

BUILDING RESILIENCE

(Manufactured Capital)

ADNOC Distribution's infrastructure and operating assets are designed around the needs of our stakeholders. Customers benefit from reliable, affordable access to fuel, EV charging, and convenience services across our network, enabling safe and efficient everyday mobility.

Commercial, industrial, and government clients rely on our dependable supply and aviation refueling services that support critical operations. Suppliers and tenants engage through fair, policy-compliant procurement and property leasing that foster local enterprise and enhance service choice at our stations.

Employees work within standardized, safety-focused environments that support consistent service quality.

For communities and regulators, we uphold transparent product information and labeling, grounded in up-to-date Material Safety Data Sheets (MSDS) along with responsible end-of-life practices through government-approved disposal channels. Active partnerships beyond our value chain help build local content and community initiatives. Together, these relationships inform operational decisions and strengthen socioeconomic stability in the regions we serve.

Mapping our innovation with UNSDGs



Key Highlights



44 new products introduced in 2025 across our portfolio of lubricants, greases, base oils, drilling fluids, and white oils.

Relevant Material Topics

Procurement Practices

Economic Performance



Our Approach to Manufacturing Excellence

Established in 1973, ADNOC Distribution has evolved into a leading mobility retailer in the UAE, underpinned by a scalable, integrated infrastructure. We complement our core fuel operations with a robust non-fuel footprint. We also manage retail space within our service stations to improve customer access and convenience.

Our sustainable mobility offering includes fast and super-fast EV charging points across the UAE, integrating new mobility needs into our station network.

Our manufactured capital supports a comprehensive product and service portfolio. We offer gasoline (91/95/98 octane), diesel, CNG, and LPG, alongside premium lubricants under the ADNOC Voyager brand. ADNOC Distribution is the leading marketer and distributor of fuels to commercial, industrial, and government customers in the UAE, and markets ADNOC Voyager lubricants in 52 countries, extending the reach of our brand and technical expertise. In aviation, we operate refueling services at key airports, underscoring our role as a trusted fuel partner for critical transport infrastructure.

Disciplined asset management standardized operating practices, and continued improvement across our station network and supply infrastructure help ensure reliability, safety, and service consistency. Results of these safety-related initiatives are highlighted in our Human Capital. Together, these assets and practices enable everyday mobility, support local commerce, and contribute to socioeconomic development, delivering tangible value for customers, communities, and stakeholders across the regions we serve.



Our Product Portfolio

Our diversified portfolio spans retail (B2C) and commercial (B2B) segments, anchored by a broad network of service stations, convenience stores, vehicle inspection centers, EV charging infrastructure, and aviation and wholesale fuel operations. The mix of activities contributes to a balanced earnings profile across fuel, non fuel, corporate, and aviation lines.

B2C (Retail Business)

ADNOC Distribution's retail business anchors everyday mobility in the UAE, KSA and Egypt through a market leading fuel network and consistent service standards. The forecourt offer is complemented by a broad non-fuel ecosystem convenience stores, car care, vehicle inspection centers, and onsite tenant services that create a one stop experience for customers and strengthens site productivity.

Our EV proposition adds fast and super fast charging across stations and dedicated hubs, addressing current EV customer demand and integrating seamlessly with the retail journey. In parallel, work on alternative fuels such as biofuel and hydrogen broadens energy options within the network where applicable which we have covered in detail in Natural Capital.

Digital enablement is embedded across the customer journey: Fill & Go supports seamless fueling via license plate recognition or QR scan with automatic in app payment; Click & Collect links in app orders to forecourt or in store pickup; an AI enabled self checkout pilot shortens in store transaction times; and Plug & Charge simplifies EV authentication and status updates. Together, these capabilities enhance speed, convenience, and service consistency. This helps to increase customer satisfaction and scores of the same have been highlighted in Social & Relationship capital.

For stakeholders, the proposition delivers reliable access to energy and everyday services for retail customers; supports partners and tenants with high traffic retail space; and maintains quality, safety, and transparency through standardized operations, compliant procurement, and clear product information and labeling. This integrated model underpins customer trust, operational reliability, and a resilient retail platform across our footprint.

B2B (Commercial Business)



Corporate

ADNOC Distribution is the largest supplier of gasoil, LPG and gasoline to commercial, residential, industrial, and government customers in the UAE's wholesale fuels market. We also sell and export lubricants including engine oils and greases to 52 countries under proprietary ADNOC Voyager lubricants have a total of 520 products and more than 200 approvals from major OEM's and International Standards. These products serve motor vehicles and are used across industrial, marine, and government applications for a wide range of engines, machinery, and equipment.



Aviation

We supply aviation fuel and provide refueling and related services to strategic aviation customers in the UAE. We also utilize our highly advanced facilities to provide refueling, defueling and other operational and technical-related services to ADNOC's civil aviation customers at multiple airports. Through our 50% stake in TotalEnergies Marketing Egypt, we also participate in aviation operations at two airports in Egypt, reinforcing our role as a trusted partner to critical transport infrastructure.

Fueling convenience

Overview

ADNOC Distribution leverages AI and digital technology to enhance the end-to-end forecourt and instore experience. By delivering hyper personalized offerings, improving store operations, and enabling seamless interactions, the Company simplifies key customer journeys across fuel, non-fuel retail, and EV charging.

What we delivered

- **Seamless fueling** via automatic license plate recognition or QR scan; after a one time setup, station staff fulfilled preferences, and payment automatically in the app. This app also helps customers to save their time by selecting UAE stations for car delivery or in store pickup, speeding service during busy periods
- **AI enabled self-checkout (pilot)** – A computer vision checkout that recognizes convenience store items in milliseconds, reducing transaction times to under **30 seconds** at pilot locations in the UAE
- **Plug & Charge for EVs** – Automatic vehicle recognition enables easy start/stop of charging without cards or manual authentication. Customers receive charging status updates on the app, on their phones, or on their Apple Watch

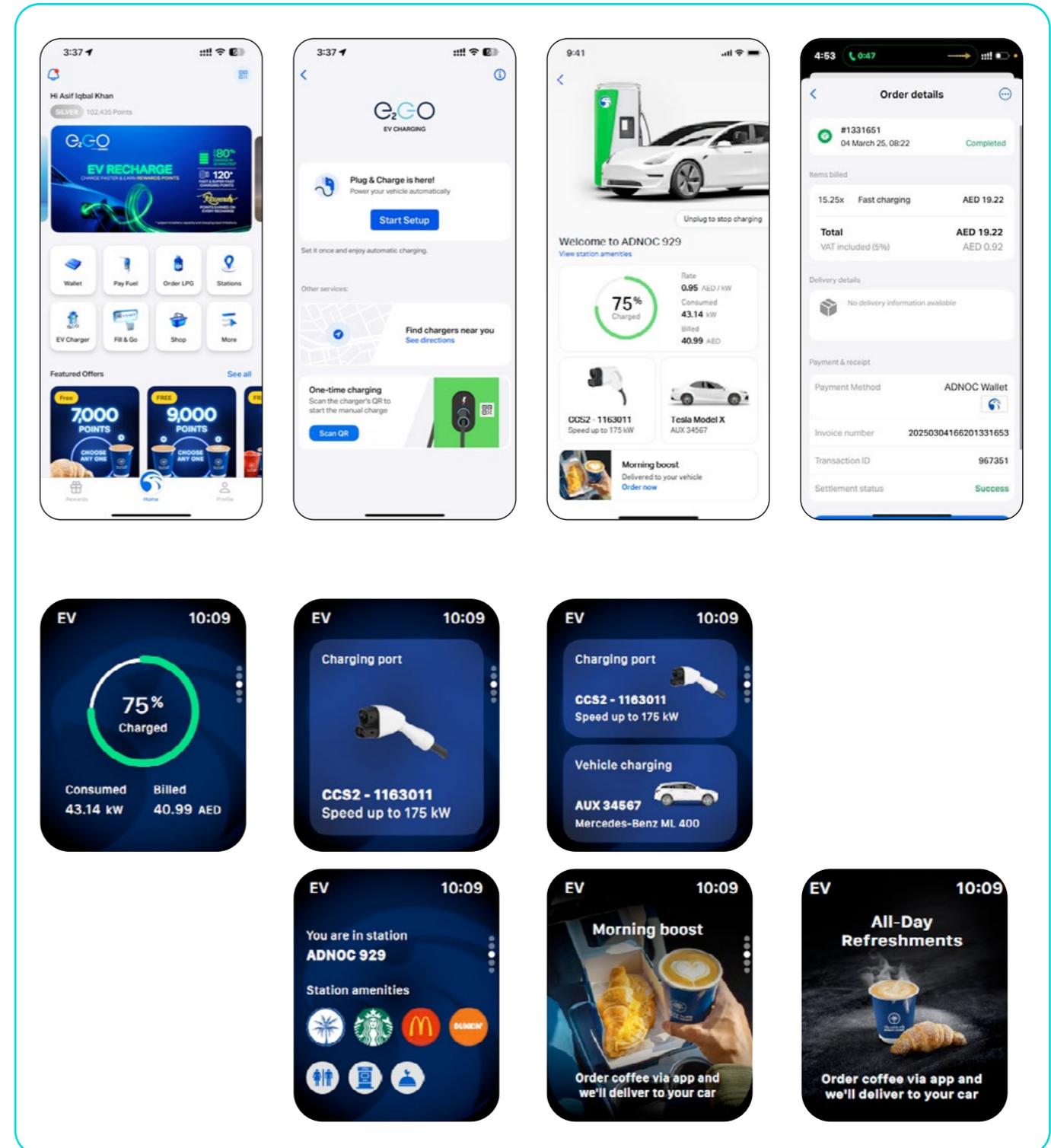
How it works for customers

- **Arrive** at the service station and be recognized via ALPR/QR (fuel) or Plug & Charge (EV)
- **Personalize** fueling and convenience orders in app (e.g., fuel grade, add on items).
- **Transact seamlessly** with automatic app payment or use AI self checkout for quick store purchases
- **Receive updates** on order/charging status directly in the app and wearable devices



Operational impact

- **Faster transactions** and reduced queuing through automated recognition and AI self checkout (under 30 seconds at pilot sites)
- **Consistent service delivery** as staff fulfill pre set customer preferences via Fill & Go
- **Integrated omnichannel retail** by linking in app ordering with forecourt and store operations
- **EV readiness with Plug & Charge** improving the charging experience across ADNOC Distribution's network



Marketing & labeling

ADNOC Distribution adopts ethical principles for its marketing and advertising activities by our efforts to provide accurate information and abstain from disinforming customers. In 2025 there were zero reported incidents of noncompliance, warning, fine, penalty, with marketing regulations or voluntary codes, demonstrating the organization's adherence to transparency and honesty in its communications.

ADNOC Distribution's procedures require clear, accurate product and service information across four areas: sourcing, content and hazards, safe use, and disposal. Raw materials are expected to be sourced at competitive rates from reputed global suppliers by our Procurement team, and to work only with vendors registered with ADNOC and who fully comply with ADNOC policies.

For lubricants, updated Material Safety Data Sheets (MSDS) for our components are used to generate the MSDS for ADNOC lubricants, with any identified hazards to be clearly disclosed on product labels. In the UAE, end-of-life disposal must be carried out exclusively through government approved disposal agencies, with completion documented by an official disposal certificate. These requirements guide our marketing and labeling practices to support transparency, safety, and responsible product stewardship.

Materials

ADNOC Distribution monitors material flows across our products and packaging to support transparent stewardship and responsible end-of-life handling. In 2025, material inputs comprised 3,133 tonnes of non-renewable materials and 456 tonnes of renewable materials (total 3,589 tonnes), with renewables representing 12.7% of total inputs.

In 2024, input totaled 2,876 tonnes, 2,487 tonnes non-renewable and 389 tonnes renewable with renewables at 13.5% of the mix. Renewable inputs increased by 17.2% year on year, reflecting progress in sustainable sourcing.

During the reporting period, 8% of products and their packaging were reclaimed across categories through take-back and recovery channels. These practices operate alongside our marketing and labeling procedures: updated MSDS inform content disclosure and hazard communication on labels; procurement is limited to ADNOC-registered, policy-compliant vendors; and in the UAE, end-of-life disposal is conducted via government-approved agencies with disposal certificates retained for verification.



Way Forward

Our way forward centers on ongoing priorities:

Maintaining network reliability and service consistency through disciplined asset management; embedding digital convenience across the forecourt, in-store, and EV journeys; advancing process optimization to improve speed, cost, and safety; sustaining transparent marketing and labeling with MSDS-based disclosures and certified end-of-life handling; and building in line with principles of circular economy in mind: monitoring materials stewardship, including renewable/non-renewable inputs and reclaimed products/packaging.

Together, these priorities reinforce operational resilience, customer convenience, and compliance across our footprint.