw a 52% reduction in the number of complaints received compared to 2023. This significant reduction was also due to a focus on root cause analysis and implementing corrective actions to avoid the repeat of any complaints, together with closing the complaints on time.



Community Engagement

As a good corporate citizen, we have a responsibility to support the communities in which we operate, and which are home to our colleagues, and our stakeholders.

Through our Omnipreneurship philosophy, we adopt a holistic and comprehensive approach to helping stakeholders to enjoy meaningful lives at work and at home. Central to this is our belief that giving is the purpose of life, and that it is important both to give and to encourage others to do so.

Although we do not have established community service programs, Petrolube recognizes the importance of contributing to the communities we operate in and we are currently planning to develop various initiatives. These will focus on various issues of importance to the company, aiming to create a positive and lasting impact on our local communities.

We also aim to strengthen our focus on volunteering, encouraging our colleagues to actively participate in community-based initiatives. This is rooted in one of our three guiding principles, Giving: A Sense of Purpose. We believe that giving, whether through compassion, respect, time, resources, or financial contributions, is central to living with purpose and creating meaningful impact.

At Petrolube, giving is more than an act of generosity; it is a philosophy that shapes our culture and drives us to support those around us. We view volunteering as a powerful expression of this principle, and we strive to inspire our people to give thoughtfully and lead by example in serving society.

“ At Petrolube, giving is more than an act of generosity; it is a philosophy that shapes our culture and drives us to support those around us ”

Supporting Education and Young People

Petrolube supports the next generation of professionals by engaging with young talent and opening pathways in the industry. Through collaboration, hosting special events, providing real-world exposure, and offering Petrolube’s internship program, we aim to help them develop essential skills and explore rewarding careers that contribute to both their personal growth and the development of local communities.



Q Case study

Internship Program

We are proud to invest in our next generation of talented professionals and future leaders through Petrolube's internship program. Students from different Saudi universities and varying fields (such as; engineering, science, and supply chain) join the scheme and gain valuable practical knowledge to complement their studies. The internship program varies from one month to six months according to the University requirements. During this time, the students start to learn our processes and are given assignments that equip them with practical experience. In 2024, 26 interns participated in the program across different departments. Similar events are planned in the future for the Saudi universities in Riyadh and Jeddah.

Our goal is to continue to train around 20 interns every year through our internship program.

“ I consider the training experience at Petrolube a valuable and impactful professional journey that contributed significantly to developing my knowledge and refining my skills. Through my daily presence in the production department, I was able to gain insight into the details of industrial operations and understand work mechanisms in a practical and direct manner.

The training provided us with the opportunity to apply academic knowledge in a real-world context, as we presented proposals related to sustainability as part of our graduation project. It was very encouraging to see the team engage with and show interest in these initiatives.

This experience added greatly to my expertise and enhanced my awareness of the importance of integrating sustainable practices within the industrial sector. It wasn't just a training period, it was a pivotal step in shaping my future vision and a source of inspiration to continue adopting sustainable solutions both professionally and personally. ”

Manar Osta

Student at King Abdulaziz University



Q Case study

Ideas to Impact – Manufacturing Day for a Better Tomorrow

As part of our corporate social responsibility initiatives, Technolube’s operations team hosted University of Sharjah students and staff from the industrial engineering department for a special Manufacturing Day event in 2024.

The theme of the event – ‘**Ideas to Impact – Manufacturing Day for a Better Tomorrow**’ emphasized the continuous journey of value creation in a lube oil blending plant. The day offered students a unique opportunity to connect industry insights with their academic knowledge, providing a first-hand look at the key aspects of manufacturing operations.

Throughout the visit, students gained valuable insights into the core manufacturing KPIs, including an understanding of cost management, quality enhancement, continuous improvement, and strategies for being responsive, agile, efficient, resilient, increasing productivity, and innovation. Presentations and quizzes were conducted by our team on topics such as safety, technical operations, production, maintenance, logistics, export operations, and sustainability, making the sessions highly interactive.

The event also demonstrated our focus to turning innovative ideas into real-world impact, ensuring continuous value creation for the ecosystem. As a team, we build stronger industry-academic partnerships, empower the next generation of students and contribute to a sustainable future through initiatives like this.

19 
students participated

68% 
of the students are females

4 
faculty members participated

“ I had an incredible experience visiting Technolube LLC , Dubai, for their “Manufacturing Day.” Organized in collaboration with the University of Sharjah, the event offered a true in depth overview into industrial automation and manufacturing, including a plant visit to explore processes in the supply chain. A heartfelt thanks to the Technolube team for their hospitality and for making this a precious learning opportunity. ”

Shahlaa Alkhajeh
Student at University of Sharjah

“ We are grateful for the warm welcome and hospitality you extended during our visit. It was a wonderful experience. Thank you very much ”

Eng. Amer Yousif
Senior Engineer, University of Sharjah

 [Watch the video here](#)



05 Governance

- 61 Governance, Compliance, and Risk Management
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Governance



As a leading lubricants manufacturer in Saudi Arabia and across the Middle East, Petrolube is an influential contributor to the social development and economic growth of the region. How we conduct business is key to our long-term success and credibility, whether as a manufacturer, supplier, customer, partner, employer, community member and global corporate citizen. In line with our mission, vision, and values, and our support for Saudi Vision 2030 and UN SDGs, we aim to uphold the highest standards of ethics and governance in everything we do.

Material topics covered in this chapter



Governance, Compliance and Risk Management



Economic Growth



Product Stewardship



Innovation and Digital Transformation

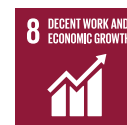


Data Privacy and Information Security



Supply Chain Management

UN SDGs



Petrolube's 2025 Social Performance Targets

| Material topic | 2024 achievements |
|---|--|
| Governance, Compliance and Risk Management | <ul style="list-style-type: none"> Zero incidents of non-compliance with laws and regulations in 2024 Conducted mandatory training sessions covering all aspects of Saudi Competition Law to all colleagues Initiated GRC project end of 2024 |
| Data Privacy and Information Security | <ul style="list-style-type: none"> Zero data breaches reported |
| Product Stewardship | <ul style="list-style-type: none"> Obtained Saudi Made approvals for 3 additional products (Total 20 products approved) Renovation of our Jeddah Lab |
| Supply Chain Management | <ul style="list-style-type: none"> 77% local suppliers, and 80% spending on local procurement renewed Local Content Certificate with 44.74% local content score |
| Economic Growth | <ul style="list-style-type: none"> 6.7% growth in volume contributing to a 3.2% growth in revenue in 2024 |

Governance, Compliance, and Risk Management

Petrolube Oil Company is committed to responsible business conduct and sustainability by embedding robust policies, procedures, and controls into its daily operations.

Roles and responsibilities are clearly defined across all levels, aligned with the corporate strategy, and supported by rigorous internal oversight to drive continuous improvement. These standards extend to external business relationships, with suppliers and partners expected to adhere to Petrolube's ethical and operational expectations.



This is reinforced through a comprehensive governance framework, including key policies:

Governance Policy: Covers essential aspects of operational conduct, including asset management and expenditure control.

Corporate Governance Manual: Establishes the rules and standards for effective company management, ensuring compliance with applicable laws and promoting best governance practices.

Dividend Distribution Policy: Defines the process for calculating, approving, and distributing dividends in accordance with Saudi regulations, emphasizing transparency and consistency.

Conflict of Interest Policy: Provides clear guidelines for managing personal interests that may conflict with company interests, prohibiting misuse of assets or engagement in competing activities without prior approval.

Nomination Policy: Details the procedures and criteria for appointing Board members, committee members, and senior executives, ensuring qualified, independent leadership through structured evaluations and disclosures.

Remuneration Policy: Outlines a structured approach to compensation for Board members and executives, balancing fixed and performance-based rewards to attract and retain top talent, with oversight by the Nomination and Remuneration Committee and final approval by the General Assembly.

Whistleblowing Policy: Provides clear guidelines for employees and other stakeholders to report matters related to fraud, non-compliance, and misconduct by the company colleagues. This Policy applies to any actual or suspected fraud or misconduct involving all employees, and, where applicable, customers, consultants, vendors, contractors, external agencies and, any other party in a business relationship with Petrolube.



Petrolube also enforces a strong compliance culture to prevent bribery and corruption, supported by a comprehensive Code of Conduct, aligned with international standards, which includes our Anti-Bribery and Corruption provisions. Internal controls, clear reporting lines, and regular audits ensure accountability and zero tolerance for unethical practices. Risk assessments are conducted across departments to proactively manage potential exposures.

Zero 
reported violations or
breaches of laws or regulations

Code of Conduct and Ethics

Our Code of Conduct applies to all colleagues within the company and must be signed as a condition of joining Petrolube. In line with Petrolube's five core values, our Code of Conduct requires all directors, management personnel, colleagues, and suppliers to adhere to anti-corruption, conflict of interest, and anti-bribery standards. The Code acts as a central, guiding framework for defining the ethics, behaviors and standards of compliance and professionalism expected of everyone associated with Petrolube.

All colleagues are introduced to the Code on joining Petrolube and receive regular ongoing communications on workplace ethics, and ethical business practices.

Should a conflict of interest arise in any area, colleagues and other stakeholders are required to disclose all relevant information to the company.

The code of Conduct also includes **"Gifts and Hospitality Policy"** that provides guidance to all colleagues to exercise caution and apply sound judgment when presenting or accepting gifts arising under the relations with stakeholders in order to protect the integrity of both the employee and the Company and in accordance with the company's gift and hospitality policy.



Q Case study

Building Awareness of Competition Law

Compliance with competition law regulations is not just a legal requirement but a fundamental responsibility for each of us within Petrolube. Any lapse in compliance could result in severe legal and financial consequences, as well as harm to our reputation. Our dominant market position requires us to be especially mindful of avoiding any practices that could be perceived as anti-competitive.

To reinforce these responsibilities, mandatory training sessions covering all aspects of Saudi Competition Law were conducted for all company employees in 2024 in Arabic and English. As part of the onboarding plan, all new joiners are required to complete training on Competition Law to ensure awareness and compliance with legal and ethical standards in business practices.

Reinforcing this learning, we have circulated various guidance documents regarding the requirements of competition law and the implementing regulations issued by the General Authority of Competition. These documents outline critical provisions, guidance and examples related to anti-competitive practices, prohibited practices for companies in a dominant position, rules on economic concentration, and the penalties associated with non-compliance.

This training provided valuable insights into competition law and its impact on the company's operations, and we will continue to reinforce this message on a continual basis.

“ Adhering to the principles set forth in the Competition Law and its Implementing Regulations is a fundamental pillar of our company's operations and business conduct. Therefore, we strongly encourage every colleague to carefully read and comprehend the terms of both the Competition Law and its Implementing Regulations, which are designed to maintain fair competition and ensure legal compliance within the marketplace. ”

Salman Saadat
Petrolube CEO

Whistleblowing

Our company values transparency and accountability, and we encourage our colleagues and stakeholders to report any concerns they may have regarding potential breaches of policies or law. We have set up a dedicated email address and hotline for reporting concerns on issues such as forgery, misappropriation of funds and classified documents, abuse and misinterpretation of power and authority, failure to comply with laws and regulations, corruption, bribery, theft, and other related issues. All concerns and irregularities raised through this channel are treated with confidentiality and every effort is made to maintain this throughout the process.

Complaints are reviewed in a reasonable timeframe and if they involve senior executives and/or the CEO, they are escalated to the Audit Committee. In other cases, the CEO decides on the cases that are to be escalated to the Board.

Internal Audit and Controls

The Company maintains an independent Internal Audit Department responsible for providing objective assurance and advisory services designed to add value and improve operations. The Department plans, schedules, and conducts audits of internal functions, processes, and systems across all business units and locations to assess and confirm compliance with applicable laws, regulations, industry standards, contractual obligations, and internal policies and procedures.

Internal auditors have no direct operational responsibility or authority over the activities and functions they review, thereby ensuring their independence and objectivity in both fact and appearance. Each auditor possesses the necessary qualifications, professional certifications, and ongoing training to maintain a high standard of competence and to serve Petrolube's best interests in alignment with the company's strategic goals.

All audits are executed in accordance with the risk-based internal audit plan approved by the Audit Committee, developed annually and updated as needed to address changing risk profiles, business priorities, and external developments. The timing, frequency, and scope of each audit engagement are determined based on the assessed risk level, results of prior audits, the significance of the area under review and emerging risks or compliance issues. Audit procedures include the evaluation of internal controls, operational effectiveness, financial accuracy, and risk management practices.

Findings and recommendations from each audit are reported to the relevant management and the Audit Committee, with follow-up reviews conducted to ensure that agreed-upon corrective actions are effectively implemented.

Quality Assurance

The Company maintains a dedicated Quality Assurance (QA) function responsible for planning, conducting, and monitoring quality audits across all manufacturing operations to ensure that products, processes, and systems comply with applicable industry standards, regulatory requirements, customer specifications, and internal quality policies. QA audits encompass the review of raw material sourcing, production processes, equipment calibration, environmental controls, and finished product inspection to verify adherence to defined quality standards and best manufacturing practices.

Quality auditors operate independently from production management to maintain objectivity and impartiality in their assessments. Each auditor possesses the necessary technical expertise, certifications, and training in quality systems, manufacturing processes, and relevant ISO or other applicable standards, enabling them to evaluate both compliance and opportunities for continuous improvement.

QA audits are performed in line with an annual audit schedule approved by senior management, with timing, frequency, and scope determined based on risk assessments, production criticality, historical non-conformance trends, customer feedback, and changes in regulatory or industry requirements. The audit process includes thorough documentation of findings, identification of root causes, and recommendations for corrective and preventive actions.

Audit results are formally communicated to the relevant operational teams and management, with follow-up reviews conducted to verify that remedial measures have been effectively implemented, thereby ensuring the consistent delivery of high-quality products and the continual enhancement of manufacturing practices.

Zero 
incidents of non-compliance with laws
and regulations were recorded in 2024

Economic Growth

Financial stability serves as a foundational pillar of a sustainable company. At Petrolube, we are committed to strengthening our position as a regional leader in our industry to drive sustainable growth, generate value for our stakeholders and contribute to local and national economic development.

We are fully aligned and contributing to Saudi Vision 2030's "Thriving Economy" via diversified sustainable growth, and the Saudi Green Initiative/ Net Zero 2060 goals.

In 2024, Petrolube achieved a 6.7% growth in volume contributing to a 3.2% growth in revenue demonstrating robust market performance and the effectiveness of our strategic initiatives.



growth in volume contributing to a 3.2% growth in revenue in 2024



Tax

Taxation is a significant source of revenue for governments and helps to fund public services like education and healthcare. It can also support financing infrastructure projects that are vital for the economic development that helps societies and communities thrive. Therefore taxes are an important foundation for society and governments' fiscal policy.

Petrolube is committed to complying with all applicable tax laws and regulations, including those established by ZATCA in the Kingdom of Saudi Arabia, both at national and international levels in the countries we are operating in. Our tax approach and activities are governed by our Tax Policy and Procedures which are aligned with our overall business strategy and governance policies. The documents are reviewed periodically to ensure ongoing relevance and compliance. We conduct regular reviews and consultations with tax advisors to stay informed of regulatory updates.


Product Stewardship

To ensure top quality products and services for our customers, we have stringent quality controls in place that encompass products, working conditions, sales and services, and post-sales service.

We partner with expert technology providers to develop products that meet customers' needs, national and international standards. The focus is on quality and cost efficiency to generate the maximum value for the customer and ourselves. Our Technology and Technical services department team of scientists and engineers are highly qualified and trained to assist customers in product adaptation and tailoring products to specific customer needs.

The workflow processes in our three laboratories have been fully digitized with the Lab Information Management System (LIMS) connected. This enables real-time monitoring of work progress from the laboratory managers and eliminate the need for paper-based recording. In 2024, we also completed the renovation of our Jeddah Laboratory, which is now considered the state-of-the-art Technology Center of Petrolube.

We continuously engage with our technology providers to ensure that our technology remains up to date, as well as with various technology institutions at conferences and other forums.

SAR
0.257m 
 allocated by Petrolube to research and development initiatives in 2024



Product Quality

Petrolube's Integrated Management System and policy lays down strict requirements and guidelines for products.

Petrolube's three testing laboratories are fully equipped with state-of-the-art testing equipment. As of 2024, two out of the three laboratories are ISO 17025:2017 certified. We aim to achieve certification for the third lab by 2025.

Petrolube integrates sustainable sourcing practices into the product innovation process. This ensures that environmental, social, and ethical considerations are thoroughly considered and implemented throughout the development of new products. Our Technology department maintains discussions with suppliers of sustainable raw materials and is able to build these into the product portfolio, should a customer demand arise.

In 2024, we delivered four technical seminars, in Dubai, Jeddah, Riyadh, and Dammam, for our regional and global customers as well as Petrolube colleagues. These seminars were hosted by our Technology and Technical Services department in collaboration with our product technology partners.



Petrolube's plants, labs and products hold several recognized national and international certifications, including:

- **ISO 17025** Laboratory Accreditation by the Saudi Accreditation Center and Emirates International accreditation Center.
- SASO Approvals of Lubricant products
- Saudi Made approvals for 20 products
- API Approvals
- OEMs (Original Equipment Manufacturers) approvals.
- ISO 9001 (Quality Management System)
- ISO 45001 (Occupational Health and Safety Management System)
- ISO 14001 (Environmental management System)
- ENEOS Approved Blending Plant certification (Jeddah Plant)

Product Quality Audit Process

Product quality is ensured via an internal auditing process. This includes team familiarization with audit requirements, and a checklist approach to ensure all key audit elements are covered. The audit team then records all audit activities, including the collection and logging of samples taken for testing.

If concerns are raised during an audit about a product's quality, a Corrective Action Report is raised. In such instances, the responsible

manager carries out a root cause investigation before proposing and undertaking corrective action. Following this, the audit team conducts a further check to ensure all corrective actions have been properly implemented.

To drive continuous improvement, audit documentation is compiled, analyzed, and presented as case studies during management review meetings.



Case study

Innovation for Tomorrow

With customer centricity and innovation at the core, in 2024 Petrolube hosted four technical seminars in Jeddah, Riyadh, Dammam and Dubai, under the theme '**Innovation in Lubricants for Tomorrow's Industries.**' Hosted by our Technology and Technical Services department, the seminars brought together industry leaders and experts to exchange insights, explore advancements, and elevate knowledge in lubrication technology and best practices.


The events were attended by approximately 150 Petrolube colleagues across four locations, alongside around 350 customer participants, including distributors and key customers from across GCC and international markets.

The sessions covered a range of innovation-focused topics, including global and regional market dynamics in engine oils, the latest advancements and trends in heavy-duty Diesel engine oils, and emerging developments in passenger car motor oils. These discussions enabled customers to align with new global product performance categories and explore how they could adopt these standards for their respective markets based on Petrolube's product portfolio. Attendees also gained a deeper understanding of the value of using high-quality lubricants and the benefits for both equipment performance and end-user satisfaction.

Following the seminars, Petrolube's sales teams engaged directly with participants to address new requirements and respond to product development enquiries from respective markets. The positive engagement and tangible outcomes from the 2024 sessions have paved the way for this to become an annual event aimed at keeping customers informed of the latest trends, developments, and market evolution in the lubricants industry.

150 
Petrolube colleagues across
four locations attended the event

350 
Customers Participated

 [Watch the video here](#)

Q Case study

Proudly Saudi Made

The Saudi Made program is a national initiative managed by the Saudi Export Development Authority (Saudi Exports), a governmental body concerned with increasing Saudi non-oil exports. The program recognizes products manufactured in Saudi Arabia that meet one of the following criteria: either 40% value-added in the Kingdom, or that the value of non-originating materials does not exceed 60% of the product's ex-factory price. All Saudi Made products also obtain the SASO Quality Mark, and approved products carry the Saudi Made branding on their packaging.

Petrolube is proud to have received approval from the Saudi Made authority for 20 of our products, demonstrating our contribution to the Saudi economy and Saudi Vision 2030 ambitions.



“ The Saudi Made recognition reaffirms our commitment to local value creation and national pride. With 20 certified products, we continue to support Saudi Vision 2030 and we aim to add more in the coming years. ”


Mostafa Gaballah
Chief Sustainability &
Omnipreneurship Officer



Innovation and Digital Transformation

Petrolube’s digitalization strategy aims to drive the transition to digital and automated processes across the company.

We have set two key targets:



Being 75% paperless by the end of 2025



Safeguarding company and customer information security and digital assets and maintaining zero data breaches.

Recognizing the environmental and energy-related impacts of our technology and digital systems, we are working to minimize the impact of our digital workstreams through three key approaches:

-  Enhancing energy efficiency in data centers by consolidating servers, increasing virtualization, and upgrading to energy-efficient hardware.
-  Recycling e-waste and refurbishing old equipment to recapture valuable materials like silver, copper, and gold.
-  Enabling paperless workflows by amplifying our use of cloud storage and digital document management systems.

As we transition to cloud computing and mobility we have implemented a number of important organizational, training, and technical measures to support this and ensure data security. We no longer use any external storage to store or save business data on external disks or drives. We use Enterprise Resource Planning modules to enhance our operations alongside our use of Azure Verified Modules, a unified collaboration tool (MS Teams) and secure wi-fi connectivity.

Petrolube aims to be 75% paperless by 2025



Q Case study

Digital Business Cards

We launched a paperless business card solution in 2024 through a partnership with a leading digital ID platform. This initiative replaced traditional printed business cards with fully digital alternatives, significantly reducing our environmental footprint and improving accessibility.

All colleagues received their personalized digital business cards via email, complete with a QR code for easy mobile wallet integration. The cards allow instant sharing via smartphone and can be updated at any time, eliminating the need for reprinting.

Key Benefits:

- Environmental Impact: Reduced paper and ink waste
- Cost Efficiency: No printing or shipping required
- Smart Functionality: Real-time updates, embedded links, and global reach

This initiative supports Petrolube’s broader goals under its Digital Sustainability Agenda, combining innovation, efficiency, and responsibility.

Q Case study

Intellectual Property App

Petrolube is the owner and licensee of a broad portfolio of more than 100 trademark registrations across different countries, primarily under Class 4 for lubricants, as well as proprietary bottle designs used for packaging lubricant products. Managing this growing portfolio and its associated compliance requirements presented logistical and legal challenges, particularly in tracking expiration dates and centralizing documentation.

To address this, the Legal Department collaborated with the IT Department to develop a customized Intellectual Property (IP) Application designed to store, manage, and track all IP-related data. The app allows users to upload and access registration certificates, monitor the status of each asset, and receive automated notifications at least six months prior to the expiration of trademarks and designs, helping prevent lapses and ensuring timely renewals.

The app has significantly streamlined IP management. This purpose-built tool ensures data integrity, operational efficiency, and legal protection of Petrolube's intellectual property. A formal review of the app's performance and potential enhancements is planned by the end of the year to assess user experience and expand functionality as needed.



Q Case study

Think before you ink campaign

This company-wide initiative aimed to raise awareness around sustainable printing habits and encourage behavioural change among employees.

The campaign promoted three core practices: two-sided printing, black and white printing, and secure printing. Employees were encouraged to print documents on both sides of the page to halve paper usage, switch to black and white printing to cut down on ink costs and waste (noting that colour printing is 2-4 times more expensive) and adopt secure printing to prevent unnecessary or uncollected printouts protecting both data and resources.

Posters and digital signage were displayed prominently near all printers, reminding employees of the impact of small, everyday decisions. Simple suggestions such as using email or SharePoint instead of printing and practicing good judgment before hitting "print" helped to build an office culture of environmental responsibility. As a next step, Petrolube is preparing to enforce secure PIN-based printing, which was initially introduced as optional.

Data Privacy and Information Security

Petrolube takes a robust approach to data privacy and information security. Our Data Privacy Policy complies with all relevant Saudi Arabian regulations.

In 2024, as part of our progress toward meeting the General Data Protection Regulation (GDPR) requirements, the policy was further enhanced. The policy is designed to ensure that all data associated with our company and transactions, including customer and operational data, is protected.

We follow a multi-layered approach that includes:

- Twice-yearly audits (internal and external)
- Ongoing system stress testing
- Regular employee training delivered by Microsoft

We have also appointed an Information Security Focal Point responsible for security management and the implementation of all necessary measures. We are currently conducting a comprehensive assessment of our IT infrastructure. Additionally, we have developed a detailed cybersecurity roadmap as part of our goal to achieve Cyber Security Compliance certification by Q1 2025.

Petrolube manages a vast range of data, including financial transactions, sales, operations, HR and employee data, customer information, and legal records.

All Petrolube colleagues are strictly prohibited from sharing confidential business information outside the organization as mentioned in Petrolube code of conduct. This includes financial data, figures, and operational details. Colleagues must also follow strict guidelines for handling sensitive information, including secure storage of documents, use of protected communication channels, taking all necessary precautions to safeguard data, and reporting any suspected breaches or concerns.

Zero 
cyber attacks for three consecutive years

Zero 
incident of data breaches
and loss of customer privacy



Q Case study

Identifying and addressing data security risks

Petrolube takes a comprehensive and proactive approach to identifying and addressing data security risks and maintaining business continuity. We have implemented a multi-layered cybersecurity strategy that leverages both internal processes and reputable third-party solutions to ensure the confidentiality, integrity, and availability of our data and systems.

As part of our security operations, we utilize the following technologies:

- Kaspersky Managed Detection and Response (MDR)
- Kaspersky Endpoint Detection and Response (EDR)
- Security Information and Event Management (SIEM)

We regularly assess potential threats and evaluate their impact using Kaspersky MDR and SOC¹.

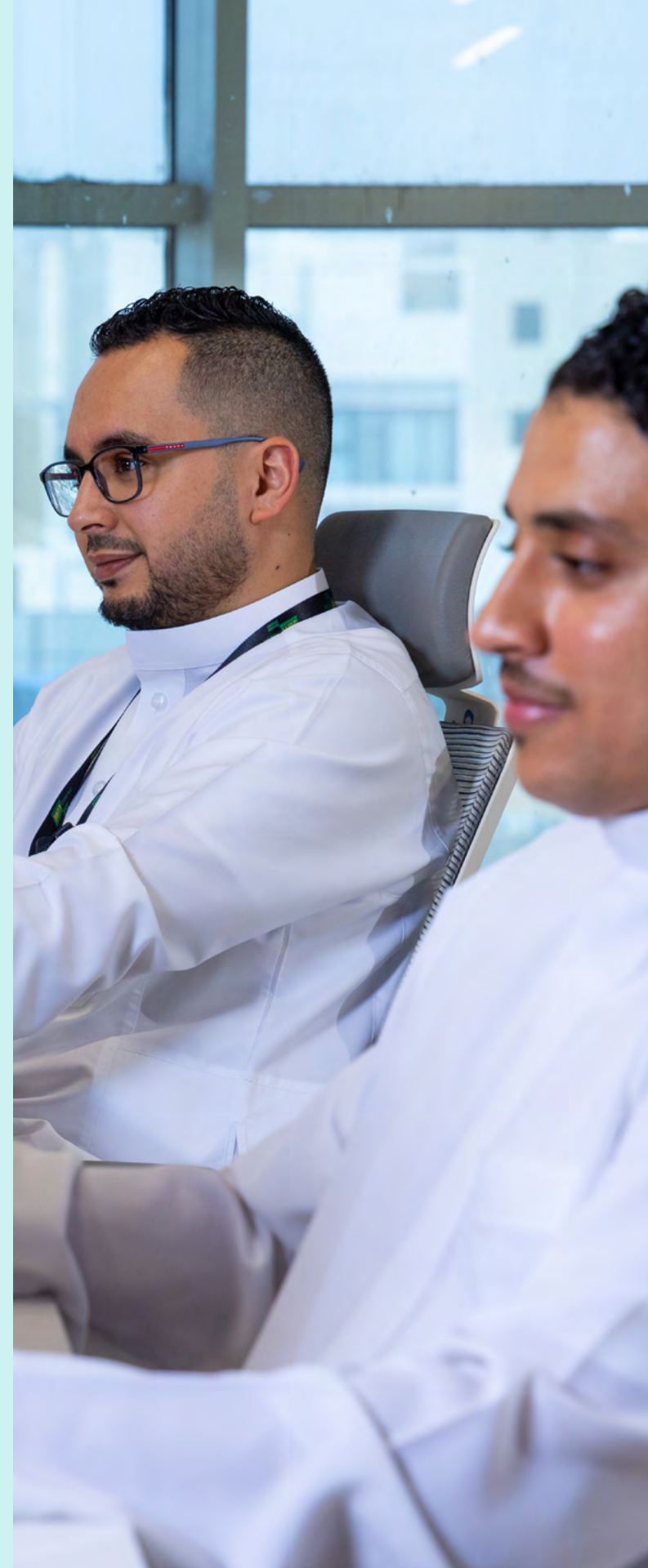
1. SOC (Security Operations Centre): A function to monitor, detect, analyze, and respond to security threats.
2. Duplicate or backup components within a system to ensure continued operation should a primary component fail.

For data protection and backup, we use Veeam as our enterprise backup and disaster recovery solution. This enables automated, secure, and frequent backups of critical systems and data, both on-premises and in the cloud.

Critical systems are hosted on redundant infrastructure² with Vendor capabilities to ensure high availability and minimize the risk of service disruption.

“ Our organization takes a comprehensive and proactive approach to identifying and addressing data security risks and to maintain the Business Continuity. We have implemented a multi-layered cybersecurity strategy that leverages both internal processes and reputable third-party solutions to ensure the confidentiality, integrity, and availability of our data and systems. ”

Sultan Hamami
Chief Technology Officer



USB Port Disablement Initiative

In 2024, Petrolube disabled USB data transfer access across all company machines. This was done to protect sensitive information from unauthorised transfers, theft, or malware intrusion.

Recognising the vulnerabilities associated with physical storage devices such as flash drives and external hard disks, the IT department enforced a company-wide policy restricting their use. To maintain seamless workflow and ensure secure collaboration, “**OneDrive for Business**” was adopted as the official alternative. This cloud-based platform enables colleagues to securely store, access, and share files across devices.

The rollout was accompanied by clear internal communication, technical support, and training resources to help colleagues transition smoothly.

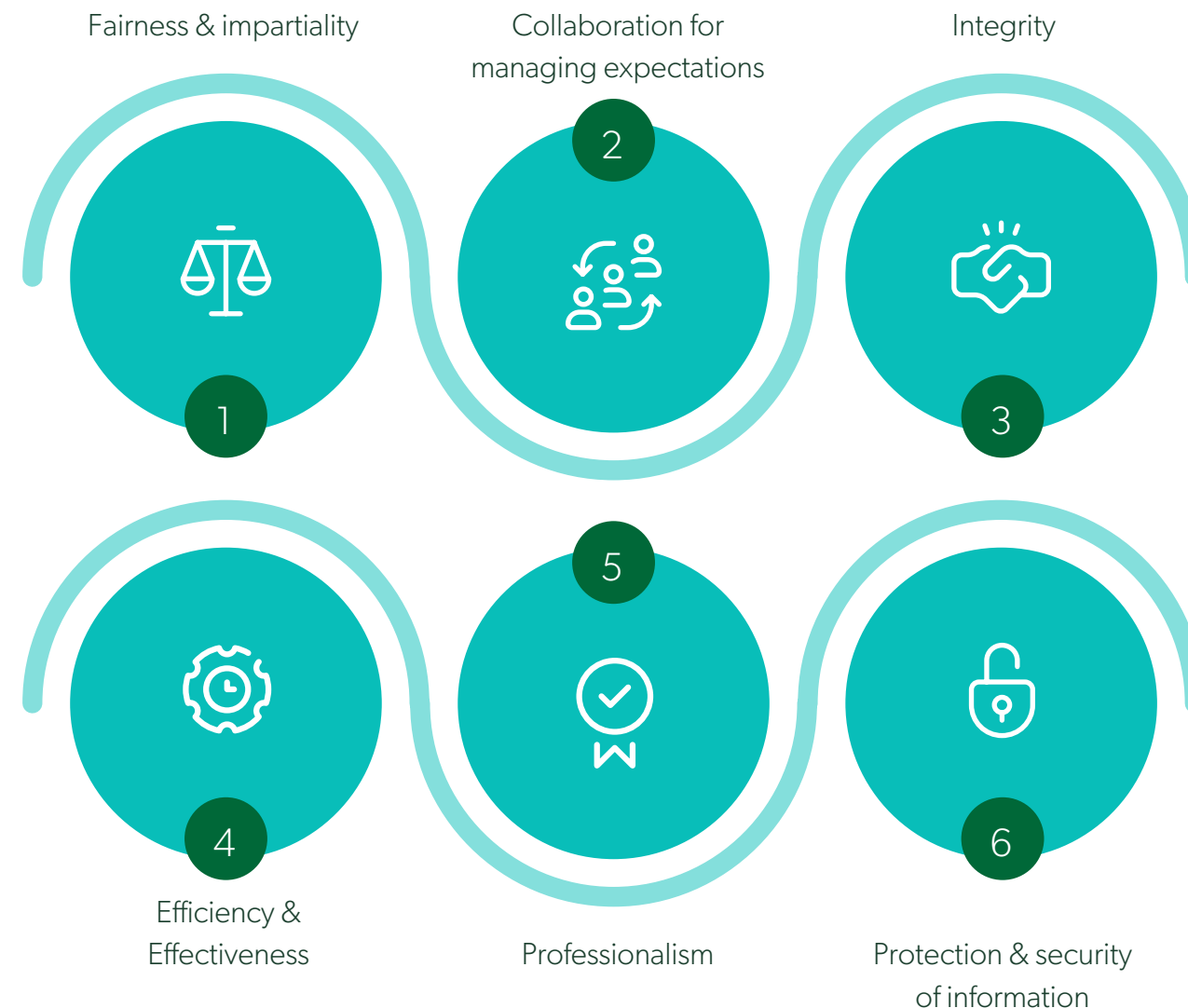
Supply Chain Management

Petrolube aims to create and maintain a sustainable supply chain. We believe in building strong, trusting relationships with suppliers across our region.

We recognize that there are numerous challenges associated with the lubricant supply chain, such as human rights, , and environmental issues. To address these challenges, we carefully assess all prospective vendors for their performance on these issues as part of our supplier selection process.

All Petrolube suppliers are required to comply with our Procurement Code of Conduct, which sets out our policies, standards, and expectations for business ethics, social responsibility, human rights, environmental stewardship, and fair business practices. This includes providing accurate and timely information in appropriate detail, respecting the confidentiality of third parties and complying with Saudi Arabian commercial law to encourage market access for SMEs. Suppliers must act objectively and transparently in all dealings, avoiding favoritism and applying both procurement and corporate social responsibility policies.

6 core values for our vendors



Case study

Protecting social rights in our supply chain

In line with Saudi labor laws, Sharia principles, and international conventions endorsed by the Kingdom, Petrolube enforces protections for human and social rights, covering areas such as employment practices, health and safety, prevention of abuse or harassment, working hours, and equitable treatment of workers. Our Procurement Policy and Procurement Code of Conduct explicitly prohibits forced and child labor, promotes fair wages, benefits, and working hours, and requires safe, healthy, and respectful workplaces for all employees, including migrant and contract workers.

Suppliers are also expected to support diversity and inclusion by empowering Saudi talent, meeting Saudization targets, promoting women's empowerment, and encouraging inclusive employment practices aligned with Vision 2030. Furthermore, they are encouraged to engage in community and social development through initiatives like local sourcing, charitable engagement, training programs, and CSR activities aligned with national priorities.

The Procurement Team is introducing mandatory documentation for all new suppliers, addressing these social criteria explicitly.

In 2024, we launched a new Carbon Emissions Survey for major suppliers to evaluate their carbon reduction targets and initiatives. The purpose of this survey is to assess the GHG emissions of Petrolube’s upstream activities as part of our efforts to measure Scope 3 emissions and understand our suppliers’ environmental impact. The survey, sent to our major suppliers, included a questionnaire covering their scope 1, 2 and 3 GHG emissions, as well as their reduction targets.

We conduct annual supplier audits to ensure our supplier network continues to fully meet the requirements of our business. We further assess the sustainability practices of our major suppliers through an annual review of supplier sustainability reports.

When audits identify opportunities for improvement, we engage with relevant suppliers to develop and implement appropriate solutions. We expect all our suppliers to thoroughly investigate the root cause of any complaints that may be raised, and to take corrective action to avoid recurrence.

In 2024, our Procurement Code of Conduct was being circulated to all new and existing suppliers. The Code sets out what we expect from all our stakeholders and supports us to conduct business only with suppliers that share the same ethical standards as Petrolube.

Petrolube’s anti-corruption and anti-bribery policies extend to our suppliers and vendors. No supplier must directly or indirectly offer, promise, give, or accept any form of payment or incentive to gain an improper business advantage, nor must they engage in fraud, bribery, kickbacks, embezzlement, or any other form of corruption.

We require all vendors and suppliers to disclose any conflict of interest, whether real or apparent, that may arise from their direct or indirect involvement, financial or otherwise with Petrolube or with any other companies or entities registered or unregistered that conduct business with Petrolube.

Supplier selection process

- 
1. Vendor List
 Select three or more vendors from the Approved Vendor List
- 
Pre-qualification
 Quality pre-qualification including sustainability plans
- 
Quotes
 Request and receive quotations from three or more vendors
- 
Evaluation
 Evaluate quotations in coordination with proponent
- 
Selection
 Select appropriate supplier
- 
Contracts
 If approved, draft contract to be prepared & submitted to/ by vendor

PIMS Benchmarking

Since 2011, the company has been conducting a comprehensive supply chain benchmarking exercise every two years, covering key functions including manufacturing, warehouses, logistics, and quality control. The benchmark also assesses governance practices and identifies areas for improvement, with results measured against leading industry peers. The process is aligned with PIMS standards and provides valuable insights into operational performance.

In 2024, the benchmarking exercise was carried out across three plants: Jeddah, Riyadh, and Technolube (Dubai).

Key Highlights:

Jeddah Plant

Jeddah Lube Oil Blending Plant (LOBP) was recognized as the **largest facility of its kind in the GCC region** according to the PIMS study, with top quartile performance.

Additionally, Jeddah’s Grease Manufacturing Plant aligns with the Middle East Q1 performance benchmark and was identified as **the second-largest grease production facility Middle East** within the PIMS dataset.

Technolube

Despite being the highest plant in term of manufacturing complexity as per PIMS study, Technolube plant achieved a **Below Q1** cost profile. **A Champion Plant in the region!**

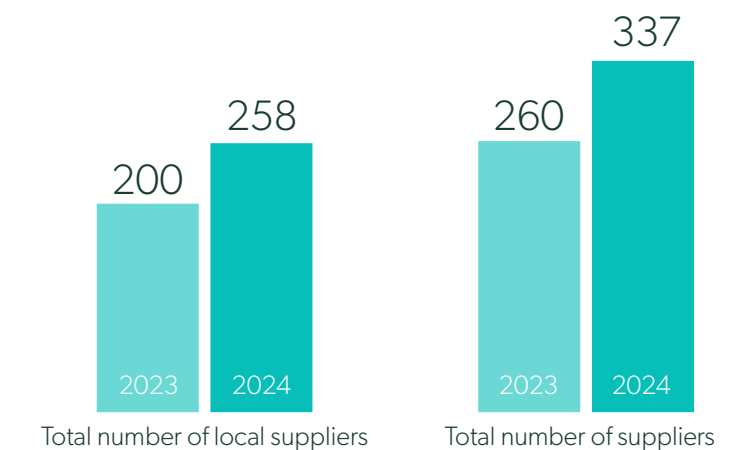
Despite higher blending complexity, Technolube has an OPEX advantage versus the look-alike peers and is

ranked in top quartile performance.

Local Procurement

Petrolube prioritizes the purchase of goods and services from local suppliers. Our Procurement Policy gives preference to local suppliers wherever possible, in line with our support for the Saudi Vision 2030. The Policy also encourages foreign suppliers to increase the local content in their supplies where possible. We hold the Local Content Certificate, which testifies to our contribution to enhancing local content (i.e. the prioritization of localization of goods and services) within our supply chain. Our **Local Content Certificate** was renewed in 2024 with **44.74%** local content score. During the year, 77% of our suppliers were local suppliers, accounting for 80% of our procurement spend.

PROCUREMENT (NUMBER)



06 Appendix

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- 88 GCC Metrics
- 90 Glossary of Abbreviations



Data Pack

Environmental

| Environmental expenditure and training | Unit | 2022 | 2023 | 2024 |
|---|-------|-----------|-----------|------------------------|
| Amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities | SAR | 513,000 | 636,800 | 2,186,400 ¹ |
| Environment/sustainability-related annual spending | SAR | 1,293,000 | 1,959,000 | 3,034,000 |
| Environment and/or sustainability training provided to colleagues | Hours | 347 | 153 | 372 |

¹Part of the environmental /sustainability spending.

| Production | Unit | 2022 | 2023 | 2024 |
|-------------------|------------------|---------|---------|---------|
| Production volume | Metric tons (MT) | 257,515 | 254,665 | 257,512 |

| Energy consumption | Unit | 2022 | 2023 | 2024 |
|---|------------------|-----------|-----------|------------------------|
| Electricity consumption | kWh | 9,320,065 | 8,115,647 | 8,847,306 |
| Petrol consumption from operations and vehicles | Liters | 11,772 | 9,890 | 8,123 |
| Diesel consumption from operations and vehicles | Liters | 4,587,489 | 4,220,408 | 4,417,307 ¹ |
| Total renewable energy consumption ³ | kWh | 0.00 | 382,701 | 741,400 |
| Energy intensity | (kWh/Mt product) | 36.19 | 31.87 | 34.36 ² |

¹Of this total, 3,624,088 liters were used as fuel for outbound logistics trucks and 793,219 liters were used for plant operations (such as fuel for forklift trucks, oil heaters and steamers).

²This excludes renewable energy.

³Technolube's solar plant was commissioned in June 2023.

| GHG emissions | Unit | 2022 | 2023 | 2024 |
|----------------------------------|---|--------|--------|--------|
| Direct GHG emissions (Scope1) | tonnes of CO ₂ eq | 12,287 | 10,973 | 11,504 |
| Indirect GHG emissions (Scope 2) | tonnes of CO ₂ eq | 6,688 | 5,550 | 6,062 |
| Total GHG emissions | tonnes of CO ₂ eq | 18,975 | 16,523 | 17,566 |
| GHG emissions intensity | tonnes of CO ₂ eq/ per production unit | 0.074 | 0.065 | 0.068 |

Notes:

Emissions Sources: Scope 1 emissions are from outbound logistics trucks and plant operations, such as diesel forklifts, oil heaters and steam generators. Scope 2 emissions are from the purchased electricity consumption. Scope 3 emissions (all other indirect emissions) are not yet measured.

Emissions Factors: For Scope 1, we use a factor of 2.6 kg CO₂/liter of diesel consumed and 2.3 kg CO₂/liter of petrol consumed. For Scope 2, a factor of 0.7176 kg CO₂/ kWh electricity use in KSA sites and 0.4333 kg CO₂/kwh electricity use in UAE. We currently don't track scope 3 GHG emissions.

| Waste management | Unit | 2022 | 2023 | 2024 |
|-------------------------------------|------|-------------------|--------------------|---------|
| Total waste generated | Mt | 1,613 | 2,172 | 1,710 |
| Total hazardous waste generated | Mt | 9.01 ¹ | 22.72 ¹ | 19.25 |
| Total non-hazardous waste generated | Mt | 1,604 | 2,150.00 | 1,690.8 |
| Total waste sent to landfill | Mt | 965.00 | 801.00 | 541.70 |
| Total waste recycled | Mt | 497.00 | 1,169 | 914.28 |
| Total waste reused | Mt | 151.00 | 204 | 254.06 |

¹Values restated to include lab chemical waste

| Waste generated | Unit | 2022 | 2023 | 2024 |
|-----------------------------|------|--------|--------|--------|
| Plastic | Mt | 134.09 | 595.00 | 158.30 |
| Cartons | Mt | 243.13 | 309.00 | 299.10 |
| Steel scrap | Mt | 110.90 | 241.00 | 437.60 |
| General Waste ¹ | Mt | 965.00 | 801.00 | 541.70 |
| Wooden Pallets ² | Mt | 145.40 | 200.00 | 251.00 |
| Lab Chemical waste | Mt | 4.63 | 2.2 | 2.50 |
| Hazardous | Mt | 4.38 | 20.50 | 16.74 |
| Lab used Oil Waste | Mt | 5.9 | 2.9 | 3.10 |

¹There is a reduction in the general waste (converted to landfill) due to the enhanced waste segregation activities

²The increase in wooden pallets waste was due to quality issues from the pallet suppliers, which meant some pallets had to be rejected and scrapped to avoid possible quality or safety issues.

| Water management | 2022 | 2023 | 2024 |
|--|-------|-------|-------|
| Water consumption | | | |
| Groundwater withdrawal (megaliters) | 0.48 | 0.26 | 0.25 |
| Seawater withdrawal (megaliters) | 7.86 | 9.89 | 9.38 |
| Water consumed (megaliters) | 8.34 | 10.15 | 9.63 |
| Water consumption intensity (m ³ /MT product) | 0.032 | 0.040 | 0.037 |
| Water treated | | | |
| Wastewater treated (megaliters) | 4.85 | 3.48 | 5.73 |
| Percentage of water treated (%) | 58.2% | 34.3% | 59.5% |

Notes:

Not all water consumed requires treatment; however, 100% of all wastewater generated was treated.

| Spill management | Unit | 2022 | 2023 | 2024 |
|---------------------------------|---------|------|------|------|
| Total recorded spills. | Number | 3 | 3 | 2 |
| Total recorded spills (volume). | Barrels | 3.8 | 4.3 | 151 |

Notes:

Spills that occurred in 2022 and 2023 are minor spills

Spills that occurred in 2024 are related to road transport accidents and preventive measures were taken, please refer to the RT-HSE highlight story

Social

| Human capital and composition | Unit | 2022 | 2023 | 2024 |
|--|--------|------|------|------|
| Employees | Number | 656 | 685 | 658 |
| Female employees | Number | 32 | 37 | 44 |
| Male employees | Number | 624 | 648 | 614 |
| Workers who are not employees (Contractors) | Number | 168 | 186 | 174 |

Notes:

All Petrolube and Technolube employees are full-time and permanent employees.

| Workforce by category and gender* | Unit | 2022 | 2023 | 2024 |
|---------------------------------------|--------|------|------|------|
| Senior Management | Number | 12 | 10 | 12 |
| Female employees in senior management | Number | 0 | 0 | 1 |
| Male employees in senior management | Number | 12 | 10 | 11 |
| Middle Management | Number | 50 | 45 | 49 |
| Female employees in middle management | Number | 3 | 3 | 3 |
| Male employees in middle management | Number | 47 | 42 | 46 |

*Values were restated due to updating the definition of senior management

| Workforce by age group | Unit | 2022 | 2023 | 2024 |
|------------------------|--------|------|------|------|
| 18-30 | Number | 75 | 75 | 92 |
| 31-40 | Number | 270 | 280 | 253 |
| 41-50 | Number | 194 | 204 | 207 |
| 51+ | Number | 117 | 126 | 106 |

| New hires and turnover | Unit | 2022 | 2023 | 2024 |
|--|--------|------|------|------|
| Total number of new employees who joined the organization | Number | 55 | 53 | 48 |
| Total number of new employees who joined the organization (female) | Number | 7 | 9 | 12 |
| Total number of new employees who joined the organization (male) | Number | 48 | 44 | 36 |
| Total number of new employees who joined the organization (Under 30) | Number | 13 | 19 | 20 |
| Total number of new employees who joined the organization (31-50) | Number | 36 | 30 | 25 |
| Total number of new employees who joined the organization (Over 50) | Number | 6 | 4 | 3 |
| Total number of employees who left the organization | Number | 57 | 32 | 74 |
| Total number of employees who left the organization (female) | Number | 4 | 1 | 7 |
| Total number of employees who left the organization (male) | Number | 53 | 31 | 67 |
| Total number of employees who left the organization (Under 30) | Number | 12 | 6 | 11 |
| Total number of employees who left the organization (30-50) | Number | 30 | 17 | 48 |
| Total number of employees who left the organization (Over 50) | Number | 15 | 9 | 15 |

| Parental leave | Unit | 2022 | 2023 | 2024 |
|---|--------|------|------|------|
| Total number of employees that were entitled to parental leave (female) | Number | 32 | 37 | 44 |
| Total number of employees that were entitled to parental leave (male) | Number | 624 | 648 | 614 |
| Total number of employees that took parental leave (female) | Number | 2 | 1 | 2 |
| Total number of employees that took parental leave (male) | Number | 17 | 23 | 16 |
| Total number of employees who returned to work after parental leave ended (return to work) (female) | Number | 2 | 1 | 2 |
| Total number of employees who returned to work after parental leave ended (return to work) (male) | Number | 16 | 23 | 16 |

| | | | | |
|--|--------|---|---|---|
| Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (female) | Number | 2 | 1 | 2 |
|--|--------|---|---|---|

| | | | | |
|--|--------|----|---|----|
| Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (male) | Number | 17 | 5 | 14 |
|--|--------|----|---|----|

| Nationalization - Petrolube | Unit | 2022 | 2023 | 2024 |
|---|-------------|-------------|-------------|-------------|
| Number of full-time Saudi employees | Number | 176 | 181 | 188 |
| Female Saudi employee | Number | 12 | 14 | 25 |
| Male Saudi employees | Number | 164 | 167 | 163 |
| Saudi full-time employees in senior management | Number | 12 | 14 | 11 |
| Number of employees of other nationalities | Number | 480 | 504 | 470 |
| Number of nationalities | Number | NA | 19 | 19 |
| Saudization rate | Percentage | 40% | 39% | 42% |

| Employee well-being and engagement | Unit | 2023 | 2024 |
|---|-------------|-------------|-------------|
| Employee engagement (GPTW Survey) | Percentage | 89% | 92% |
| Employee satisfaction score (GPTW) | Percentage | 74% | 75% |

| Manhours | Unit | 2022 | 2023 | 2024 |
|---------------------------|-------------|-------------|-------------|-------------|
| Total employee manhours | Hour | 1,477,847 | 1,541,966 | 1,331,792 |
| Total contractor manhours | Hour | 410,365 | 446,797 | 352,176 |

| Health and Safety | Unit | 2022 | 2023 | 2024 |
|---|-------------|-------------|-------------|-------------|
| Workers covered by the health and safety management system (%) | Percentage | 100% | 100% | 100% |
| Workers covered by the health and safety management system that has been both internally and externally audited | Number | 430 | 429 | 460 |

| | | | | |
|---|------------|-----|-----|-----|
| Workers covered by the health and safety management system that has been both internally and externally audited | Percentage | 66% | 63% | 70% |
|---|------------|-----|-----|-----|

Workforce represented in joint management-worker H&S committees

| | | | | |
|------------------|------------|-----|-----|-----|
| Petrolube KSA | Percentage | 21% | 24% | 24% |
| Technolube Dubai | Percentage | 11% | 13% | 13% |

| Safety training | Unit | 2022 | 2023 | 2024 |
|------------------------|--------------|--------------|--------------|--------------|
| Petrolube KSA | Hours | 997 | 1,068 | 2,189 |
| Technolube Dubai | Hours | 948 | 957 | 1,635 |
| Grand Total | Hours | 1,945 | 2,025 | 3,824 |

| Occupational health and safety KPIs | 2022 | 2023 | 2024 |
|--|-------------|-------------|-------------|
|--|-------------|-------------|-------------|

High-consequence work-related injury

| | | | |
|--|---|---|---|
| Number of employee high consequence work related injuries (excluding fatality) | 0 | 0 | 0 |
| Number of contractor high consequence work related injuries (excluding fatality) | 0 | 0 | 0 |

Work-related injury (excluding fatality and high consequence work)

| | | | |
|---|------|------|------|
| Number of employee work-related injuries | 2 | 2 | 1 |
| Number of contractor work-related injuries | 2 | 2 | 1 |
| Employee work-related injury rate (per million hours) | 1.35 | 1.30 | 0.75 |
| Contractor work-related injury rate (per million hours) | 4.87 | 4.48 | 2.84 |
| Overall work-related injury rate (per million hours) | 2.12 | 2.01 | 1.20 |

Fatalities

| | | | |
|--|---|---|---|
| Number of employee fatalities as a result of work-related injury | 0 | 0 | 0 |
| Number of contractor fatalities as a result of work-related injury | 0 | 0 | 0 |

| Training and development | Unit | 2023 | 2024 |
|--|-------|------|-------|
| Total number of trainings for females | Hours | 52 | 305 |
| Total number of trainings for males | Hours | 441 | 3,919 |
| Total number of trainings for total workforce | Hours | 493 | 4,224 |
| Average hours of training per year per female employee | Hours | 1.41 | 6.93 |
| Average hours of training per year per male employee | Hours | 0.68 | 6.38 |
| Average hours of training per year per employee | Hours | 0.72 | 6.42 |

| Anti-corruption training | Unit | 2023 | 2024 |
|---|--------|------|------|
| Total number of employees the organization's anti-corruption policies have been communicated to | Number | 218 | 212 |

| Performance Review | Unit | 2022 | 2023 | 2024 |
|--|------------|------|------|------|
| Percentage of total employee who received a regular performance and career development review during the reporting period. | Percentage | 84% | 84% | 84% |
| Percentage of female employees | Percentage | 100% | 100% | 100% |
| Percentage of male employees | Percentage | 95% | 95% | 95% |
| Percentage of senior management employees | Percentage | 100% | 100% | 100% |
| Percentage of middle management employees | Percentage | 100% | 100% | 100% |

| Employee wages and benefits | Unit | 2022 | 2023 | 2024 |
|---|------------|------|------|------|
| Ratio of male entry level wage to minimum wage | Percentage | 1:1 | 1:1 | 1:1 |
| Ratio of female entry level wage to minimum wage | Percentage | 1:1 | 1:1 | 1:1 |
| Ratio of basic salary/renumeration of women to men | Percentage | 1:1 | 1:1 | 1:1 |
| Ratio of basic salary/renumeration of women to men in senior management | Percentage | 1:1 | 1:1 | 1:1 |
| Ratio of basic salary/renumeration of women to men in middle management | Percentage | 1:1 | 1:1 | 1:1 |

| Customer satisfaction | Units | 2022 | 2023 | 2024 |
|---|------------|------|-------|-------|
| Customer Satisfaction Score * | Percentage | 76% | 77.1% | 77.8% |
| Net Promotor Score (NPS)* | Number | +21 | +26 | +10 |
| Percentage of customers actively responding the survey | Percentage | NA | NA | 86% |
| Customer complaints received through communication channels | Number | 31 | 50 | 24 |
| Customer complaints received through communication channels (Technolube) | Number | 15 | 23 | 5 |
| Customer complaints received through communication channels (Petrolube KSA) | Number | 16 | 27 | 19 |

*This covers our internal customers i.e. Sales team (different divisions, such as Commercial, B2B, Retail and International sales) and also our sister companies such as NCMC "National Car Maintenance Company" which is one of Petromin Corporation Business verticals).

| Community engagement | Units | 2022 | 2023 | 2024 |
|------------------------|--------|--------|---------|---------|
| Community investment | SAR | 45,000 | 150,000 | 170,000 |
| Number of CSR projects | Number | 1 | 1 | 1 |

Governance

| Board of Directors composition and diversity | Units | 2022 | 2023 | 2024 |
|--|--------|------|------|------|
| Total number of board members | Number | 8 | 7 | 7 |
| Total number of independent members | Number | 3 | 3 | 3 |
| Total number of non-independent members | Number | 3 | 4 | 4 |
| Total number of executive members | Number | 1 | 1 | 1 |
| Total number of non-executive members | Number | 5 | 4 | 4 |
| Total board seats occupied by women | Number | 3 | 3 | 3 |
| Total board seats occupied by men | Number | 5 | 4 | 4 |
| Total number of board members under 30 years of age | Number | 0 | 0 | 0 |
| Total number of board members between 30-50 years of age | Number | 3 | 3 | 3 |
| Total number of board members over 50 years of age | Number | 5 | 4 | 4 |

| Research and development | Units | 2022 | 2023 | 2024 |
|---|------------|---------|----------------------|---------|
| The company's annual R&D budget | SAR | 553,351 | 272,500 ¹ | 257,200 |
| Number of dedicated R&D staff members does the company have (Technolube) | Number | NA | 2 ¹ | 2 |
| Number of dedicated R&D staff members does the company have (Petrolube) | Number | NA | 3 ¹ | 4 |
| Percentage of the company's product portfolio has been developed or improved as a result of its R&D efforts | Percentage | NA | 50% | 50% |

¹Numbers are restated due to clerical error.

Note:

We do not have dedicated R&D staff. All technology employees work flexibly on development and technical service activities as the need arises.

| Supply chain audits | Units | 2022 | 2023 | 2024 |
|--|------------|------|------|------|
| Number of suppliers that are subject to environmental audits | Number | 4 | 8 | 10 |
| Percentage of new suppliers that were screened using environmental criteria | Percentage | NA | 3% | 13% |
| Number of suppliers identified as having significant actual and potential negative environmental impacts | Number | 0 | 0 | 0 |
| Suppliers with which relationships were terminated as a result of audit | Number | 0 | 0 | 0 |
| Number of suppliers that are subject to social audits | Number | NA | NA | 6 |
| Percentage of new suppliers that were screened using social criteria | Percentage | NA | 0% | 8% |
| Number of suppliers identified as having significant actual and potential negative social impacts | Number | 0 | 0 | 0 |
| Suppliers with which relationships were terminated as a result of audit | Number | 0 | 0 | 0 |
| Number of suppliers assessed for environmental impacts | Number | 0 | 3 | 10 |

| Procurement | Units | 2022 | 2023 | 2024 |
|---|------------|-----------|-----------|-----------|
| Total number of suppliers | Number | NA | 260 | 337 |
| Total number of local suppliers | Number | NA | 200 | 258 |
| Percentage of local suppliers | Percentage | NA | 77% | 77% |
| Total spending on suppliers and contractors | SAR ('000) | 1,519,040 | 1,061,000 | 1,202,497 |
| Spending on locally based suppliers and contractors | SAR ('000) | 1,159,724 | 877,000 | 962,828 |
| Percentage of spending on local suppliers | SAR | 76% | 83% | 80% |

Stakeholder Engagement

| Stakeholder | Focus Areas | Channels of Engagement |
|---|---|--|
| Shareholders (Al Dabbagh Group and Petromin Corporation) | <ul style="list-style-type: none"> — Safe and reliable operations — Process efficiency — Market share — Financial returns — Reputation | <ul style="list-style-type: none"> — Board meetings — Annual sustainability report — Sustainability Council — Materiality Assessment surveys |
| Petrolube Colleagues | <ul style="list-style-type: none"> — Health, safety and Wellbeing — Competitive pay and benefits — Continuous career development — Open and transparent communications — Supportive management | <ul style="list-style-type: none"> — Company Internal announcements and Intranet — Employee satisfaction surveys (Omnipreneurship Cultural Index Survey and the Great Place To Work “GPTW” Survey) — Materiality Assessment surveys |
| Customers | <ul style="list-style-type: none"> — Quality products — Service excellence — Ontime In Full Delivery | <ul style="list-style-type: none"> — Customer feedback surveys — Seminars and events — Materiality Assessment surveys |
| Contractors and Suppliers | <ul style="list-style-type: none"> — Fair contract bidding / awarding — Timely payments — Safe working conditions | <ul style="list-style-type: none"> — Procurement Portal — Contractual arrangements and bidding — Conferences and exhibitions — Materiality Assessment surveys — Safety orientations and work permits |
| Local Community | <ul style="list-style-type: none"> — Responsible business practices — Minimal environmental impacts — Employment opportunities — Safe operations — Development of national talent | <ul style="list-style-type: none"> — Career forums / fairs — Community investment projects — Interaction with colleagues and their families — Events |
| Government and Regulatory bodies | <ul style="list-style-type: none"> — Saudi Vision 2030 — Development of national talent — Saudization — Compliance with regulations — Compliance with ISO Standards | <ul style="list-style-type: none"> — Meetings with government entities — Partnerships with government entities — Conferences and exhibitions — Performance reports to regulatory bodies |



Material Topic Definitions

| Petrolube Material Topics | Category | Definition | Positive Impact | Negative Impact |
|---------------------------|----------|---|--|--|
| GHG emissions | E | Minimizing greenhouse gas emissions across Scope 1, 2, and 3 by optimizing logistics, electrifying equipment, switching to renewable energy, and redesigning packaging to reduce environmental impact. | Reduces carbon footprint, improves compliance with climate-related regulations, and enhances market competitiveness through sustainable practices. | Initial capital investment in renewable technologies, potential disruptions during implementation, and complexity in tracking Scope 3 emissions. |
| Waste management | E | Implementing a holistic approach to eliminate, reuse, and recycle waste and raw materials across operations, with a strong emphasis on segregation, circularity, and supplier collaboration to reduce landfill use and environmental pollution. | Reduces environmental burden, enhances regulatory compliance, and strengthens brand reputation through responsible waste management. | Upfront investment in waste management systems, training needs for staff, and dependency on recycling partners' infrastructure. |
| Energy management | E | Strategic initiatives to reduce energy consumption and increase efficiency through clean technology, audits, LED retrofits, and solar energy adoption as part of a broader dedication to Net Zero targets. | Lowers operational costs, improves energy resilience, and supports national clean energy goals. | Capital cost of technology upgrades and potential downtime during infrastructure enhancements. |
| Water and effluents | E | Managing water use responsibly by reducing consumption and ensuring safe disposal or treatment of wastewater in compliance with environmental standards. | Protects water resources, reduces utility costs, and ensures alignment with environmental regulations. | Infrastructure costs for treatment and compliance, and risks of penalties from non-compliance or accidental spills. |

| Petrolube Material Topics | Category | Definition | Positive Impact | Negative Impact |
|---------------------------------------|----------|---|--|--|
| Biodiversity conservation | E | Contributing to biodiversity preservation through pollution prevention, sustainable resource use, and initiatives like spill avoidance and packaging reuse. | Protects ecosystems, supports long-term sustainability, and environmental stewardship. | Monitoring challenges and operational constraints in implementing biodiversity-focused practices. |
| Occupational health and safety | S | Creating a proactive safety culture focused on risk prevention, including chemical safety, regulatory compliance, and continuous health and safety training, with the goal of eliminating workplace injuries. | Reduces accidents, enhances workforce productivity, and builds employee trust and engagement. | Requires continuous investment in training, infrastructure, and safety systems to maintain performance. |
| Human rights and fair labor practices | S | Upholding internationally recognized human rights by embedding fair labor practices, diversity, wage equity, and grievance mechanisms throughout Petrolube's operations and supply chain. | Improves employee relations, supports compliance with international standards, and enhances reputation among stakeholders. | Non-compliance may lead to legal risks and reputational damage; requires robust monitoring and training systems. |
| Community engagement | S | Contributing to community development and well-being through events, partnerships, donations, and inclusive educational programs, aligned with national development goals. | Strengthens community relations, supports local development, and builds social license to operate. | Requires consistent investment and effort to align initiatives with community expectations and measure outcomes effectively. |

| Petrolube Material Topics | Category | Definition | Positive Impact | Negative Impact |
|---|----------|---|---|--|
| Diversity and inclusion | S | Providing an inclusive workplace where employees of all backgrounds have equal access to opportunities, guided by structured hiring policies and monitored diversity targets. | Enhances innovation, improves employee satisfaction, and builds a dynamic and balanced workforce. | Needs ongoing training and policy enforcement; resistance to change may challenge implementation in some areas. |
| Talent development | S | Supporting employee growth through structured training, upskilling, and performance management aligned with career development goals and company needs. | Boosts employee engagement, productivity, and retention; supports national goals like Saudization. | Requires continuous investment and alignment with evolving business strategies and employee expectations. |
| Customer relations | S | Ensuring satisfaction, and responsiveness across all customer touchpoints. This includes resolving issues efficiently, delivering on expectations, and building trust in Petrolube's products and services. | Enhanced brand loyalty, market growth, and customer advocacy. | Failure to meet expectations can harm reputation and lead to customer attrition. |
| Product stewardship | G | Ensuring product quality and safety while minimizing environmental impact through innovation, customer engagement, and adoption of circular economy principles. | Boosts customer satisfaction, strengthens brand trust, and enables compliance with product and environmental regulations. | Requires significant R&D investment and cross-functional collaboration to meet performance and sustainability standards. |
| Governance, compliance, and risk management | G | Implementing sound governance practices, robust compliance frameworks, and proactive risk management to ensure transparency, accountability, and business continuity. | Reduces regulatory and operational risks, strengthens stakeholder trust, and promotes ethical decision-making. | Needs continuous review and adaptation to regulatory changes and evolving risk landscape. |

| Petrolube Material Topics | Category | Definition | Positive Impact | Negative Impact |
|---------------------------------------|----------|--|---|---|
| Innovation and digital transformation | G | Leveraging technologies and digital tools to improve efficiency. This includes R&D into digital platforms that streamline operations. | Competitive differentiation, operational excellence, and contribution to low-carbon innovation. | Cybersecurity threats, integration challenges, and potential digital skill gaps. |
| Data privacy and information security | G | Protecting company and customer data through cybersecurity measures, access control, risk assessments, and awareness programs to ensure confidentiality and integrity. | Safeguards sensitive information, builds stakeholder confidence, and ensures regulatory compliance. | Evolving cyber threats require constant investment in tools, training, and monitoring systems. |
| Supply chain management | G | Promoting transparent, ethical sourcing and responsible procurement of raw materials by engaging local suppliers, monitoring performance, and reducing environmental impact. | Improves supplier relationships, boosts local economic development, and enhances sustainability across the value chain. | Dependency on supplier compliance and performance; may face cost challenges when transitioning to more sustainable practices. |
| Economic growth | G | Achieving financial stability and long-term value creation for shareholders while supporting national economic development in alignment with Saudi Vision 2030. This includes strategic investments, operational efficiency, and value-added growth. | Stronger investor confidence, job creation, and contribution to economic resilience. | Economic downturns, regulatory changes, and market dependency may affect performance. |

GRI Content Index

| | |
|-------------------------|--|
| Statement of use | Petrolube Oil Company has reported in accordance with the GRI Standards for the period of 1st January to 31st December 2024. |
| GRI 1 used | GRI 1: Foundation 2021 |

| GRI Standard/ Other Source | Disclosure | Location And/Or Direct Answer |
|---------------------------------------|--|--|
| General disclosures | | |
| GRI 2: General Disclosures 2021 | 2-1 Organizational details | 8, 9 |
| | 2-2 Entities included in the organization's sustainability reporting | 4 |
| | 2-3 Reporting period, frequency and contact point | 4 |
| | 2-4 Restatements of information | 76, 78, 80 |
| | 2-5 External assurance | This report did not go through external assurance. |
| | 2-6 Activities, value chain and other business relationships | 11 |
| | 2-7 Employees | 50, 51, 77, 78 |
| | 2-8 Workers who are not employees | 77 |
| | 2-9 Governance structure and composition | 14-16 |
| | 2-10 Nomination and selection of the highest governance body | 61 |

| GRI Standard/ Other Source | Disclosure | Location And/Or Direct Answer |
|---------------------------------------|--|---|
| | 2-11 Chair of the highest governance body | 14, 15 |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 15 |
| | 2-13 Delegation of responsibility for managing impacts | 15, Delegation of authority document is developed in accordance with Company Laws, Capital Market Regulations and Best Corporate Governance Practices |
| | 2-14 Role of the highest governance body in sustainability reporting | 16 |
| | 2-15 Conflicts of interest | 61, 62, 73 |
| | 2-16 Communication of critical concerns | 61, 63 |
| | 2-17 Collective knowledge of the highest governance body | 15 |
| | 2-18 Evaluation of the performance of the highest governance body | 15, The Performance of Directors, Senior Executives, and members of the committees shall be evaluated annually in accordance with the rules and procedures to be set out in further detail in the nomination policy. The General Assembly can terminate the membership of absent members of the Board of Directors due to their absence from three consecutive Board meetings without a valid excuse. |
| | 2-19 Remuneration policies | 16, 61 |
| | 2-20 Process to determine remuneration | 16, 61, If the Audit Committee or the Board finds that the remuneration paid to any Board member is based on incorrect or misleading information presented to the General Assembly or included in the Annual Report of the Board of Directors. In that case, it shall return it to the Company, and the Company may request its refund. |

| GRI Standard/ Other Source | Disclosure | Location And/Or Direct Answer |
|--|---|--|
| | 2-21 Annual total compensation ratio | Ratio of annual total compensation for the organization's highest paid individual to the median annual total compensation for all employees. KSA 20.18 : 1 Technolube 4.5 : 1 |
| | 2-22 Statement on sustainable development strategy | 5,6 |
| | 2-23 Policy commitments | 18, 31, 49, 50, 61, 62, 64, 65, 70, 71, 72, 73 |
| | 2-24 Embedding policy commitments | 18, 31, 49, 50, 61, 62, 64, 65, 70, 71, 72, 73 |
| | 2-25 Processes to remediate negative impacts | 54, 63 |
| | 2-26 Mechanisms for seeking advice and raising concerns | 54, 63 |
| | 2-27 Compliance with laws and regulations | 63, 69, 70 |
| | 2-28 Membership associations | 10 |
| | 2-29 Approach to stakeholder engagement | 81 |
| | 2-30 Collective bargaining agreements | Collective bargaining is not legally permitted in KSA and Dubai per the Labor Law |
| Material topics | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | 20, 21 |
| | 3-2 List of material topics | 20, 21 |
| Occupational health and safety | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 43-50 |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | 43, 44, 47 |

| GRI Standard/ Other Source | Disclosure | Location And/Or Direct Answer |
|-------------------------------|---|-------------------------------|
| | 403-2 Hazard identification, risk assessment, and incident investigation | 46, 47, 48 |
| | 403-3 Occupational health services | 45 |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 45 |
| | 403-5 Worker training on occupational health and safety | 47, 48 |
| | 403-6 Promotion of worker health | 46 |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 45-49 |
| | 403-8 Workers covered by an occupational health and safety management system | 47, 78 |
| | 403-9 Work-related injuries | 78 |
| | 403-10 Work-related ill health | 78 |
| Waste Management | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 36-38 |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | 36 |
| | 306-2 Management of significant waste-related impacts | 36, 38 |
| | 306-3 Waste generated | 37 |
| | 306-4 Waste diverted from disposal | 37 |
| | 306-5 Waste directed to disposal | 37 |
| GRI 301: Materials 2016 | 301-1 Materials used by weight or volume | 38 |
| | 301-2 Recycled input materials used | 38 |

| GRI Standard/ Other Source | Disclosure | Location And/Or Direct Answer |
|--|--|-------------------------------|
| Governance, Compliance, and Risk Management | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 61-63 |
| GRI 205: Anti-corruption 2016 | 205-2 Communication and training about anti-corruption policies and procedures | 79 |
| Energy Management | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 32, 33 |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | 75 |
| | 302-3 Energy intensity | 75 |
| | 302-4 Reduction of energy consumption | 75 |
| Talent Development | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 51, 52, 53 |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | 79 |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | 52 |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | 79 |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | 77 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 54 |
| | 401-3 Parental leave | 77 |
| GHG Emissions | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 34, 35 |

| GRI Standard/ Other Source | Disclosure | Location And/Or Direct Answer |
|---|---|-------------------------------|
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | 75 |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 75 |
| | 305-4 GHG emissions intensity | 75 |
| | 305-5 Reduction of GHG emissions | 75 |
| Diversity and Inclusion | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 50, 51 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | 15 |
| | 405-2 Ratio of basic salary and remuneration of women to men | 79 |
| GRI 406: Non-discrimination 2016 | 406-1 Incidents of discrimination and corrective actions taken | 50 |
| GRI 202: Market Presence 2016 | 202-1 Ratios of standard entry level wage by gender compared to local minimum wage | 79 |
| | 202-2 Proportion of senior management hired from the local community | 78 |
| Product Stewardship | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 65-67 |
| GRI 417: Marketing and Labeling 2016 | 417-2 Incidents of non-compliance concerning product and service information and labeling | 63 |
| GRI 416: Customer Health and Safety 2016 | 416-1 Assessment of the health and safety impacts of product and service categories | 65-67 |

| GRI Standard/ Other Source | Disclosure | Location And/Or Direct Answer |
|---|--|-------------------------------|
| Supply Chain Management | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 72, 73 |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | 73 |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria | 80 |
| GRI 414: Supplier Social Assessment 2016 | 414-1 New suppliers that were screened using social criteria | 80 |
| Human Right and Fair Labor Practices | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 49 |
| GRI 408: Child Labor 2016 | 408-1 Operations and suppliers at significant risk for incidents of child labor | 49 |
| GRI 409: Forced or Compulsory Labor 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | 49 |
| Community Engagement | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 56-58 |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | 57 |
| Water and Effluents | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 39 |

| GRI Standard/ Other Source | Disclosure | Location And/Or Direct Answer |
|--|---|--|
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource | 39 |
| | 303-2 Management of water discharge-related impacts | 39 |
| | 303-5 Water consumption | 39 |
| Biodiversity Conservation | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 40 |
| GRI 304: Biodiversity 2016 | 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | 40 |
| Economic Growth | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 64 |
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed | 64 |
| | 201-4 Financial assistance received from government | The Company did not receive financial assistance from the government |
| GRI 207: Tax 2019 | 207-1 Approach to tax | 64 |
| Innovation and Digital Transformation | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 68, 69 |
| Data Privacy and Information Security | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 70, 71 |
| Customer Relations | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | 55 |

GCC Metrics

| Topic | Metric | Page Number(s) and/or Direct Answer |
|------------------------------|--|-------------------------------------|
| ENVIRONMENT (E) | | |
| E1. GHG Emissions | (E1.1) Total amount, in MTCO ₂ e, for Scope 1 | 75 |
| | (E1.2) Total amount, in MTCO ₂ e, for Scope 2 (if applicable) | 75 |
| | (E1.3) Total amount, in MTCO ₂ e, for Scope 3 (if applicable) | Not disclosed |
| E2. Emissions Intensity | (E2.1) Total GHG emissions per output scaling factor | 75 |
| | (E2.2) Total non-GHG emissions per output scaling factor | Not disclosed |
| E3. Energy Usage | (E3.1) Total amount of energy directly consumed | 75 |
| | (E3.2) Total amount of energy indirectly consumed | 75 |
| E4. Energy Intensity | Total direct energy usage per output scaling factor | 75 |
| E5. Energy Mix | Percentage: Energy usage by generation type | 75 |
| E6. Water Usage | (E6.1) Total amount of water consumed | 76 |
| | (E6.2) Total amount of water reclaimed | 76 |
| E7. Environmental Operations | (E7.1) Does your company follow a formal Environmental Policy? Yes/No | Yes |
| | (E7.2) Does your company follow specific waste, water, energy and/or recycling polices? Yes/No | Yes |
| | (E7.3) Does your company use a recognized energy management system? | Yes |
| E8. Environmental Oversight | Does your Management Team oversee and/or manage sustainability issues? Yes/No | Yes |
| E9. Environmental Oversight | Does your Board oversee and/or manage sustainability issues? Yes/No | Yes |

| Topic | Metric | Page Number(s) and/or Direct Answer |
|------------------------------|---|-------------------------------------|
| E10. Climate Risk Mitigation | Total amount invested, annually, in climate-related infrastructure, resilience, and product development | 29 |
| Social (S) | | |
| S1. CEO Pay Ratio | (S1.1) Ratio: CEO total compensation to median FTE total compensation | KSA 15.76:1 Technolube: 4.5:1 |
| | (S1.2) Does your company report this metric in regulatory filings? Yes/No | Yes |
| S2. Gender Pay Ratio | Ratio: Median male compensation to median female compensation | 79 |
| S3. Employee Turnover | (S3.1) Percentage: Year-over-year change for full-time employees | 77 |
| | (S3.2) Percentage: Year-over-year change for part-time employees | 77 |
| | (S3.3) Percentage: Year-over-year change for contractors/consultants | 77 |
| S4. Gender Diversity | (S4.1) Percentage: Total enterprise headcount held by men and women | 77 |
| | (S4.2) Percentage: Entry- and mid-level positions held by men and women | 77 |
| | (S4.3) Percentage: Senior- and executive-level positions held by men and women | 77 |
| S5. Temporary Worker Ratio | (S5.1) Percentage: Total enterprise headcount held by part-time employees | 77 |
| | (S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants | 77 |
| S6. Non-Discrimination | Does your company follow a non-discrimination policy? Yes/No | Yes |
| S7. Injury Rate | Percentage: Frequency of injury events relative to total workforce time | 78 |
| S8. Global Health & Safety | Does your company follow an occupational health and/or global health & safety policy? Yes/No | Yes |

| Topic | Metric | Page Number(s) and/or Direct Answer |
|---------------------------------------|--|---|
| S9. Child & Forced Labor | (S9.1) Does your company follow a child and/or forced labor policy? Yes/No | Yes |
| | (S9.2) If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No | Yes |
| S10. Human Rights | (S10.1) Does your company follow a human rights policy? Yes/No | Yes |
| | (S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No | Yes |
| Governance (G) | | |
| G1. Board Diversity | (G1.1) Percentage: Total board seats occupied by men and women | 80 |
| | (G1.2) Percentage: Committee chairs occupied by men and women | 80 |
| G2. Board Independence | (G2.1) Does your company prohibit the CEO from serving as board chair? Yes/No | Yes |
| | (G2.2) Percentage: Total board seats occupied by independent board members | 80 |
| G3. Incentivized Pay | Are executives formally incentivized to perform on sustainability? | No, there are no dedicated sustainability incentives; however, some executives have KPIs that align with sustainability objectives. |
| G4. Supplier Code of Conduct | (G4.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/No | Yes |
| | (G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code? | 72 |
| G5. Ethics & Prevention of Corruption | (G5.1) Does your company follow an Ethics and/or Prevention of Corruption policy? Yes/No | Yes |
| | (G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy? | 62 |

| Topic | Metric | Page Number(s) and/or Direct Answer |
|------------------------------|---|-------------------------------------|
| G6. Data Privacy | (G6.1) Does your company follow a Data Privacy policy? Yes/No | Yes |
| | (G6.2) Has your company taken steps to comply with GDPR rules? Yes/No | Yes |
| G7. Sustainability Reporting | Does your company publish a sustainability report? Yes/No | Yes |
| G8. Disclosure Practices | (G8.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No | Yes |
| | (G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No | Yes |
| | (G8.3) Does your company set targets and report progress on the UN SDGs? Yes/No | Yes |
| G9. External Assurance | Are your sustainability disclosures assured or validated by a third-party audit firm? Yes/No | No |



Glossary of Abbreviations

| | | | |
|-------|---|-----------------|---------------------------------|
| ESG | Environmental, Social, and Governance | OTIF | On-Time In-Full |
| GHG | Greenhouse Gas | GRI | Global Reporting Initiative |
| SDG | Sustainable Development Goals | GRC | Governance, Risk and Compliance |
| ISO | International Organization for Standardization | CAPEX | Capital Expenditure |
| HSE | Health, Safety and Environment | OPEX | Operational Expenditure |
| DEWA | Dubai Electricity and Water Authority | EV | Electric Vehicle |
| LTIFR | Lost Time Injury Frequency Rate | LOPC | Loss of Primary Containment |
| KPI | Key Performance Indicator | SD | Sustainable Development |
| CSR | Corporate Social Responsibility | B2B | Business to Business |
| SROI | Social Return on Investment | B2C | Business to Consumer |
| KSA | Kingdom of Saudi Arabia | AED | Arab Emirates Dirham |
| UAE | United Arab Emirates | GPTW | Great Place to Work |
| MSCI | Morgan Stanley Capital International | SAR | Saudi Riyal |
| SASO | Saudi Standards, Metrology and Quality Organization | NPS | Net Promoter Score |
| OEE | Overall Equipment Effectiveness | MT | Metric tonnes |
| SRM | Supplier Relationship Management | CO ₂ | Carbon Dioxide |

