

Outlook

Commercial segment

The business is expected to continue advancing its transition toward a full B2B solutions model by expanding integrated offerings such as fuels, lubricants, fleet services, MyStation mobile fueling, and sustainable energy products.

Strengthening higher-value relationships and enhancing solution-led capabilities are expected to support margin improvement and long-term, customer-centric growth.

Gasoil & Gasoline

ADNOC Distribution intends to advance its solutions-driven strategy by scaling Key Account Management, Fleet Management services, and the MyStation platform across priority sectors.

The business plans to leverage digital transformation to integrate fueling, fleet services, ordering, tracking, and billing into a seamless, one-stop solution for commercial and government customers. Growth efforts will focus on strengthening the Abu Dhabi base and capturing targeted opportunities in the Northern Emirates, supported by an optimized hub-and-spoke operating model. These combined initiatives should enhance service convenience, improve customer retention, and support higher-margin, solution-led growth.

Lubes

ADNOC Distribution's lubes business is expected to expand through a dual approach of penetrating existing and new international markets via distributor and franchise models to grow its presence.

The Company aims to focus on domestic opportunities driven by marine lubricants while innovating with specialty products base oils, and new product offerings.

Targeted marketing and an optimized product portfolio are expected to enable ADNOC Distribution to meet evolving customer needs and maintain its leadership in the highly competitive global lubricants market.

LPG

The LPG business intends to prioritize product premiumization by expanding higher-value bulk offerings such as propane, while enhancing customer experience across retail sites and on-demand delivery channels. Growth is expected to be supported through increased adoption of composite cylinders and wider deployment of vending platforms, alongside continued digital enhancements to streamline ordering, delivery, and operational efficiency.



"As a leading fuel and convenience retailer, we continue to drive performance through operational efficiency and customer-centric execution. In 2025, we accelerated our non-fuel retail strategy by expanding our convenience store offerings, enhancing car care services, and maximizing value across our real estate portfolio, including through The Hub by ADNOC. In parallel, we expanded our EV charging network, supporting sustainable growth and future mobility."

Klaas Mantel
Chief Operating Officer

