

# MESSAGE FROM THE CHAIRMAN





# Chairman's Message

**Dr. Sultan Ahmed Al Jaber**  
Chairman, ADNOC Distribution

**2025 was another defining year for ADNOC Distribution. The Company is rapidly evolving from a traditional fuel retailer into a leading mobility and convenience platform, serving customers across fuel, retail, and emerging mobility solutions. In a dynamic operating environment, this transformation strengthened the resilience of our business and positions us for sustainable long-term growth.**

**20+**

AI-enabled initiatives  
underway across retail



litres

**15.7** billion  
fuel volumes



**In 2025, ADNOC Distribution delivered its strongest performance on record.** EBITDA reached AED 4.28 billion, increasing by more than 11% year-on-year, while net profit rose by more than 15% to AED 2.79 billion. This performance reflects disciplined execution across our core fuel business, the growing contribution of non-fuel retail, and continued international expansion. In line with our dividend policy, we delivered a total dividend of AED 2.57 billion for 2025, reinforcing our commitment to attractive, predictable, and sustainable shareholder returns.

**Operationally, 2025 was a year of disciplined execution.** We surpassed the milestone of 1,000 service stations across the UAE, Saudi Arabia, and Egypt ahead of schedule, delivering against our annual expansion targets and reinforcing the scalability of our platform.

Building on this momentum, **we accelerated our long-term growth ambitions.** We revised our medium-term network expansion guidance upward from 1,000 to 1,150 service stations by 2028, underscoring our confidence in the Company's growth trajectory and our disciplined deployment of capital into high-return opportunities across priority markets.

In parallel, **we remain focused on value-accretive expansion, both domestically and internationally,** as we evaluate new markets that can enhance long-term shareholder value. Our ambition is to build ADNOC Distribution as a leading global mobility and convenience platform, expanding selectively where our scalable model and operational expertise create sustainable returns.

At the same time, **we sharpened our focus on scaling higher-margin convenience and mobility services.** We announced a revised target to double non-fuel retail transactions by 2030 compared to 2023 levels. Non-fuel retail gross profit increased 14.4% year-on-year, supported by a 9.3% rise in transactions, reinforcing its growing contribution to our diversified earnings base.



### Concepts such as The Hub by ADNOC and the refreshed Oasis by ADNOC brand exemplify our shift toward higher-margin, experience-led retail.

In 2025, we relaunched the Oasis by ADNOC brand, with a renewed focus on expanding our premium fresh food and beverage assortment, strengthening one of the UAE's most recognized convenience brands.

We also launched six locations of The Hub by ADNOC, a next-generation roadside retail format integrating fuel, EV charging and car care with lifestyle offerings. **In support of the UAE Year of Family**, these destinations are designed to serve communities and families as welcoming places to pause, recharge and reconnect. With customized facilities designed to serve their surrounding community. We plan to expand The Hub to 30 locations by 2030 and expect it to generate approximately AED 110 million in annual EBITDA by the end of the decade.

### This growth is reinforced by ADNOC Rewards, our mobility and convenience loyalty program.

Membership surpassed 2.6 million in 2025, with more than 350,000 new members joining during the year. Today, ADNOC Rewards reaches over half of the UAE's drivers, strengthening retention, increasing transaction frequency, and reinforcing its position as the largest mobility and convenience retail loyalty program in the UAE.

### Technology and AI are now central to our operating model.

By year-end, we had more than 20 AI-enabled initiatives deployed or under development across pricing analytics, supply optimization, asset management and customer engagement, strengthening operational efficiency and supporting margin resilience.

Our advanced Fuel Demand Prediction model allows us to forecast needs with 95% accuracy, resulting in significant cost savings. This AI-led transformation enhances performance today, while positioning the Company to compete effectively in a rapidly evolving mobility landscape.

### Looking ahead, 2026 will be a year of sustained momentum and disciplined growth.

We have recently launched one of the world's largest superfast EV charging hubs and unveiled our roadmap to electrify the UAE eight key highway network by the end of 2027. With 20 highway charging hubs planned by 2027, including 15 expected to be operational by the end of 2026, ADNOC Distribution is building the backbone of long-distance electric mobility across the country.

Alongside this, we plan to add 60 to 70 new service stations and 50 to 60 additional EV charging points, further strengthening our integrated mobility platform. We will also continue to scale The Hub by ADNOC, accelerating non-fuel earnings growth.

In the second quarter of 2026, we will launch one of the UAE's largest retail media networks: an entirely new frontier for ADNOC Distribution and a key step in our digital transformation. The network brings together in-store digital screens, in-app advertisements as well as offsite digital advertising to help brands reach customers at scale when they are best receptive backed up with customer analytics arm and ability to measure returns. With ADNOC Distribution accounting for two out of three fuel transactions in the UAE, our stations see millions of customer visits every week, providing us with a platform to turn dwell time into an incremental profit source. The retail media network has the potential to unlock up to AED 36.7 million in cumulative EBITDA over five years, creating a new, scalable revenue stream while strengthening our position as a digitally enabled retailer.

In the second quarter, we will also deploy the cutting-edge, AI-enabled SWIFT self-checkout system at fifty of our top Oasis by ADNOC locations. Developed in the UAE, SWIFT self-checkout machines use computer vision and machine learning to recognize multiple products at once, visually in milliseconds, reducing average checkout times by 60% and enhancing operational efficiency.

Our confidence in the long term resilience of our business model was demonstrated last year by extending our dividend policy through 2030. Under this policy, shareholders will continue to receive a payout of AED 2.57 billion or minimum 75% of net profit, whichever is higher.

In 2026, we are reinforcing our commitment to strong and consistent returns by moving to quarterly dividend payments. Shareholders will receive the H2 2025 dividend in April, followed by the first quarterly dividend in June as we transition to quarterly payments, returning approximately AED 1.9 billion to shareholders, equivalent to 15.4 fils per share, providing enhanced returns.

### ADNOC Distribution's progress is underpinned by a strong commitment to enhancing our team's capabilities.

In 2025 alone, we delivered more than 800,000 training hours to employees across our value chain, instilling core skills and values to improve safety, performance, and accountability. In 2026, we will continue to foster UAE talent through meaningful growth and development opportunities, reinforce local supply chains, and champion local entrepreneurs. With a workforce of over 13,700 employees representing 81 nationalities, we continue to invest heavily in developing the capabilities that drive performance, innovation, and long term value.

Our people remain at the core of our success. I thank our employees, management, and Board for their commitment and leadership, and our partners, customers, and communities for their continued trust.

With a strong foundation and a clear strategic direction, ADNOC Distribution is well positioned to continue delivering sustainable value for shareholders and stakeholders alike.