

# Operational Review

## Corporate segment

We have maintained a strong and established corporate presence in Abu Dhabi while continuing to focus expand our customer reach in Dubai and the Northern Emirates.

In 2025, ADNOC Distribution continued to operate in a competitive domestic market and delivered a stronger and more resilient performance by sharpening execution around value-driven operations. While total volumes moderated reflecting a deliberate rebalancing of the corporate customer portfolio, the business strengthened its commercial portfolio by prioritizing high-quality, credit-disciplined, and strategically aligned customers. This approach allowed the Company to maintain market relevance while improving product mix and the average profitability of the corporate customer base across its core segments.

The Company also advanced its channel optimization program, reducing exposure to lower-efficiency and shifting volumes toward sectors with higher reliability and contribution potential. This was supported by enhanced commercial governance, improved contract renewal processes, and closer customer engagement.

Operational efficiencies were further reinforced through better logistics utilization, refined transport planning, and improved demand forecasting. Together, these actions contributed to a more stable and predictable operating environment and supported the business's transition from volume-led growth to value-led performance.

The expansion of the MyStation mobile fueling platform - now comprising of a diversified fleet of fuel trucks, skids, over ground tanks, and micro stations - further strengthened ADNOC Distribution's ability to serve medium and large fleet customers with flexible, on site fueling solutions.

The LPG business strengthened its performance through continued digital innovation, enhanced customer accessibility, and expansion of high-value product offerings.

MyStation cylinder sales recorded double-digit volume growth compared to 2024, driven by rising adoption of digitally enabled ordering and seamless delivery through the ADNOC App and ADNOC Rewards ecosystem.

A major advancement in 2025 was the introduction of composite LPG cylinders through 17 LPG vending machines across the emirate of Abu Dhabi, giving customers a safe, convenient, and fully automated way to obtain cylinders around the clock. This innovation reflects ADNOC Distribution's commitment to improving customer experience, enhancing safety standards, and supporting sustainable, lightweight alternatives to traditional cylinders. The vending platform integrates with the Company's digital systems, enabling cashless payments and real-time inventory management to support reliability and ease of use.

The lubricants business delivered strong international momentum, expanding its export footprint to 52 countries and enhancing its product portfolio with 44 new additions, bringing the total to 520 products, significantly strengthening the Company's ability to address diverse customer needs across automotive, industrial, and specialty segments. The business line's portfolio now covers a comprehensive range of lubricants, greases, base oils, drilling fluids, and white oils, with continued investment in R&D and technology.

Significant progress was made in product quality and certification, including over 200 new approvals, first in region API SQ / ILSAC GF 7 certification for ADNOC Voyager, 80 API approved products, 19 JASO approvals, 97 OEM approvals, WinGD certification for marine oils, and ISO 22241 certification for ADNOC Blue. Additionally, in 2025, ADNOC

Distribution's renewed its In-Country Value (ICV) Certificate for Lube Manufacturing with an exceptional score of 96%, ranking among the highest in the UAE.

Internationally, The Company strengthened its technical capabilities through partnerships with three global laboratories and expanded production in Egypt including national launch of the Voyager brand and increased local lubricant manufacturing through its partnership with TotalEnergies Marketing Egypt supporting a targeted expansion to 3,000 points of sale by 2026.

In addition, in 2025, the Company established partnerships with 3 global testing laboratories to strengthen international toll blending quality assurance and oil condition monitoring programs, initially supporting customers across Saudi Arabia, Philippines, and Africa, and positioned for full global deployment in 2026.

**44**  
New Additions



to lubricants product portfolio, bringing the total to 520 products

**96%**  
In-Country Value Score



for lube manufacturing



## Sustainable products

As part of its commitment to support B2B customers with decarbonizing their operations, ADNOC Distribution is actively exploring lower-carbon products.

Alongside its existing composite LPG cylinders, the Company introduced new LPG vending machines to provide customers with safer, lighter cylinders through convenient, digitally enabled self-service points.

Together, these initiatives reinforce ADNOC Distribution's commitment to sustainability and innovation, helping customers reduce emissions while benefiting from enhanced safety, accessibility, and operational efficiency.

## Aviation segment

The aviation business strengthened its performance by enhancing fuel distribution and refueling services for ADNOC's civil aviation customers, while continuing to support a broad base of strategic aviation partners across major UAE airports.

Improved engagement with key customers and operational efficiencies contributed to a stronger uptake of aviation fuel and refueling services compared to the prior year.

In 2025, ADNOC Distribution aviation fuel sales distribution and refueling services increased in the UAE, driven by higher uptake from its strategic aviation customers.

In Egypt, the business continued to expand its presence in Egypt by building on the rights secured in 2024 and supplying additional airlines at Cairo International Airport, reinforcing ADNOC Distribution's growing role in regional aviation fuel markets.

أختر أسطوانة  
الغاز المركبة  
SWITCH  
TO COMPOSITE

