

Operational Review

As a leading fuel and convenience retailer, ADNOC Distribution runs its business with agility, efficiency, and an unwavering focus on the customer.

We seek to consistently deliver high quality products and services by combining format innovation with disciplined operational excellence, elevating the forecourt, convenience retail, and car care into a seamless experience.

Our goal is to transform service stations into destinations of choice, where customers trust the quality, value the speed and convenience, and return because the experience keeps getting better.



Retail segment

Network expansion

ADNOC Distribution accelerated its network growth in 2025, adding 119 gross new stations across the UAE, Saudi Arabia, and Egypt, exceeding its target of 90–100. After selective portfolio optimization, the total network reached 1,010 stations at year-end 2025, up 13% from 896 at year-end 2024.

In the UAE, we opened 17 new stations, bringing the domestic network to 567 sites a 3% increase year-on-year. Four new Abu Dhabi locations were designed specifically to serve trucks, and our network in Dubai expanded to 57 stations.

In Saudi Arabia, we grew our operational network to 199 stations and advanced a capital-efficient expansion by contracting 99 sites under a Dealer Owned–Company Operated (DOCO) model. By year-end, 31 DOCO stations had been upgraded and were operating under the ADNOC Distribution brand, with the remaining contracted sites scheduled for phased conversion.

In Egypt, following the addition of three stations and the closure of four, we operated 244 service stations at year-end. The Egypt portfolio also includes aviation fuel, lubricants, and wholesale fuel operations, supported by approximately 140 convenience stores, 230 lube change points, and 130 car wash locations.

Rollout of EV charging points

ADNOC Distribution continued to scale its EV charging capability in 2025, adding 182 fast and super-fast charging points across the UAE, including dedicated EV hubs.

By year-end, the network reached 402 charging points under the E2GO brand, an 83% increase versus 220 at the end of 2024.

Chargers are deployed at service stations and dedicated mobility hubs in strategic locations, reinforcing our ambition to be the destination of choice for charging and convenience. Rollout is structured to be disciplined and profitability-led, calibrated quarterly to actual EV uptake and enabled by best-in-class technology to provide reliability and strong customer experience.



119

new stations





Non-fuel retail

In 2025, ADNOC Distribution advanced its non-fuel strategy to elevate customer experience and grow higher-margin revenues. Key initiatives included modernizing store environments, launching targeted marketing campaigns, using AI-driven convenience store clustering to optimize format and assortment, strengthening category management, and introducing new fresh food and premium coffee products. The Company also expanded its digital ordering and payment channels to increase convenience and engagement.

As part of its innovation agenda, ADNOC Distribution is deploying advanced technologies and artificial intelligence to streamline journeys and set a new bar for service quality. AI-powered Fill and Go, using computer vision for license plate recognition, simplifies and speeds up the refueling experience, reinforcing the Company's leadership in digital transformation.

Network enhancements supported this strategy. ADNOC Distribution opened 13 new convenience stores in the UAE and benefited from the 2024 - 2025 rollout of six high-capacity car wash tunnels. Nearly 50% of existing automatic car wash facilities were upgraded, with a focus on Tier 1 locations.

The vehicle inspection network expanded to 37 centers, adding two sites since end 2024. Fresh vehicle inspections increased by 7.0% year on year, supported by network growth, new services, and promotional activity.

Property management remained a strong contributor. As of year end 2025, ADNOC Distribution had 1,148 occupied and awarded rental units, stable versus the prior year. New properties were launched with leading international and local brands, including McDonald's, Domino's Pizza,

Dunkin' Donuts, Costa Coffee, and others - anchor tenants that drive incremental footfall and help transform sites into destinations of choice.

The Company also operated 20 Burger King outlets under a franchise model, delivering approximately 2.5x yield compared to a conventional rental model. To further integrate lifestyle with mobility and capture growing dwell time, ADNOC Distribution launched The Hub by ADNOC - an expanded roadside retail concept that combines fuel and E2GO EV charging with diverse F&B, family recreation (play zones, fitness), and coworking spaces.

The Hub by ADNOC aims to redefine convenience and accelerate non fuel retail growth across the UAE.



13

**new
convenience**

stores opened in
the UAE