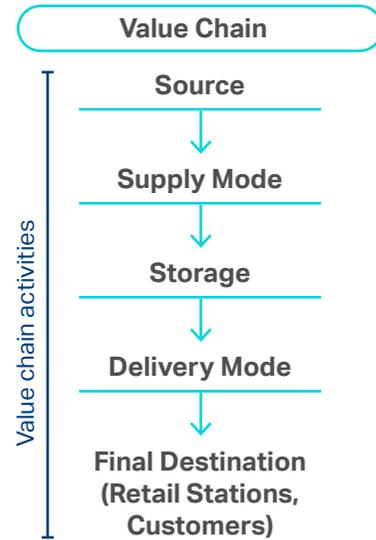


VALUE CREATION MODEL

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_{2e}** emissions saved as a direct result of solar project
- ▶ During 2025, usage of biofuel resulted in **2,079 tCO_{2e}** 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