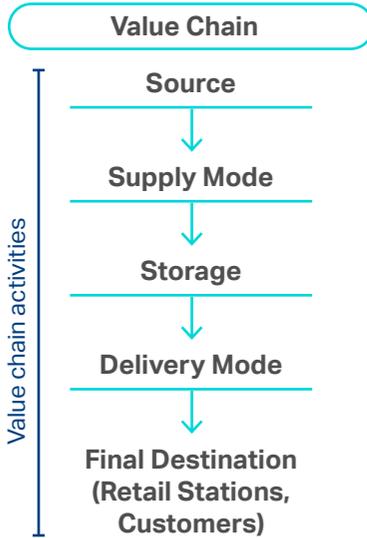


# VALUE CREATION MODEL

## Our Inputs and Drivers



### Natural Capital

- ▶ **1,382,182 GJ** Total Energy Consumption
- ▶ **2,289,355 m3** Water Consumed
- ▶ Solid ESG framework
- ▶ Dedicated sustainability function to implement sustainability across the organization

### Human Capital

- ▶ **13,717** total employees
- ▶ **889,543** training hours
- ▶ **126+** wellbeing initiatives
- ▶ Strong leadership team
- ▶ Diverse workforce from **81** nationalities

### Intellectual Capital

- ▶ Strong Brand
- ▶ **120+** Partners in ADNOC Rewards Program
- ▶ **20+** AI initiatives
- ▶ **AED 122 million** Invested in Technology Infrastructure
- ▶ ISO Certified

### Manufactured Capital

- ▶ Largest fuel retail and convenience retail network in the UAE

**1,010** Service stations across UAE, KSA and Egypt

**536** Convenience stores across UAE, KSA and Egypt

**402** fast and super fast EV charging points

**1,148** property units awarded/occupied in the UAE

### Financial Capital

- ▶ **AED 120 million** CAPEX on environment-related investments
- ▶ Solid business model
- ▶ Strong balance sheet
- ▶ Robust cash flow generation

### Social and Relationship Capital

- ▶ **AED 8.6 million** CSR Community Investment
- ▶ Operations in three markets, with lubricants being exported to **52** countries

## Purpose



Provide world-class customer experience through compelling fuel & non-fuel offerings, digital integration, and innovation to transform ADNOC Distribution stations as a destination-of choice.

## Vision



To be a leading, customer-centric, international mobility retailer.

## Values



- ▶ Efficient
- ▶ Progressive
- ▶ Collaborative
- ▶ Respectful
- ▶ Responsible

Policies

Targets

Actions

Metrics

## Output

### Natural Capital

- ▶ **2,039 tonnes** of total waste diverted from disposal (recycling)
- ▶ **3,237 tCO<sub>2e</sub>** emissions saved as a direct result of solar project
- ▶ During 2025, usage of biofuel resulted in **2,079 tCO<sub>2e</sub>** emissions abated
- ▶ **306,767 m3** water recycled

### Human Capital

- ▶ **>70%** emiratization rate
- ▶ **78%** employee engagement score
- ▶ **14%** women in Board

### Intellectual Capital

- ▶ **#5** most valuable Emirati brand by KANTAR BRANDZ awards 2025
- ▶ 2025 Images RetailME Awards - Most Admired Retail Innovation & Transformation

### Manufactured capital

- ▶ **119** new service stations added across the network
- ▶ **182** new EV charging points across the UAE

### Financial Capital

- ▶ **AED 4.28 billion** record-high EBITDA, an **11%** increase compared to 2024
- ▶ **AED 2.79 billion** record-high net profit, a **15%** increase compared to 2024

### Social and Relationship Capital

- ▶ **97%** Customer Satisfaction Index
- ▶ **69** Net Promotor Score (NPS)
- ▶ **12+** CSR community engagement initiatives

## SDGs



## Value Created for Stakeholders

### Communities & Planet

- ▶ Top quartile for its sector in ESG ratings: Bloomberg, S&P Global, and London Stock Exchange Group Ratings
- ▶ Inclusion into prestigious ESG indices (e.g. FTSE4Good, FTSE ADX ESG Screened Index, MSCI ACWI ESG Screened Index)

### Employees

- ▶ Consistent industry-leading HSE performance
- ▶ Gender pay ratio of **1:1**

### Investors

- ▶ Total shareholder return in 2025: **+17%** and since IPO: **+116%**
- ▶ Track-record of sustainable dividend distribution since IPO (total **AED 18.7 billion**)
- ▶ Industry-leading return on capital employed 5-year average of **28%**
- ▶ Robust net debt to EBITDA **0.7x**

### Customers

- ▶ **~700,000** retail customers served per day
- ▶ Large membership base of **2.6 million** members in ADNOC Rewards program
- ▶ **#1** fuel retailer in the UAE
- ▶ **#1** convenience retailer in the UAE
- ▶ **#1** car wash and lubricants brand the UAE
- ▶ **#1** homegrown coffee brand in the UAE

External Environment