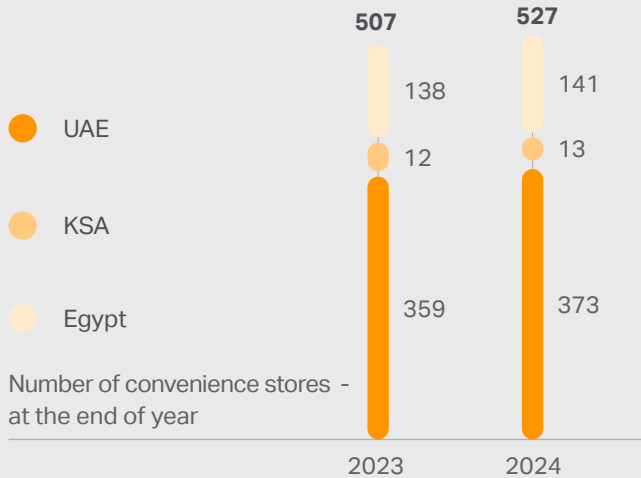
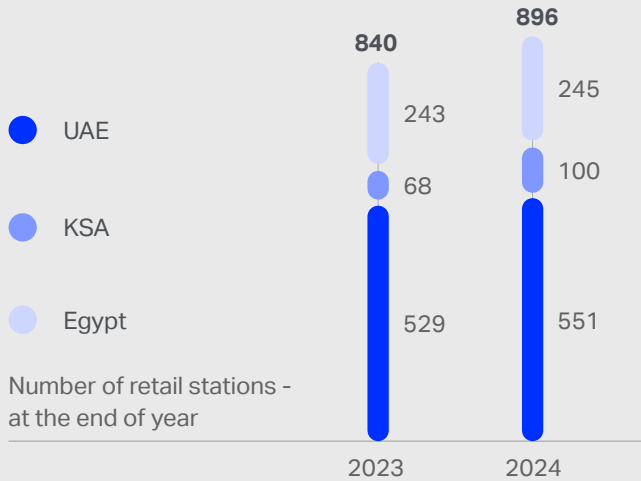


RETAIL BUSINESS



Overview

ADNOC Distribution’s retail business includes fuel (gasoline, diesel, CNG, and LPG), sustainable fuel (EV charging, alternative fuel, etc.) and non-fuel (convenience stores, car care services - including car wash and lube change services, vehicle inspection centers, and property management services).

Retail Segment

Fuel



896

Retail fuel stations across UAE, KSA and Egypt



220

EV fast and super-fast charging points in the UAE

#1 FUEL

retailer in the UAE by number of sites

ADNOC Distribution is a leading mobility retailer brand in the UAE, with 551 owned and operated retail fuel stations. It operates fuel service stations in all seven UAE emirates, and is the largest operator in Abu Dhabi and the Northern Emirates. ADNOC Distribution also operates in Saudi Arabia with 100 service stations and in Egypt with 245 stations. Of Egypt’s stations, 10 are operated under the ADNOC Distribution brand.

The Company’s retail fuel business is highly cash-generative, with stable, regulated unit fuel margins in the UAE and iconic branding at strategically located locations. This is backed by a fuel supply agreement with its parent company, ADNOC, which guarantees supply on terms that provides the Company with a competitive advantage.

ADNOC Distribution’s relationship with ADNOC, and its extensive fuel distribution infrastructure - the largest in the UAE, provides the Company inherent advantages over competitors.

The main fuel products comprise three grades of gasoline (91, 95 and 98 octane) and diesel as well as lubricants, CNG and LPG. Lubricant products are marketed under the proprietary Voyager brand, the quality of which is recognized by the American Petroleum Institute (API) and the European Automobile Manufacturers’ Association. CNG continues to be an affordable option for public transport, commercial fleets and private vehicle owners alike, resulting in a sustained demand for CNG, especially in the Northern Emirates.

LPG is the primary domestic and commercial cooking fuel in the UAE, and is also used for commercial and industrial applications. ADNOC Distribution sells LPG in 25- and 50-pound cylinders, primarily to residential customers for home cooking, and in bulk to corporate customers.

In addition, ADNOC Distribution has 220 fast and super-fast EV charging points installed in its service stations across the UAE to address current EV charging demand, including dedicated EV hubs. The Company is developing capabilities in alternative fuels, such as hydrogen, where the Company piloted the operation of a “high-speed” green hydrogen refueling station to test a group of vehicles that use hydrogen as fuel.



Non-fuel

ADNOC Distribution has 373 convenience stores in UAE, 13 in KSA, and 141 in Egypt. The stores offer a wide range of products including premium coffee, fresh food to go, refreshments, groceries, snacks, confectionery goods, and other services.

#1

convenience retailer
in the UAE

with 373 convenience stores in the UAE,
leveraging a strong brand to expand
footprint in the UAE and internationally

ADNOC Distribution is reinventing its convenience stores as 'foodvenience' destinations, including for longer-stay EV charging customers, with Oasis best-in-class food and beverage offering prepared by trained baristas.

ADNOC Distribution revitalized its ADNOC Oasis convenience stores to offer fresh food, barista-brewed coffee and an expanded menu. Today, 90% of the stores boast a new or refurbished look with superior category management.



#2

coffee chain
by number of stores



12.5 million

barista-prepared
drinks

sold to customers in 2024



#1

**car wash brand
in the UAE**

with 193 car wash sites in the UAE

ADNOC Distribution aims to create a one-stop destination for car care services by leveraging strong car wash, lube change and vehicle inspection centers' footprint to enhance customer experience, including car wash at 193 locations and lube change at 157 locations across the UAE. In addition, various services are provided by our partners and tenants, such as vehicle servicing, repairs, and tire change.

The Company operates 35 light vehicle inspection and testing centers in Abu Dhabi and the Northern Emirates, which provide a wide range of inspection and certification services.

#1

**lube change brand
in the UAE**

with 157 lube change sites in the UAE

Leading property management player

In addition, the Company leases spaces at its services stations. It maintained a healthy tenancy occupancy rate across its network while it continues to transition its tenancy business into a revenue-sharing model to maximize revenue and profitability. The Company aims to enhance real estate returns by attracting more Quick Service Restaurant (QSR) brands into its network to drive additional footfall, optimizing tenant mix and existing sites as well as scaling up franchise operations.



>1,150

**occupied and
awarded units**

in the UAE



35

vehicle inspectionand testing centers in
the UAE

Drying

WashTec

Conservation

2,38

WashTec

Operational review

As a leading fuel and convenience retailer, ADNOC Distribution is conducting its business in an agile, efficient and customer-centric manner. The Company strives to consistently provide its customers with high-quality products and services through innovation, operational excellence and elevated customer experience to transform its service stations into destinations of choice.

Retail Segment

Network expansion

ADNOC Distribution further expanded its retail fuel activities in 2024, by adding 29 new stations across the UAE, KSA and Egypt and exceeded its target of opening 15-20 new stations in 2024. In addition, the Company contracted 30 stations in KSA under CAPEX-light DOCO (Dealer Owned-Company Operated) model – they will soon be refurbished and start to operate under ADNOC brand further increasing the Company’s presence in a large and dynamic Saudi market. Total network of ADNOC Distribution reached 896 stations at the end of 2024, a 7% increase compared to 840 at the end of 2023.

Domestically, the Company added 22 new stations in the UAE in 2024 to reach 551 stations in its home market, which compares to 529 stations at the end of 2023. In Dubai, 12 stations were opened in 2024, of which 10 cater specifically to trucks, in partnership with Dubai’s Road and Transport Authority (RTA). As a result, ADNOC Distribution’s service station

network in the emirate expanded to 56 stations at the end of the period, up by 27% from 44 stations at the end of 2023.

Internationally, ADNOC Distribution continued to execute on its plans in the KSA, with three organic stations opened during 2024, taking the total operational network in the Kingdom to 70 stations at the end of the period. Including the 30 recently contracted DOCO stations, the Company’s total network in KSA reached 100 stations, a 47% increase compared to the end of 2023.

In Egypt, the Company added four new service stations to the portfolio, taking its retail fuel stations network in Egypt to 245 service stations at the end of the period.

Rollout of EV charging points

ADNOC Distribution continues to leverage on its extensive network to expand its EV charging service. In 2024, the Company made significant progress in expanding its network



of EV charging points across the UAE, as part of its strategy to meet the growing demand for e-mobility solutions.

As of the end of 2024, the Company had 220 EV charging points, more than quadrupling their number from the end of 2023.

ADNOC Distribution is committed to futureproofing its business through a disciplined rollout of profitable fast and super-fast EV charging points. The chargers are installed across the Company’s service stations and dedicated mobility hubs at strategic locations in the UAE, under its E₂GO brand, to address current EV charging demand and offer enhanced customer value proposition.

Through the development of modern mobility solutions, ADNOC Distribution intends to become a destination of choice for charging and convenience for the UAE customers. The rollout of chargers is calibrated on a quarterly basis, depending on the actual EV uptake and using best-in-class technology.

Non-fuel retail

In 2024, ADNOC Distribution advanced its non-fuel retail strategy through dynamic marketing campaigns, customer-focused initiatives and an expanded range of non-fuel retail offerings. The early gains in non-fuel retail signal the beginning of accelerated growth, with strong double-digit growth in key operating and financial metrics, outpacing the growth of the fuel segment.

The Company expanded its convenience stores network in the UAE by 4% compared to 2023, launching 17 new convenience stores. This included 5 stand-alone stores to capture opportunities for non-fuel retail growth outside its service stations and expand outreach of the Oasis value proposition.

In its car care services, ADNOC Distribution launched 5 car wash tunnels, which have significantly greater capacity than conventional facilities. Approximately 50% of existing automatic car wash facilities, with a focus on Tier-1 best performing car washes, were upgraded over the course of 2024. Both initiatives provided strong support to the car wash business which achieved a 1.1x growth in the number of its car wash transactions and delivered the highest year-on-year growth in gross profit among all non-fuel retail verticals in 2024.

Additionally, the Company increased the number of its vehicle inspection centers in the UAE to 35 following an addition of one new center between end of 2023 and end of 2024.

In its property management business, at the end of December 2024 ADNOC Distribution had 1,151 occupied and awarded properties for rent, which implies an increase of 12.5% or 128 units compared to the end of December 2023. 39 were the properties that operate under recognized international and local brands including McDonald’s, Dunkin’ Donuts, Domino’s Pizza, Starbucks, Al Baik and others. These anchor brands bring additional footfall to ADNOC Distribution service stations and transform them into destinations of choice. Furthermore, at the end of 2024 ADNOC Distribution operated 12 Burger King restaurants under a franchise model, two of them were opened outside the stations network, improving the yield on our property by 2.5x compared to the conventional rental model.

Financial review

Retail Segment

Fuel volumes

In 2024, retail fuel volumes increased by 8.4% year-on-year to 10.35 billion liters, driven by strong mobility trends and partially attributable to the timing of consolidation of TotalEnergies Marketing Egypt.

In GCC markets (UAE and KSA), they increased by 6.8% year-on-year to 7.71 billion liters as a result of economic growth and higher mobility in the region. In addition, the Company continued to expand in Dubai by adding new stations and upgraded its retail network in KSA, resulting in incremental fuel volumes in 2024 compared to the same period of 2023.

189.2
million

Number of fuel transactions in UAE

+5.3%
compared to
179.7 million in 2023

49.3
million

Number of non-fuel transactions in UAE

+10.2%
compared to
44.8 million in 2023

26.1%

Convenience store conversion rate in UAE*

+140bps
compared to 24.7% in 2023

* Number of convenience stores transactions divided by number of fuel transactions at sites with convenience stores.

AED
26.8

Average gross basket size

+1.7%
compared to
AED 26.4 in 2023

Other operating metrics

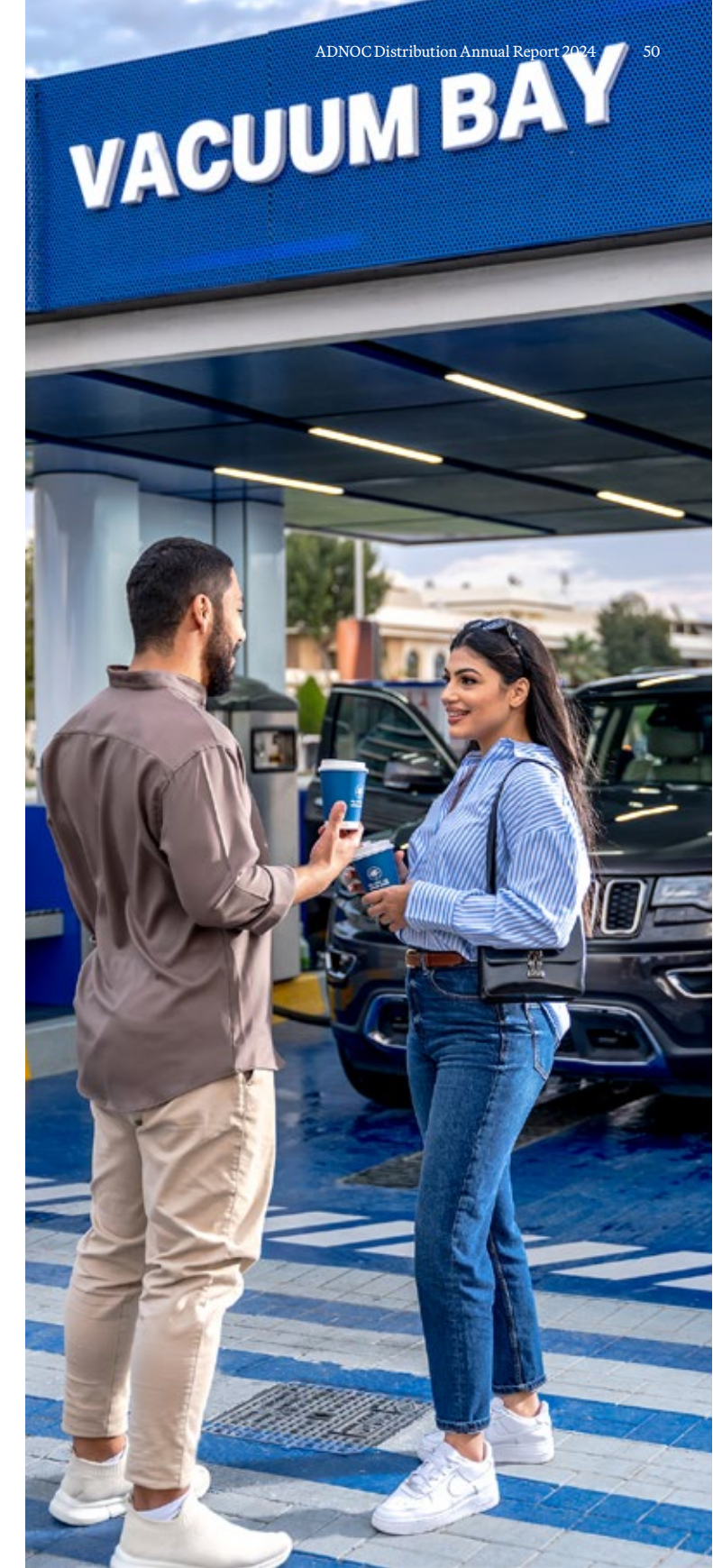
In 2024, non-fuel transactions in the UAE increased by 10.2% year-on-year, supported by higher number of fuel transactions, higher conversion from fuel to non-fuel, improved consumer sentiment, introduction of car wash tunnels and ongoing upgrade of automatic car washes. In addition, the strong growth in non-fuel transactions was supported by marketing and promotion campaigns under ADNOC Rewards loyalty program to attract higher footfall and increase customer spending.

Convenience store conversion rate increased by nearly 140 bps to a new record in five years of 26.1% from 24.7% in 2023, driven by enhanced offerings following revitalization of the convenience stores, improved category management, focused marketing and promotion campaigns, and initiatives to deliver convenience store products to fueling customers through dedicated service personnel.

The Company sold 12.5 million barista-prepared drink to customers in 2024, a 33% increase compared to 2023, as a result of the Company's initiatives to convert its convenience stores to as 'foodvenience' destination, with premium food and beverage offerings. Average gross basket size increased by 1.7% in 2024 compared to 2023.

In property management business, the Company continued to transition its tenancy business to a revenue-sharing model to maximize revenues and profitability. In 2024, the number of occupied and awarded properties for rent increased by 12.5% year-on-year to 1,151 units.

The number of vehicles inspected (fresh tests) in the Company's vehicle inspection centres increased by 20.4% in 2024 compared to 2023, driven by a higher number of vehicle inspection centres, the introduction of new services, and supported by marketing promotions.



Results

In 2024, retail segment revenue increased by 2.5% compared to 2023 to AED 23,798 million supported by higher volumes, strong growth in non-fuel retail revenue, timing of consolidation of TotalEnergies Marketing Egypt, and offset by lower pump prices.

2024 retail segment gross profit increased by 4.6% compared to 2023 to AED 4,704 million supported by higher fuel volumes, growing contribution from non-fuel and international activities (KSA and Egypt). This was offset by lower inventory gains: in 2023 they amounted to AED 334 million while in 2024 they were AED 276 million.

2024 fuel retail gross profit increased by 2.9% year-on-year principally due to the higher volumes, offset by the lower impact of inventory gains.

Non-fuel retail gross profit increased at a double-digit rate of 12.5% in 2024 year-on-year supported by improved convenience store customer offerings, growth in non-fuel transactions, growing car wash business contribution driven by new initiatives - tunnels and upgraded automatic car washes - as well as other car services.

UAE convenience stores gross profit increased by 15.5% year-on-year to AED 330 million driven by the higher number of transactions as a result of enhanced customer offerings following revitalization of the convenience stores, marketing and promotion campaigns as well as the higher Food & Beverage sales.

In 2024, the retail segment EBITDA increased by 3.1% compared to 2023 to AED 2,728 million.

Retail segment

Key Fiinancials (AED million)	2024	2023	YoY %
Revenue	23,798	23,217	2.5%
Revenue – fuel	22,225	21,812	1.9%
Revenue – non-fuel	1,574	1,403	12.2%
Gross Profit	4,704	4,499	4.6%
Gross profit – fuel	3,844	3,735	3.0%
Gross profit – non-fuel	860	764	12.5%
EBITDA	2,728	2,646	3.1%
Operating profit	2,046	2,033	0.5%
Capital expenditure	849	864	-1.8%



Outlook

Retail Segment

Fuel

New stations

After exceeding the 2023 target of opening 25-35 stations by adding 41 new stations, ADNOC Distribution again exceeded its target to add 15-20 stations to its network in 2024 by launching 29 new stations. The Company targets to open 40-50 stations in 2025, including 30-40 stations in KSA under CAPEX-light DOCO model.

Saudi Arabia

With a fully operational team on the ground, the Company is nearing revitalization and rebranding of the KSA network. ADNOC Distribution accelerated growth on a large and dynamic KSA market by contracting 30 stations under DOCO model, which are currently under development.

Egypt

ADNOC Distribution’s acquisition of a 50% stake in TotalEnergies Marketing Egypt in Q1 2023 reaffirmed the Company’s commitment to expanding business in attractive international growth markets. Egypt’s retail fuel, lubricants and aviation markets are highly attractive with a potential for future growth. Ten service stations were re-branded to ADNOC in Cairo during 2023 and 2024.

The Company started blending ADNOC Voyager lubricants in Egypt in 2024, with the intention of making the country a regional export hub.

Non-fuel

ADNOC Distribution focuses on extracting additional growth and value by sweating the assets, providing enhanced customer experience and shifting capital towards mobility and lifestyle. The Company’s convenience store revitalization programme has ensured that ADNOC Distribution is positioned to capitalize on benefits of its customer-centric initiatives and generates consistent growth in its convenience stores business.

By offering a modern shopping environment and a better assortment of products to customers, including fresh food and premium coffee, bundle offers and digital channels to order and transact, the Company is transforming its stations into destinations of choice.

In line with its new growth strategy, ADNOC Distribution continued to develop its non-fuel offerings in 2024 launching 17 new convenience stores, including 5 stand-alone stores, and 5 car wash tunnels – which have significantly greater capacity than conventional facilities – with plans to open additional car wash tunnels over the course of 2025.

In its property management business, the Company aims to double the number of property units occupied by top international and regional food & beverage brands across its network by the end of 2025 compared to the end of 2023.

