

MESSAGE FROM THE CSTSO





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As we evolve and drive transformative change, sustainability remains central to our strategic vision and everyday decisions. We advanced our decarbonization roadmap, expanding solarization across our network, and furthered the rollout of fast and superfast EV charging while embedding AI across the value chain to enhance efficiency and reduce emissions.

Publishing our first Integrated Report,

I am proud to share how we are transforming our company into a future-ready mobility and convenience leader anchored in integrated thinking, disciplined execution, and long-term value creation for all our stakeholders. It is a transparent articulation of how our strategy connects to measurable outcomes, how our business model converts our resources and relationships into multi-capital value, and how our ambitions are underpinned by a clear roadmap with defined milestones and accountabilities.

This transformation is anchored in our decarbonization commitments aligned with the UAE's Net Zero 2050 strategy and ADNOC Group's 2045 ambition, including our target to reduce operational emissions intensity by 25% by 2030 from a 2021 baseline.

We are future-proofing the business

with attractive, on the go EV charging, the expansion of biofuels and the solarization of our network, while embedding AI and digital tools across operations to personalize experiences, optimize performance and scale efficiently. Underpinning this transformation is our commitment to decarbonize with intent, targeting a 25% reduction in operational emissions intensity by 2030 versus our 2021 baseline across Scope 1 and Scope 2 emissions.

27,000



Mangrove trees
adopted by
customers to date

Our strategic context remains resilient and differentiated.

Integrated thinking guides how we navigate trade-offs and dependencies across our capitals. We balance growth and distributions, near-term performance and long-term positioning, and the scaling of our core with the incubation of new revenue streams. Financial capital is supported by double-digit EBITDA and net profit growth, strong cash generation and healthy leverage. We remain aligned with the parameters of our Sustainability Linked Loan, having successfully delivered against both performance indicators in 2025, and continue to anchor capital allocation to measurable ESG outcomes.

We are becoming AI-native, with more than 20 initiatives deployed or under development across the business to drive operational efficiencies, avoid costs, and create industry-leading customer experiences to drive growth. Our social and relationship capital deepens through partnerships across KSA DOCO stations, retail tenants, suppliers and a growing base of loyal customers and Voyager lubricant distributors. We doubled the size of our network in Saudi Arabia to nearly 200 service stations in 2025, further developing a scalable platform for long-term growth, and extended the reach of Voyager lubricants to more than 50 countries worldwide. We are reimagining the service station as a destination of choice.

Non-fuel retail (NFR) continued to demonstrate consistent growth, with non-fuel transactions increasing by nearly 20% over 2024-2025.

Sustainability is embedded in performance,

not positioned alongside it. We steward natural capital through a clear decarbonization roadmap, including station solarization, energy efficiency improvement, use of green materials and the scaling of low-carbon offerings such as biofuels and EV charging. We continued to expand solarization with nearly 50 PV enabled stations energized and plan to install solar at over 100 Abu Dhabi stations, intended to avoid more than 13,000 tonnes of CO₂ emissions annually. We are involving our customers directly in our sustainability efforts through initiatives they can take part in. Since 2024, we have planted more than 27,000 mangroves and 1,800 Ghaf trees across four Emirates, with customers able to adopt these plantings through the ADNOC Distribution app.

We are also encouraging customer participation in recycling

through reverse vending machines and community recycling centers at our service stations, making it easier for people to contribute to positive environmental outcomes as part of their daily routines.

In 2025, we continued to scale lower carbon mobility solutions as a core enabler of our decarbonization roadmap.

Over the year, we installed 182 new EV charging points, expanding the E2GO network to 402 chargers nationwide, representing 83% year-on-year growth and strengthening coverage across urban, commuter and highway corridors. This progress was anchored by the opening of a flagship super-fast EV highway megahub on the E11 corridor. With plans to scale E2GO to 500-750 charging points by 2028, we are supporting long distance EV travel, enabling customer adoption at scale, and advancing our contribution to the UAE's Net Zero ambitions by building infrastructure to meet current needs while planning for increased demand in the future.

Looking ahead, we expect 2026 to be a year of sustained growth as we plan to add 60-70 new service stations, alongside 50-60 additional EV charging points in 2026. By 2028, we aim to grow to around 1,150 service stations and to double non-fuel transactions by 2030 versus a 2023 baseline.

Our strategy is stakeholder-centric by design.

For customers, we are enabling safer, faster, more convenient journeys with personalized offers and unified loyalty. For employees, we are nurturing a safety-led, performance-driven culture empowered by training and digital tools. For partners and suppliers, we provide long-term, standards-based collaboration to elevate the fuel, retail and mobility ecosystem. For communities, we contribute to safer roads, cleaner air and local employment. For regulators and government, we align with national ambitions on energy transformation safety and economic development. And for shareholders, we offer clarity on strategy, disciplined capital deployment and visible earnings and distributions.

Integrated reporting is a commitment to how we run the business:

one narrative, multi-capital outcomes, measurable progress and open dialogue. We intend to continue to report with transparency, to share our trade-offs and dependencies with candor, and to invite feedback to strengthen our roadmap. Thank you for your trust and partnership as we build a future-ready mobility and convenience platform that delivers sustainable value to all our stakeholders.

