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ADNOC LOGISTICS & SERVICES

2026 INVESTOR PRESENTATION

April 2026

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Record FY 2025 Results

- **Record FY 2025 performance and exceeding guidance:** Revenue +41%, EBITDA +32% and Net Profit +14%
- **Strong Operating Free Cash Flow generation, up 42% YoY to US$1.4 bn**
- **Recent Highlights:**
    - **Revolving Credit Facility of US$2.6 billion** (US$2.0bn + US$600m upsize), SOFR + 80bps with ADNOC
    - **Sold VLCC Leicester** (2017) (90% owned) for US$111m – netting US$99m sales proceeds and gain on sale ~US$27m
    - **Fully utilized US$2 billion Hybrid Capital Instrument (HCI)** – replacing higher-cost financing and funding growth
    - **MSCI Emerging Markets Index inclusion** in November 2025 attracting $240+ million in passive inflows and significantly increased average daily traded value to ~US$20 million Q4 25
    - Proposed **Q4 2025 dividend US$81.25 million** subject to shareholder AGM approval

Revenue
US$5,016m
+41% YoY

EBITDA
US$1,515m
+32% YoY

Net Profit
US$863m
+14% YoY

Invested CAPEX US$2.3b[1]
Net Debt / EBITDA 0.46x

Operating Free Cash Flow
US$1.4bn +42%

2025 Dividend US$325 million
+~20% YoY

[1]FY 2025 Invested CAPEX includes Navig8 acquisition US$999m, 50% AWS investments in VLECs and VLACs and accrued CAPEX

Delivering Shareholder Value

Leading beneficiary of ADNOC's growth	**>US$2bn** 2026 Revenue contracted with ADNOC	**US$21bn** Forward contracted revenue with ADNOC (2026+)	ADNOC provides massive international growth in Chemicals, Gas and Oil
Resilience and stability	**US$25bn** Long-term contracted revenue[1]	**>980 years** Total forward contracted revenue years	**~53%** 2026 revenues contracted
Strong outlook	**>9% CAGR** EBITDA 2024-29	Financial capacity fully secured	ZMI + Navig8 global platform for further growth
Compelling entry point	Liquidity Improvement: Free Float increase by 3% to 22% through accelerated book building paving the way for MSCI Inclusion and allowing +US$200 million of passive inflows		**+200%** Total shareholder return since IPO[2]
Solid financial capacity	**0.46x** Net debt to EBITDA ratio	**2.0x-2.5x** Targeted net debt to EBITDA ratio	US$2.0bn + US$600m uplift SOFR+80 bps – RCF & US$2.0b SOFR+125 bps - HCI

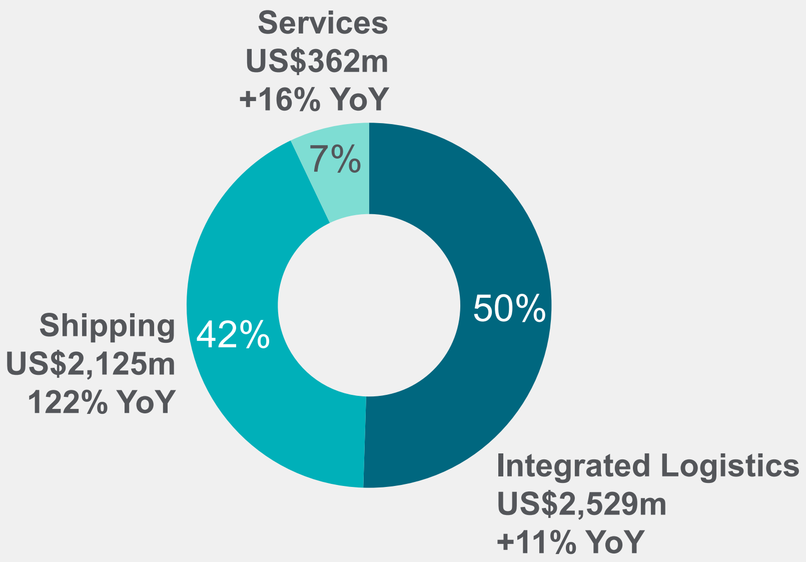
Revenue 2017A: $0.9bn → **+23% CAGR in 2017A–2025A** → **Revenue 2025A: $5.02bn**

[1]Includes 50% of Wanhua contracted revenue [2]Based on the final offer price of AED 2.01 per share at IPO to AED 5.92 at 31 December 2025, including dividend payments

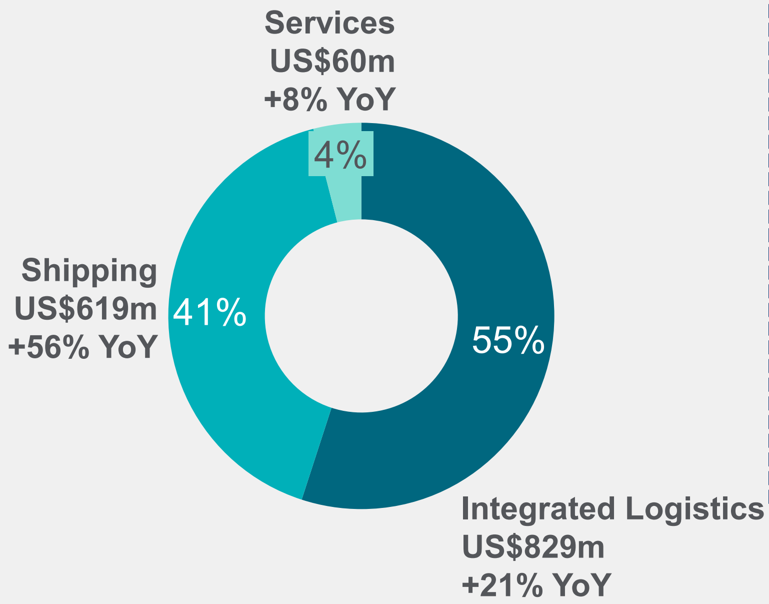
Delivering Record Results Across All Segments

- **Record Integrated Logistics results:** Revenue +11%, EBITDA and Net Profit +21% YoY
- **Record Shipping results:** Revenue +122%, EBITDA +56% and Net Profit +10% – Navig8 acquisition in Jan 2025
- **Record Services results:** Revenue +16%, EBITDA +8% and Net Profit +6%

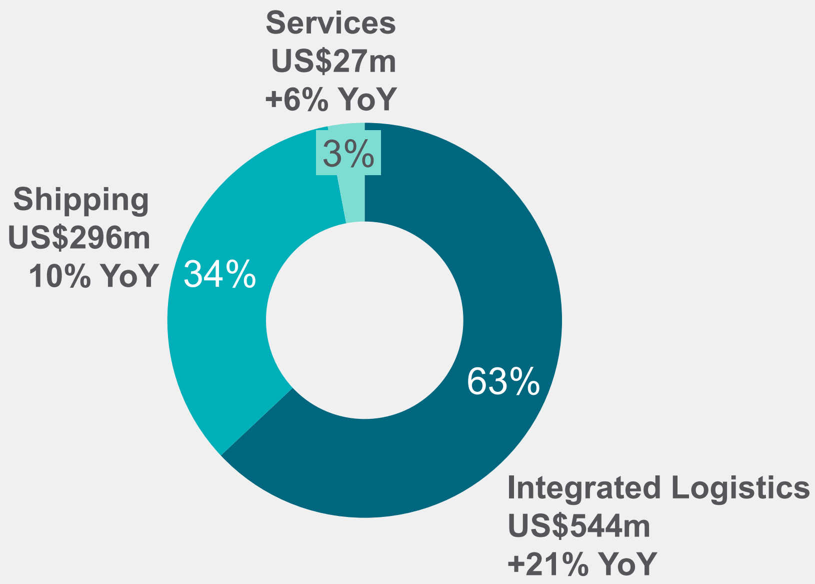
Revenue US$5,016m
+41% YoY



EBITDA US$1,515m
+32% YoY



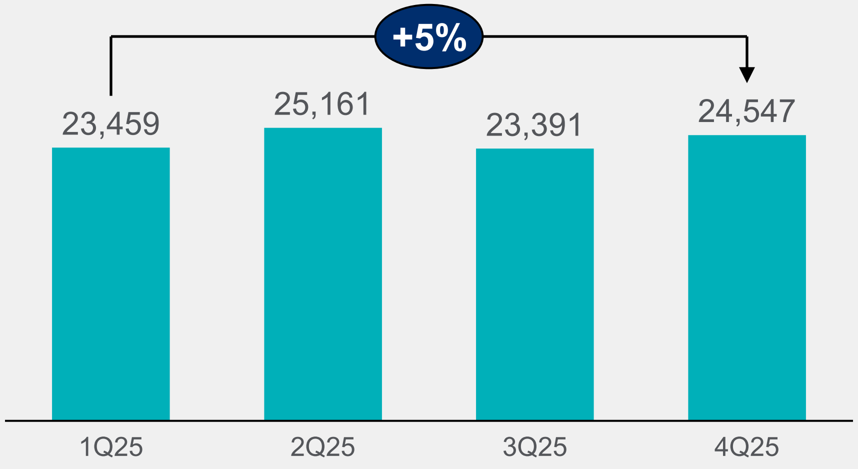
Net Profit US$863m
+14% YoY



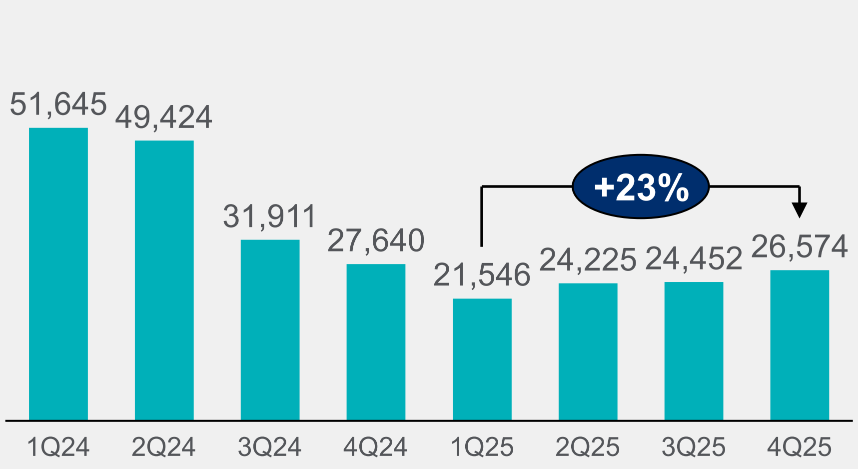
Tanker Fleet: Benefiting From Higher Spot Rates

Capitalizing on strengthening spot rates – maintaining a high level of spot exposure and adding selective contract cover

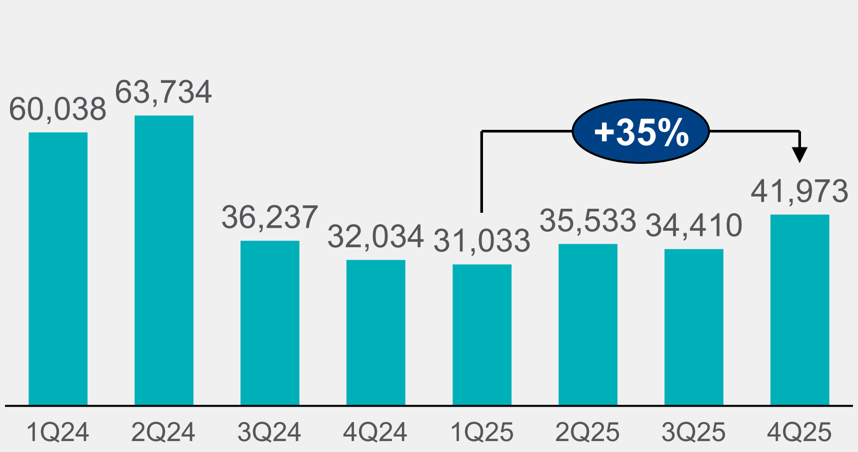
US$ **16x MR TCE[1,2,3,4]**



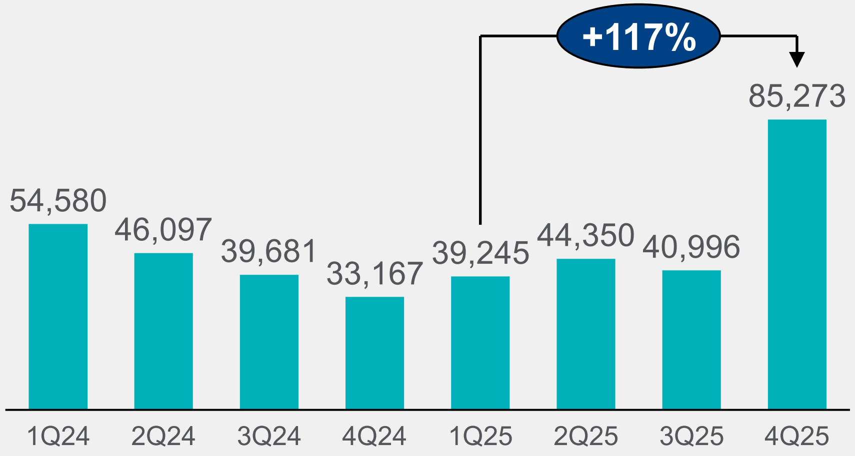
US$ **9x LR1 TCE[1,2,3,4]**



US$ **17x LR2 TCE[1,2,3,4]**



US$ **9x VLCC TCE[1,2,3,4]**



[1] Owned vessels in fleet at 31 Dec 2025 [2] Scrubber fitted: 5xVLCC, 15xLR2, 1xLR1, 16x MR [3] TCE calculated based on revenue minus voyage costs divided over calendar days less offhire days in the period [4] TCE may be adjusted in prior periods due to settlement of historical voyage costs including demurrages, port fees, and other miscellaneous expenses and commercial claims

Locking In Value Through Long-Term Charters

Capitalizing on OPEC+ unwind and rising tonne-mile demand by securing opportunistic vessel coverage at attractive rates for long-term revenue, while maintaining open days to capture elevated spot market returns

	Vessel	Type	Period (Months)	TC-Out Rate US$	TC Expiry (Earliest)	TC Expiry (Latest)
1	Navig8 Macallister	LR1	20	19,750	28-Mar-27	28-Jul-27
2	Navig8 Martinez	LR1	32	19,750	28-Mar-28	28-Jul-28
3	Navig8 Prosperity	LR2	36	30,561	04-May-26	02-Aug-26
4	Navig8 Promise	LR2	12	32,125	02-Jul-26	31-Aug-26
5	Navig8 Pride	LR2	12	32,125	09-Jul-26	07-Oct-26
6	Navig8 Prestige	LR2	12	36,850	08-Oct-26	07-Dec-26
7	Navig8 Providence	LR2	12	42,000	31-Jan-27	30-Apr-27
8	Navig8 Passion	LR2	12	42,000	06-Feb-27	06-May-27
9	Zakum	VLCC	22	50,633	02-Sep-27	02-Jan-28
10	Hili	VLCC	22	50,633	16-Sep-27	16-Jan-28
11	Arzanah	VLCC	12	70,000	01-Feb-27	01-May-27
12	Habshan	VLCC	12	72,500	21-Feb-27	21-May-27

Gas Fleet: Majority LT Contracted & High-Margin EBITDA

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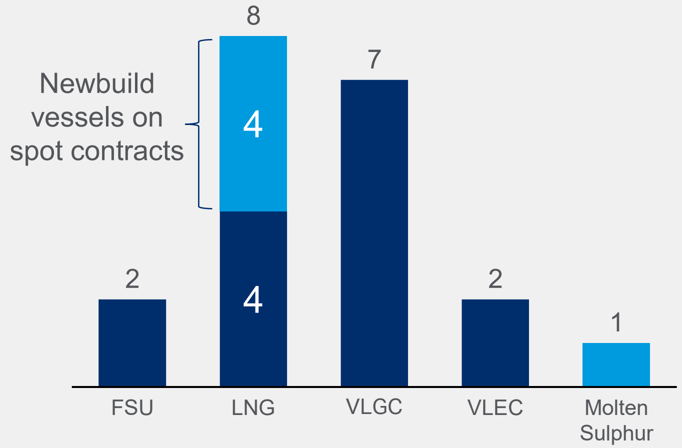
15 of 20 owned vessels on long-term contracts providing resilient earnings

- **2025 delivery of 3 LNG vessels** (Al Rahba), (Al Reef), (Al Sadaf) and **2 VLEC** vessels (Yongjiang) and (Minjiang)
- **2026 delivery schedule** of 2 LNG vessels, 1 VLEC, 2 VLACs, and 1 Molten Sulphur vessel
- **Fleet renewal continues** with sale 1 LPG (Yas), 2 LNG vessels (Al Khaznah) & (Ghasha)
- **5 Das LNG vessels progressively moving to long-term contracts with ADNOC Gas from Q2 2026**
    - **1 LNGC for 7 years**
    - **4 LNGC for 15 years**

Owned Fleet[1]



	2025		2026				2027				2028				2029					Contracted Rate	Expiry
Vessel Type	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	No. of Vessels Contracted		End firm
FSU	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		Low double-digit IRR (unlevered)	June 2033 & Mar 2034
LNG	4	4	4	4																Low double-digit IRR (unlevered)	June 2026
VLGC (AWS)[2]	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6		High single-digit IRR (unlevered)	1 x 2031 5 x 2032
VLGC	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			Low double-digit IRR (unlevered)	Sept 2029
VLEC	1	2	2	2	2	3	5	6	6	8	9	9	9	9	9	9	9	9		Very high single-digit IRR (unlevered)	2045 to 2047
Das LNG				5	5	5	5	5	5	5	5	5	5	5	5	5	5	5		Low double-digit IRR (unlevered)	2041
Ruwais LNG												3	7	8	8	8	8	8		Very high single-digit IRR (unlevered)	2048

[1] Owned vessels in fleet at 31 Dec 2025 [2] Including 6 VLGCs and 2 VLEC owned in 50% joint venture with AW Shipping Limited

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4Q 2025 Assets Update

Segment	Vessel Count	Vessel Type	Purchase Date	Deployment Date	Purchase Price
Integrated Logistics	1	Flat-top Barge	November 2025	November 2025	USD 3.8m
	1	OSV	December 2025	January 2026	USD 14.1m
	1	OSV	December 2025	January 2026	USD 13.7m
	1	OSV	December 2025	January 2026	USD 13.2m

Vessel Delivery Schedule

✓ Delivered

	2024				2025				2026				2027				2028				Pending Vessel Deliveries
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
LNG				1 ✓		1 ✓	1 ✓	1 ✓	1	1								3	4	1	10
VLEC (AWS)							1 ✓	1 ✓				1	2	1		2	1				7
VLAC (AWS)											1	1				1	1				4
Molten Sulphur																1					1

Long-Term Contracts Drive Earnings Visibility

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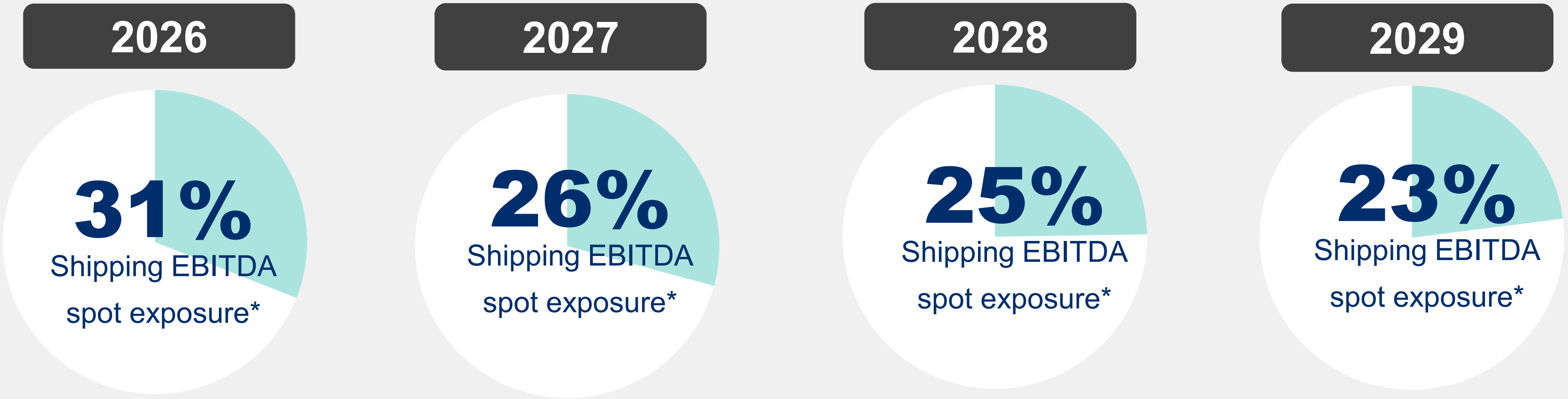
Shipping EBITDA spot rate exposure represents an average of only 26% of ADNOC L&S's Total EBITDA



Timeline of Confirmed Newbuilding Contract Years

No. of Contracted Vessels

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048
8 Ruwais LNG				8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
5 Das LNG		5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5							
6 VLGC (AWS)[1]	6	6	6	6	6	6	6	5	1															
9 VLEC (AWS)[1]	2	3	8	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	7	6	

Contracted Years

*Spot exposure including Navig8 [1] VLGC & VLEC 50% JV with AW Shipping

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L&S Growth Anchored In ADNOC's Strategy

Shipping fleet and logistics expansion aligned with ADNOC's strategy and global growth ambitions. Supporting increased crude exports, LNG sales, and integrated onshore logistics delivery

ADNOC's Strategic Targets

Crude Capacity

5 Million barrels per day by 2027

Refining Capacity

+1 Million barrels per day by 2027

Petrochemical Capacity

More than double of today by 2030

LNG Export

Increase production capacity to over **15 Million tons** by 2028

Logistics Expansion

is key to ADNOC's **$150 Billion** growth strategy through 2027

Green Hydrogen production target

1 Million annual tonnes by 2030

Benefits For ADNOC L&S

Tankers
Grow hydrogen derivatives transportation fleet and capture additional crude through new VLCC

LNG
Expand fleet of owned ships to support higher LNG sales and the overseas LNG expansion

Dry Bulk
Position the fleet for growth to capitalize on the doubling of export volumes anticipated by 2030

Integrated Logistics
Strengthening service depth and fleet scale to optimize logistics performance

Services
Scale up services to enable and sustain the expansion of Petroleum Ports Operations

Future Growth Opportunities From ADNOC's Strategy

Future-ready growth anchored in ADNOC's end-to-end platform

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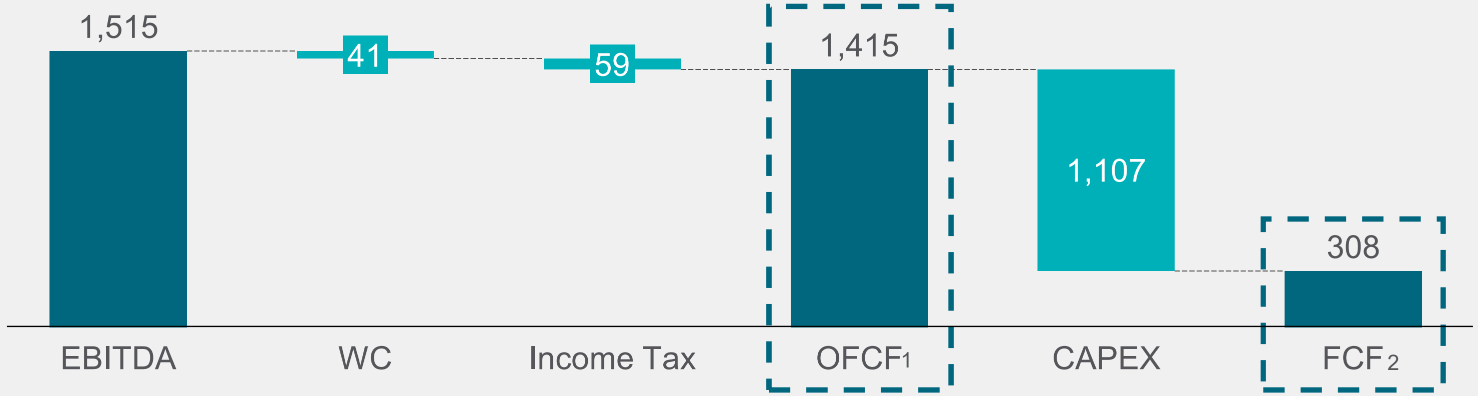
ADNOC

- **Onshore Logistics**
  - Mvmt: Packaging & onshore transport
  - W/H: Warehousing & storage
- **Trading**
  - AGT: Oil products & gases trading
  - AT: Oil trading
- **Projects**
  - EPC: EPC marine spread & procurement
  - Others: Development; IRM; construction support
- **ADNOC Gas**
  - UAE: 60% UAE + exports 20+ countries
  - Int'l: US, Africa, Europe, Asia
- **XRG**
  - International Gas
  - Global Chemicals
  - Energy Solutions / CCS
- **ADNOC Offshore / ADNOC Drilling**
  - Logistics: ILSP, non-ILSP, oil spill response
  - Support: Jack-up barges, AWBs

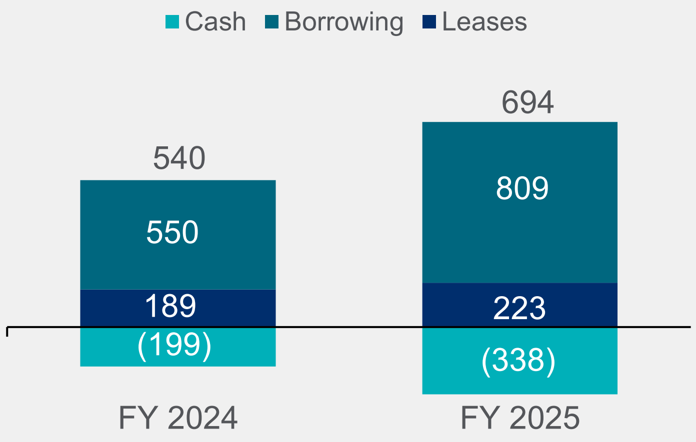
Cash Flow Profile

Delivering Operating Free Cash Flow ~US$1.4 billion broadly inline with EBITDA: Optimal cash conversion

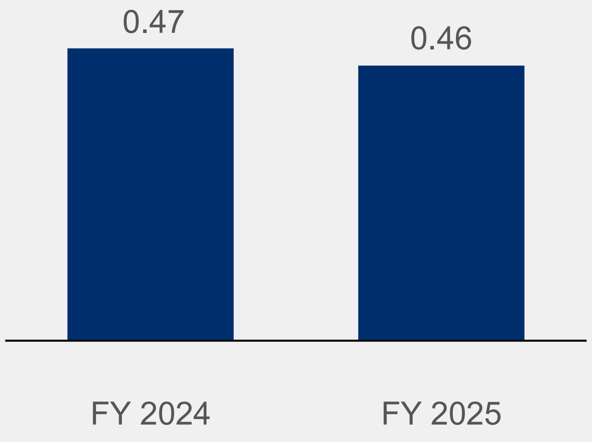
FY2025 Free Cash Flow Evolution (US$M)



Net Debt (US$M)



Net Debt / EBITDA (X)



Commentary

CASH FLOW

- Continued strong free cash flow driven by strong EBITDA delivery and working capital improvement
- Operating Free Cash Flow of US$1.4 billion providing flexibility for strategic expansion and supports enhanced shareholder returns.

NET DEBT

- Continuous strong financial position with a net debt to EBITDA ratio of 0.46x allowing ample headroom to fund future CAPEX opportunities

OTHERS

- We have drawn down an additional US$700m on our HCI, fully utilizing the US$2bn facility in December 2025
- Effective tax rate (ETR) reduced to <1% on international shipping from November 2024
- ADNOC L&S effective tax rate (ETR) decreased to approximately 6% from 9%

[1] Operating Free Cash Flow. [2] Free Cash Flow

Growth Investment Outlook & Funding Plan

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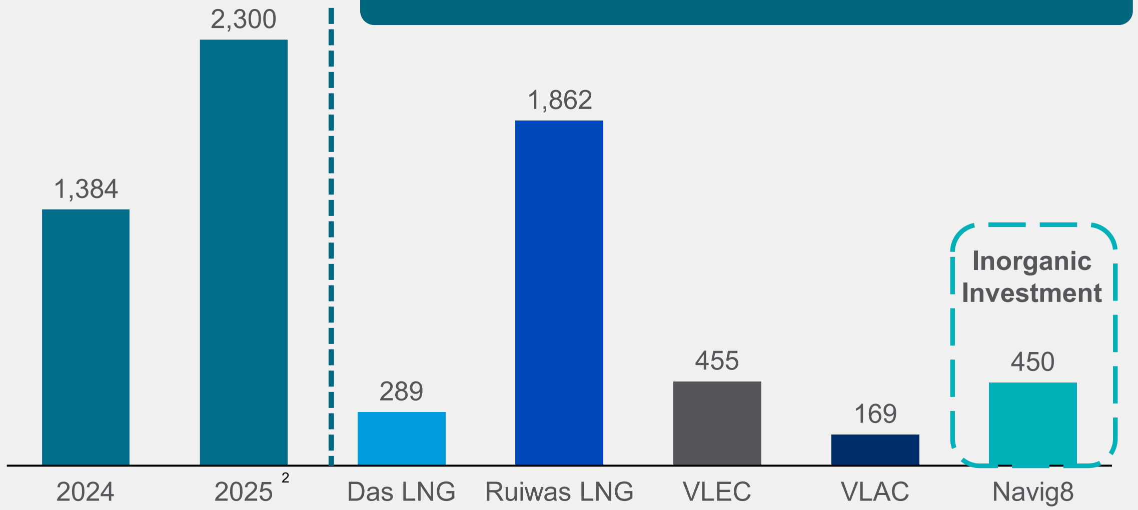
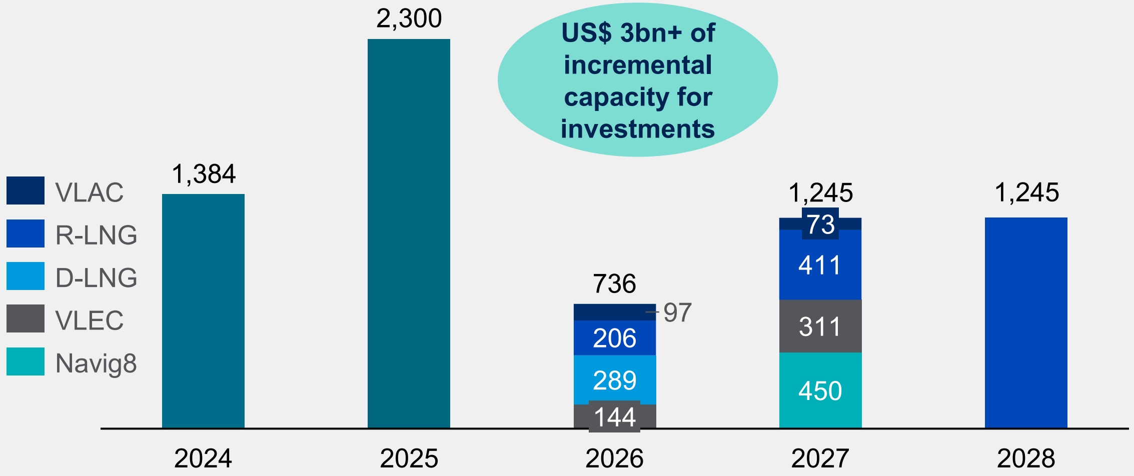
Delivering a transformational growth strategy to benefit all stakeholders

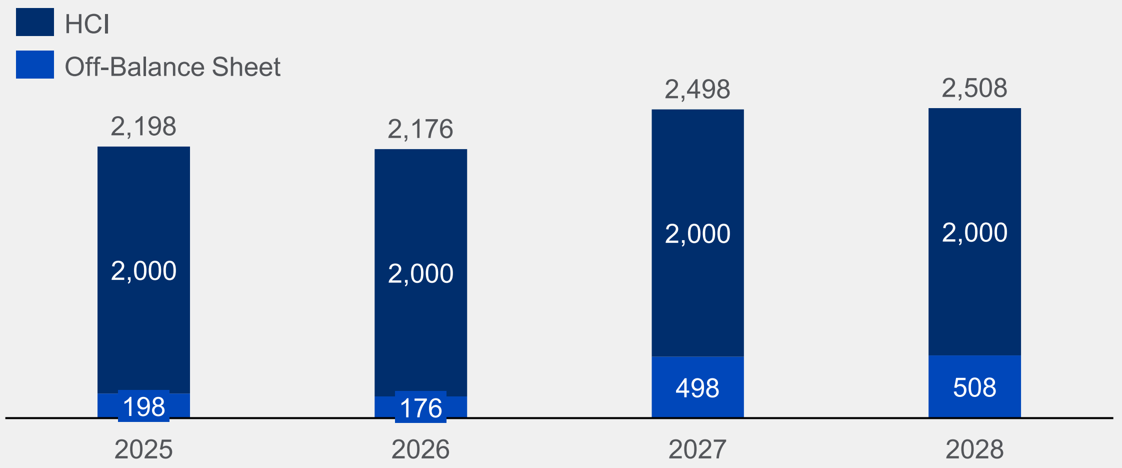
US$3.2bn[1] Remaining Committed CAPEX Obligations



Approx. US$ 7.0bn CAPEX Evolution



Additional Sources of Funding



Key Highlights

- For investment plans, ADNOC L&S targets low double digit unlevered IRRs. Long-term contracts the target is high single digit unlevered IRRs
- Asset back financing in 2026: Target is to apply LTV of 65% on contract commencement of LNG vessels
- We have drawn down an additional US$700m on our HCI, fully utilizing the US$2bn facility in December 2025
- Signed revolving credit facility (US$2.0bn + US$600m uplift) SOFR + 80bps with ADNOC
- Despite robust investment plans, ADNOC L&S's financial position offers adequate financing capacity to deliver its investment plan within targeted Net Debt/EBITDA of 2.0x-2.5x

[1] VLEC & VLAC captured at 50% and considered off-balance sheet in AWS JV [2] FY2025 CAPEX includes 50% AWS investments for VLECs and VLACs plus accrued CAPEX plus the acquisition of Navig8 US$999 million

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AW Shipping Joint Venture

AW Shipping

50% ADNOC Logistics & Services | 50% Wanhua Chemicals

- **Strategic JV with Wanhua Chemical Group to support long-term transportation of lower-carbon fuels, LPG, ethane and ammonia**
- **19 vessels including; 6 VLGCs, 9 VLECs, and 4 VLACs**
- **15-20 year contracts, totaling ~US$4 billion revenue**
- **Deepen industrial ties between the UAE and China**

AW Shipping Fleet List

	Owned	Average Age
Very Large Gas Carriers (VLGC)	6	5
Very Large Ethane Carriers (VLEC)	2	1
Very Large Ammonia Carriers (VLAC)	0	0
Total	8	

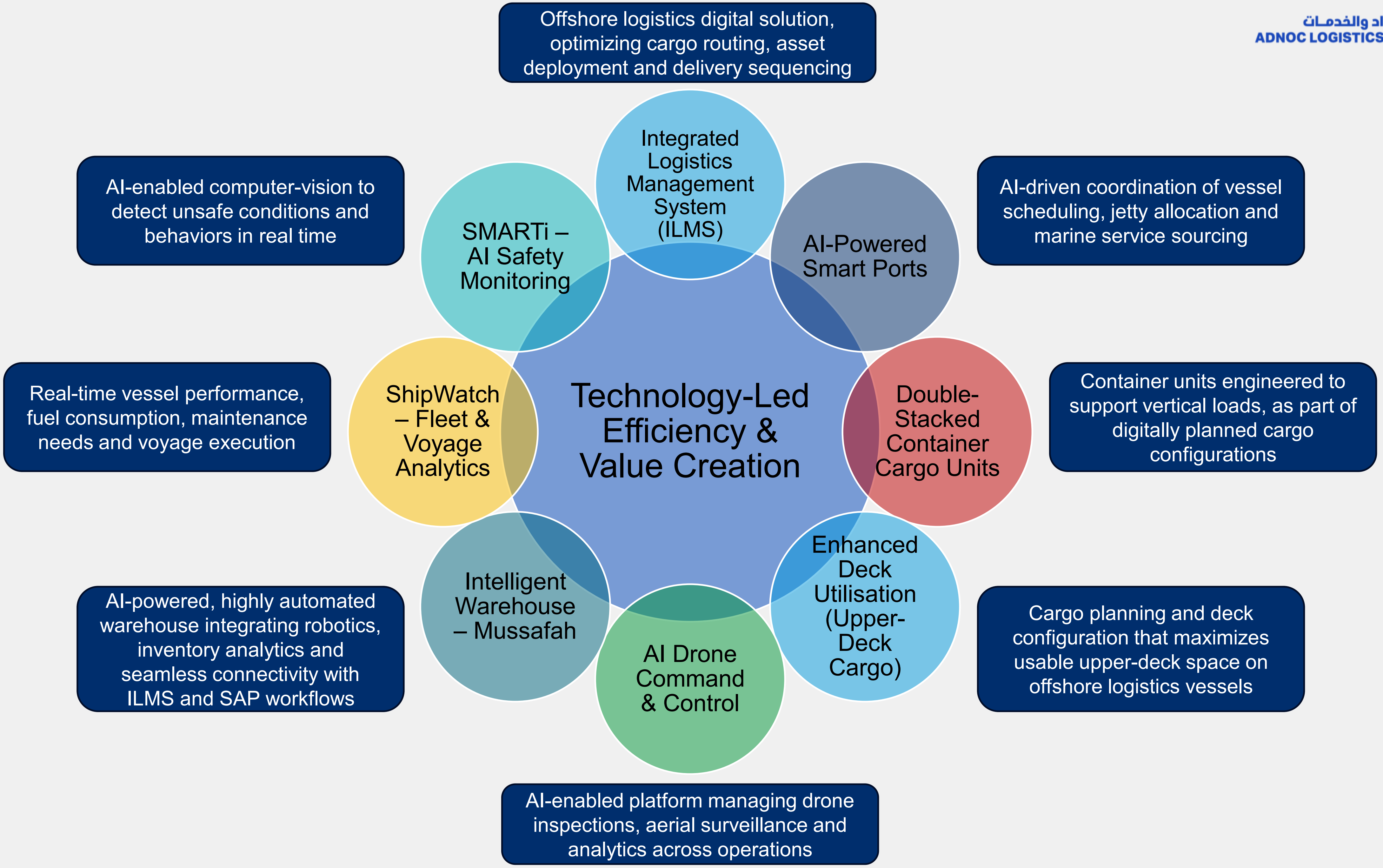
Newbuild Delivery Schedule

	2025		2026		2027			2028	
	3Q	4Q	3Q	4Q	1Q	2Q	4Q	1Q	Pending Vessel Deliveries
VLEC (AWS)	1 ✓	1 ✓		1	2	1	2	1	7
VLAC (AWS)			1	1			1	1	4

✓ Delivered

AW Shipping Contracted Fleet

	2025		2026				2027				2028				2029					Contracted Rate	Expiry
Vessel Type	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	No. of Vessels Contracted		End firm
VLGC	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6		High single-digit IRR (unlevered)	1 x 2031 5 x 2032
VLEC	1	2	2	2	2	3	5	6	6	8	9	9	9	9	9	9	9	9		Very high single-digit IRR (unlevered)	2045 to 2047
VLAC					1	1	1	1	1	1	1	1	1	1	1	1				Spot-linked	3-Year Contract
VLAC						1	1	1	1	2	3	3	3	3	3	3	3	3		TBC	TBC


Technology-Led Efficiency & Value Creation
Integrated Logistics Management System (ILMS)
Offshore logistics digital solution, optimizing cargo routing, asset deployment and delivery sequencing
AI-Powered Smart Ports
AI-driven coordination of vessel scheduling, jetty allocation and marine service sourcing
Double-Stacked Container Cargo Units
Container units engineered to support vertical loads, as part of digitally planned cargo configurations
Enhanced Deck Utilisation (Upper-Deck Cargo)
Cargo planning and deck configuration that maximizes usable upper-deck space on offshore logistics vessels
AI Drone Command & Control
AI-enabled platform managing drone inspections, aerial surveillance and analytics across operations
Intelligent Warehouse – Mussafah
AI-powered, highly automated warehouse integrating robotics, inventory analytics and seamless connectivity with ILMS and SAP workflows
ShipWatch – Fleet & Voyage Analytics
Real-time vessel performance, fuel consumption, maintenance needs and voyage execution
SMARTi – AI Safety Monitoring
AI-enabled computer-vision to detect unsafe conditions and behaviors in real time

Our Journey

2016

Creation of ADNOC L&S
via Integration of ADNATCO, ESNAAD and IRSHAD

Realized Merger Synergies
Operations efficiency and unified solutions for the combined entity

Delivered Accretive Shipping Growth Plan
- Established AW Shipping JV now operating 6 VLGCs with long-term contracts
- Added VLCC,VLGC, LNG new builds and Ultramax

Expanded Integrated Logistics
- Launched ILSP
- Expanded into Jack-Up Barges (JUBs) and new markets
- Acquired largest warehouse in UAE for Borouge
- Acquired assets and resources of Speedy Abu Dhabi
- Entered a 25-year contract with Borouge UAE gateway
- Secured a 10-year contract with ADNOC to provide marine and logistics services for H&G

Secured Future for Marine Services
- Entered 25-year contract with PPA
- Secured 20-year oil spill contracts for ADNOC Group
- Agreed 10-year marine services contract with AON

Built robust platform for further expansion
- Cost rationalization
- Readiness for capital transaction
- Transformative acquisition of ZMI

IPO

Record-Breaking IPO
- Oversubscribed by 163X
- +100% rise in share price in 2023

2024 **Global Energy Maritime Logistics Leader**

Internationalization of Operations & Further Fleet expansion
- 8 LNGC, 4 VLACs and 9 VLECs new build vessels order
- 20 offshore assets added in Integrated Logistics business
- Acquisition announcement of Navig8 for US$999 million

Revenue 2017A
$0.9bn

+23% CAGR in 2017A–2025A

Revenue 2025A
$5.02bn

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ADNOC L&S Operations

Contracted vs non-contracted operations across all three business segments

Integrated Logistics

Offshore Contracting

ILSP contracts up to 2032, Hail & Ghasha up to 2030 and ZMI JUB contracts up to five years

Offshore Services

- Includes DPII & ZMI conventional boats & OSVs with 1-2 year contracts.
- Non ILSP: short term contracts ranging between 2-3 years
- ILSP Diesel sale contract until 2032

Offshore Projects

EPC Projects completion of G-Island, Bu Haseer and LNG Berth Upgrade in 2025

Shipping

Tankers

Non-contracted, spot exposure

Gas Carriers

Contracted mid-2026 until 2033-2048

Dry Bulk

High proportion chartered with spot exposure

Services

Petroleum Port Operations

Contracted until 2045

Oil spill and Hazardous Noxious Substance Response Services

Contracted until 2032-2041

Onshore services

Contracted until 2046

Note: Navig8 Commercial Pools, Technical Management & Agency and Bunkering from 2025 part of Services.

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Segmental 2026 & Medium-Term Outlook

The medium-term growth outlook is maintained, while the Company's guidance has effectively strengthened due to a higher base year following outperformance relative to prior 2025 guidance

	Revenue Guidance	EBITDA Guidance
Integrated Logistics	**2026:** Mid teens reduction **MT:** Low single-digit reduction	**2026**: Flat YoY **MT:** Low single-digit growth
Offshore Contracting	**2026:** Higher material handling volumes, higher utilization of JUBs, delayed barge additions due to new-build shift partly offset by Hail & Ghasha ramp-up **MT:** Sustainable volume growth enhancing operational efficiency to manage higher volumes effectively with continued high utilization	
Offshore Services	**2026:** Growing the mix of owned and third-party offshore chartered vessels to improve capacity and deployment flexibility **MT:** Expanding our vessel fleet to enhance efficiency, service capabilities and meet growing offshore demand	
Offshore Projects	**2026**: Prudent assessment of major offshore EPC opportunities in the marine logistics market **MT:** Focus on delivering marine and offshore EPC scopes with predictable returns	
Shipping	**2026:** Flat YoY **MT:** Low to mid single-digit growth	**2026**: High single digit growth **MT:** High single to low double-digit growth
Tankers	**2026:** 2026 tanker market tightens as fleet growth slows, sanctioned flows persist, and demand lifts utilization & rates **MT**: Supported by steady oil demand, refinery shifts and balanced fleet supply amid ongoing geopolitical factors	
Gas Carriers	**2026:** Most of the fleet is secured on long-term charters at strong rates, ensuring earnings stability despite weak spot markets **MT:** Growth backed by 5 LNGCs from early Q2 2026 and 8 LNGCs under build for 2027–28 long-term contracts	
Dry-bulk & Containers	**2026**: Broadly balanced, freight easing as fleet growth peaks at the highest level since 2019 **MT**: Sentiment mixed as fleet growth slows, demand stabilizes, and trade risks ease	
Services	**2026:** High single digit YoY growth **MT:** Low double-digit growth	**2026**: Mid 20%s YoY growth **MT:** Mid to high teens growth

Note: MT = Medium Term 2026-2029 CAGR with 2025 as base year,

Group 2026 And Medium-Term Guidance

The medium-term growth outlook is maintained, while the Company's guidance has effectively strengthened due to a higher base year following outperformance relative to prior 2025 guidance

	FY 2026 Growth[1]	Medium-Term CAGR Growth[1]
Consolidated Revenue	Mid single-digit YoY reduction	Low single-digit growth
Consolidated EBITDA	Low to mid single-digit YoY growth	Mid to high single-digit growth
Consolidated Net Profit	Low to mid single-digit YoY growth	Mid to high single-digit growth

CAPEX	Medium-term: US$3bn+ of incremental capacity by 2029, beyond the projects already announced, achieving the targeted unlevered IRR.
Financial Capacity	• Medium-term: Target 2.0-2.5x Net Debt to EBITDA • Projected average all-in cost of debt finance 5.0% • HCI financing costs are paid out of retained earnings, hence no P&L impact
Below The Line	• ADNOC L&S effective tax rate (ETR) decreased to 6% from 9% during 2025 • Dividends: 2026 targeted annual dividend of US$341 million with quarterly payments plus PCS distributions.

[1] 2026-2029 CAGR with 2025 as base year

APPENDIX

Owned Shipping Fleet (as of 31 December 2025)

أدنوك للإمداد والخدمات
ADNOC LOGISTICS & SERVICES

Segment	Vessel type	Owned	Average Age (owned)
53x Tankers	Handysize	2	17
	MR	16	6
	LR1	9	15
	LR2	17	7
	VLCC	9	7
20x Gas	FSU	2	32
	LNG*	8	XX
	VLGC	7	7
	VLEC*	2	1
	Molten Sulphur	1	33
11x Dry Bulk	Handysize	3	14
	Supramax	4	15
	Ultramax	4	8
3x Container	Feeder	3	17
	Total	**87**	

* Includes newbuild delivery of LNG vessels Al Shelila, Al Rahba, Al Reef and Al Sadaf , and VLEC vessels Yongjiang and Minjiang.

Significant Operating Leverage In Spot Shipping Fleet

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		No. owned vessels available at spot[1]	Earnings sensitivity +/- US$1000/day TCE variation
45x Tankers	Handysize	2	~US$0.7m
	MR	16	~US$5.8m
	LR1	7	~US$2.6m
	LR2	13	~US$4.7m
	VLCC	7	~US$2.6m
11x Dry Bulk	Handysize	3	~US$1.1m
	Supramax	4	~US$1.5m
	Ultramax	4	~US$1.5m
	Total	**56**	~US$20.5m

[1] Owned vessels available at spot as at 31 Dec 2025

Outperforming Our Value Efficiency Targets

- Achieved value efficiencies of US$119 million in 2025
- Annual valuation efficiency target of US$90 million from 2026 to 2030
- Financing cost savings, manpower efficiencies, Navig8 synergies, AI adoption, and disciplined capital deployment
- Mix of Hybrid Capital Instrument and Shareholder loan utilized to pay higher cost US$400 million Navig8 loan repayment

Value Efficiency Initiatives

ILSP value optimization including AI delivering cost saving

Integrated Logistics revenue enhancements

Financing cost optimization

Accelerate growth opportunities

OPEX cost saving initiatives

Integrated Logistics - Strong Logistics Demand

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Revenue (US$ Million)

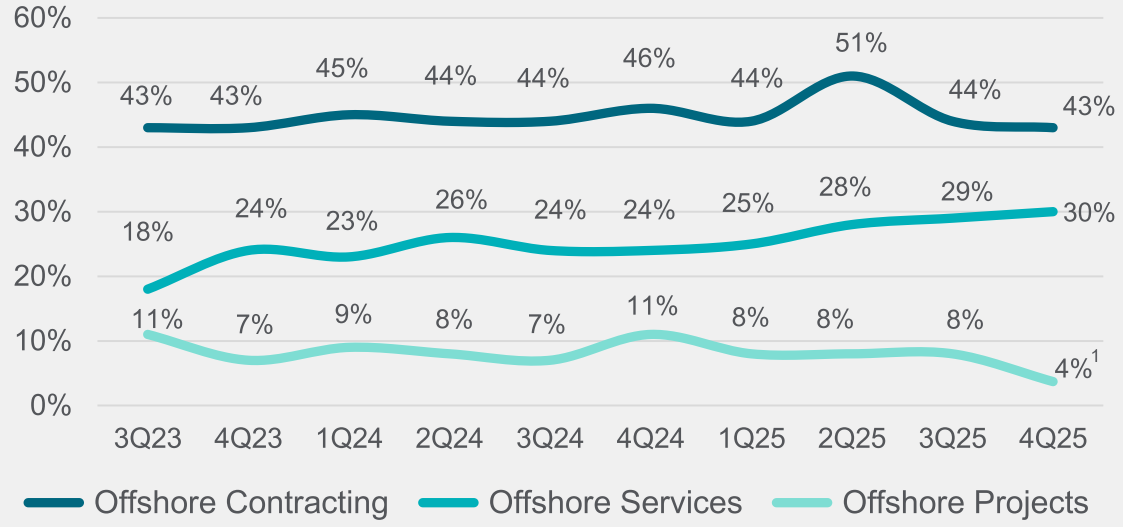
US$m	FY 24	FY 25	YoY %
Offshore Contracting	1,108	**1,369**	24%
Offshore Services	553	**629**	14%
Offshore Projects	620	**531**	-14%
TOTAL	2,281	**2,529**	11%

EBITDA (US$ Million)

US$m	FY 24	FY 25	YoY %
Offshore Contracting	498	**623**	25%
Offshore Services	135	**178**	32%
Offshore Projects	54	**28**	-48%
TOTAL	687	**829**	**21%**
Margin %	30%	**33%**	3pp

Net Profit (US$ Million)

US$m	FY 24	FY 25	YoY %
Offshore Contracting	334	**427**	28%
Offshore Services	73	**100**	38%
Offshore Projects	41	**17**	-58%
TOTAL	448	**544**	21%
Margin %	20%	22%	2pp



Key Highlights

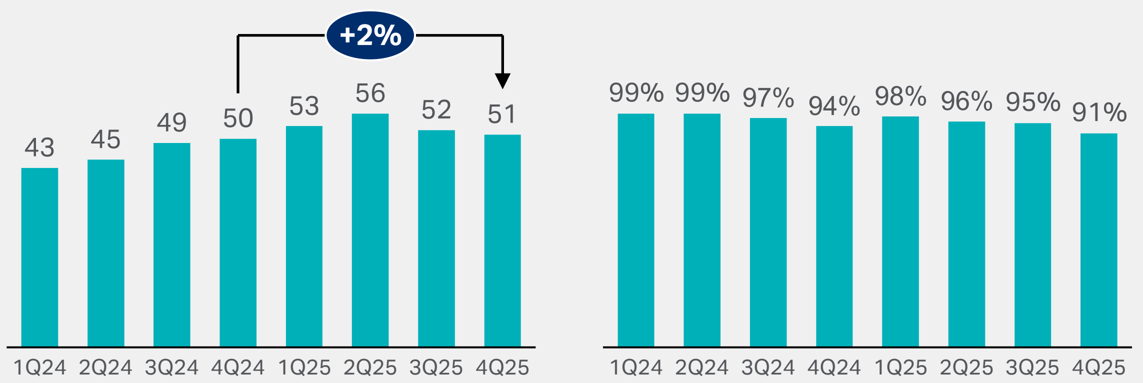
- Offshore Contracting and Services revenue together up 20% YoY due to record material handling volumes, expanded Jack-Up Barge fleet and higher charter rates
- Sustained strong logistics demand exhibited through FY25 material handling volumes increase to 1.26 million up 21% YoY. Q4 2025 volumes have exhibited stronger performance up 26% YoY as integrated services for non-ADNOC customers rolled out
- Offshore Services delivering sequential EBITDA margin increases to 30% as growing fleet benefited from strong demand and increasing charter day rates. While subcontractor claims upon the completion of G-Island during Q4 25 contributed to Offshore Projects EBITDA decline

1Excludes one-offs related to subcontractor claims

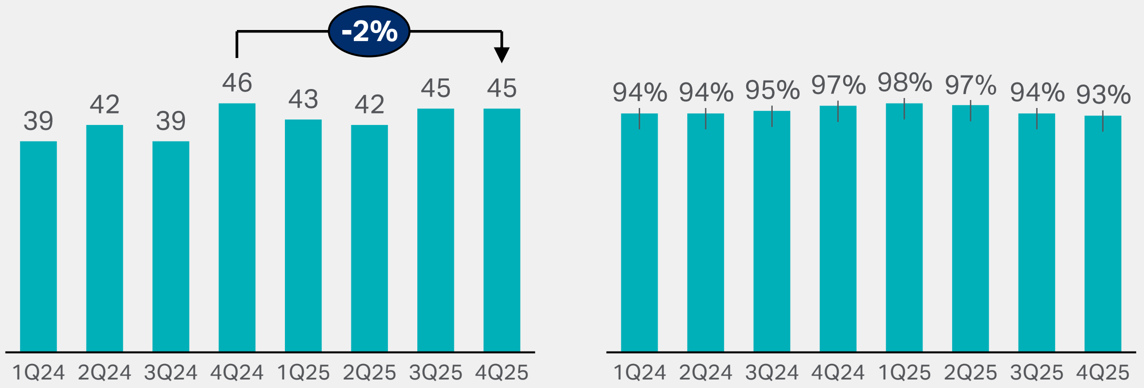
Integrated Logistics: Offshore Contracting

Strong logistics momentum delivering steady fleet performance and rising material-handling volumes

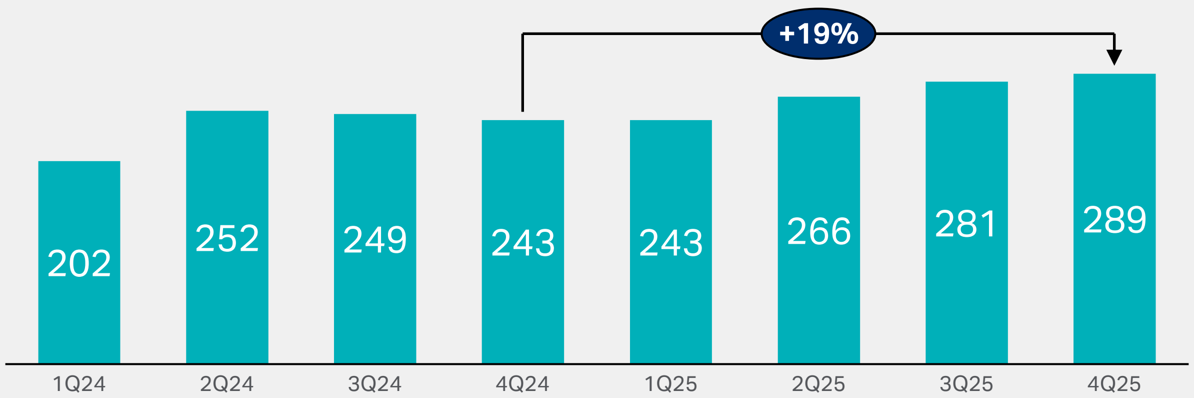
Number of Owned Vessels & Utilization (%)



Number of Jack-Up Barges[2] & Utilization (%)



ILSP Material Handling Volume (KMT[1])



Key Highlights

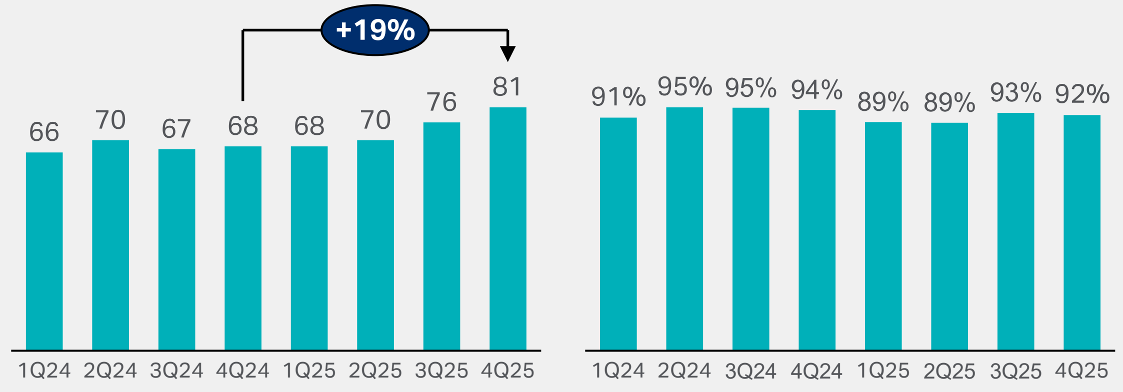
- FY 25 record material handling of 1,079KMT, up 14% YoY
- Q4 25 material handling grew 19% YoY – despite stable fleet
- Vessel capacity rose by 40% due to container redesign to enable double-stacking and the integration of AI. This substantial increase created the flexibility to redeploy four vessels from Offshore Contracting to Offshore Services fleet
- Q4 25 vessels utilization down to 91% due to five scheduled drydocks and conversion of Platform Supply Vessel to hybrid propulsion
- Q4 25 Jack-Up Barge utilization marginally lower due to scheduled dry-docking

[1]Kilo-Metric Tonne [2]JUB fleet of 33 owned and 12 chartered

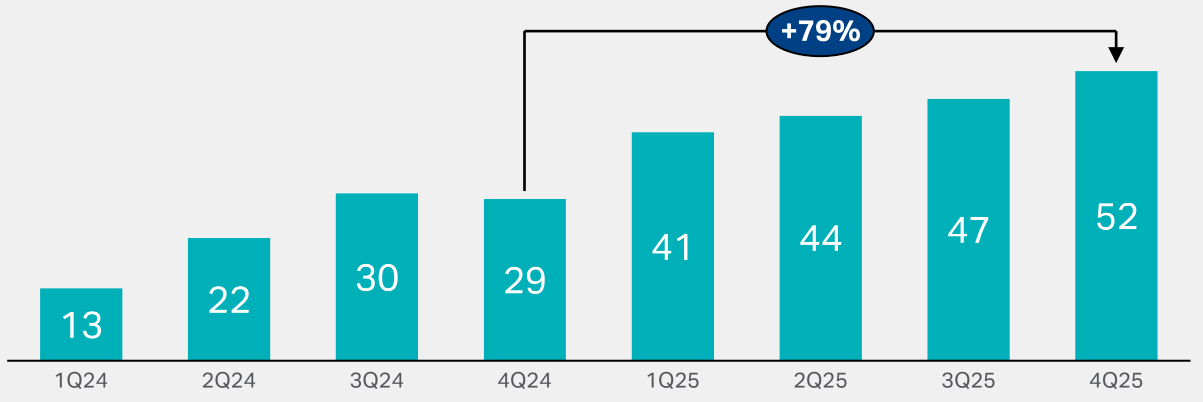
Integrated Logistics: Offshore Services

Significant growth in material handling volumes

Number of Owned Vessels & Utilization (%)



Offshore Services Material Handling Volume (KMT[1])



Key Highlights

- Significant growth in material handling volumes – orderly investment in our fleet to match growing customer demand
- FY 25 record material handling of 184KMT, up 94% YoY
- Q4 25 non-ILSP material handling grew 79% YoY
- During the period, we deployed eight Offshore Support Vessels and acquired five Flat-top Barges; remaining one barge scheduled for delivery within Q1 2026
- Lower vessel utilization YoY due to scheduled drydocking and vessel redeployments
- Vessels chartered to non-ADNOC customers are on a day-rate basis

[1]Kilo-Metric Tonne

Integrated Logistics: Offshore Projects

Accelerated EPC delivery, marked by G-Island completion

Project Progress

Bu Haseer ESP Surface Facilities Package (EPC Works)

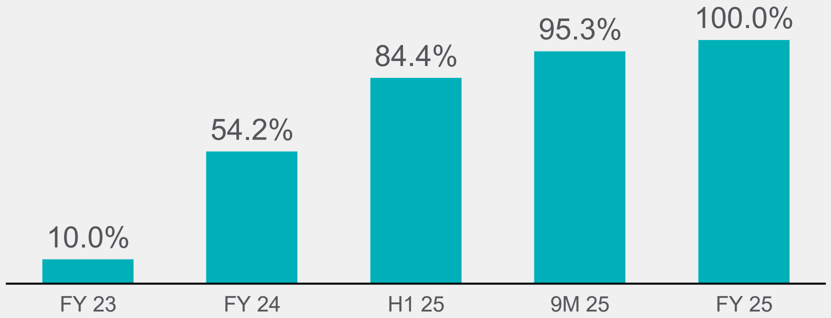
85.7% complete with scheduled completion in H1 2026

EPC G-Island Construction Project

Project US$975
100% completed

Offshore projects: EPC[1] contract update

G-Island Project Completion Rate



Key Highlights

- G-Island construction completed in Nov 2025
- LNG berth upgrade project is progressing as planned, closing the year at 95.6% completion. Final documentation and handover scheduled for Q1 2026.
- Bu Haseer project scheduled completion H1 2026
- Expect lower EPC project delivery of US$100-150m in 2026

[1] Engineering, Procurement and Construction

Shipping – Significant Fleet And Margin Expansion

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Revenue (US$ Million)

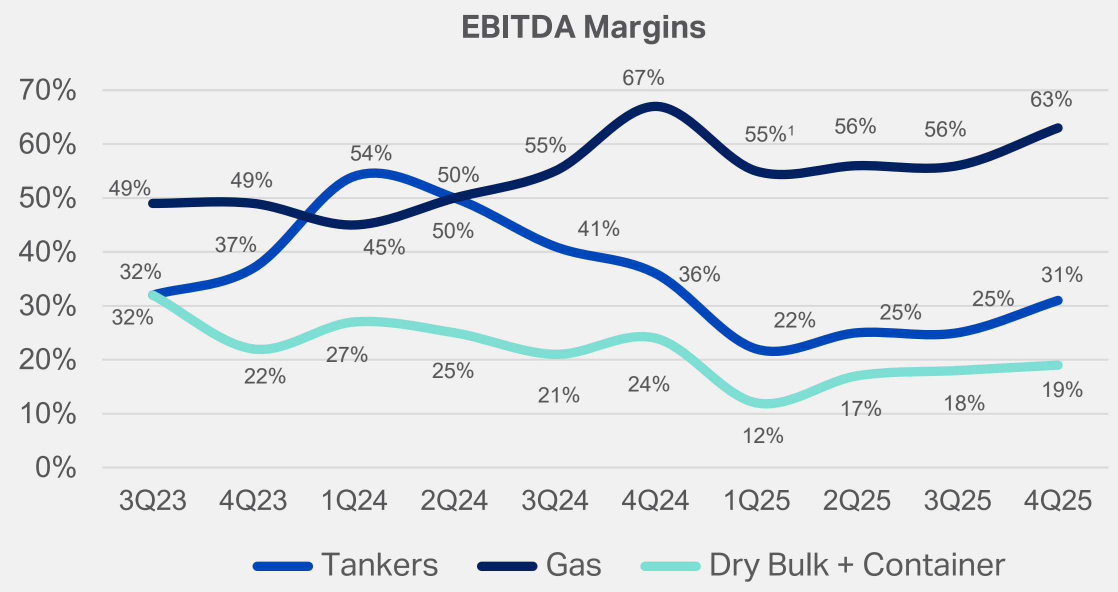
US$m	FY 24	FY 25	YoY %
Tankers	517	**1,720**	233%
Gas Carriers	153	**180**	18%
Dry Bulk & Container	287	**225**	-22%
TOTAL	956	**2,125**	**122%**

EBITDA (US$ Million)

US$m	FY 24	FY 25	YoY %
Tankers	240	**451**	88%
Gas Carriers	87	**130**	48%
Dry Bulk & Container	69	**38**	-45%
TOTAL	396	**619**	56%
Margin %	41%	**29%**	-12pp

Net Profit (US$ Million)

US$m	FY 24	FY 25	YoY %
Tankers	172	**208**	21%
Gas Carriers	47	**77**	65%
Dry Bulk & Container	51	**11**	-79%
TOTAL	270	**296**	10%
Margin %	28%	**14%**	-11pp



Highlights

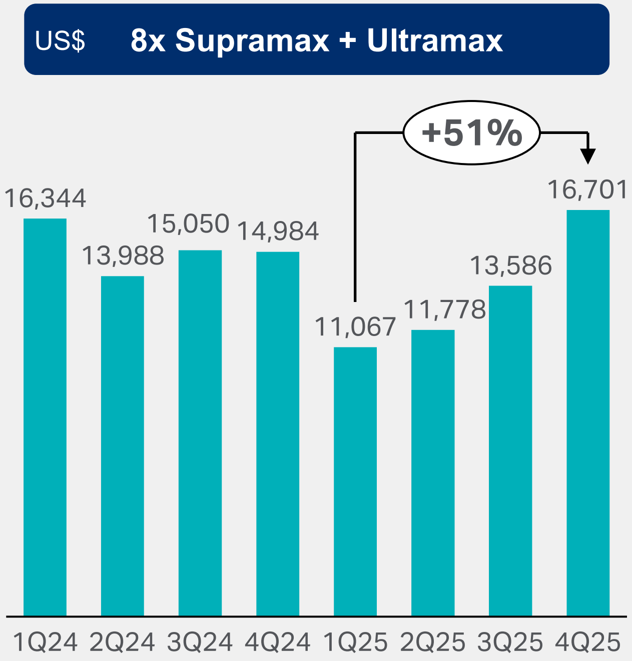
- Revenue and EBITDA surged 122% and 56% YoY respectively primarily driven by the consolidation of Navig8 tanker fleet from Jan 2025
- EBITDA increased by 56% YoY due to Navig8 acquisition, one-time gains from vessel disposals, termination of an LNG vessel contract and the addition of 4 LNG and 2 VLEC newbuildings
- Q4 25 Gas EBITDA margin expanded QoQ due to higher spot rates on new LNGC vessels and delivery of second VLEC on contract
- Net Profit increased by 10% YoY due to expanded tanker fleet, partially offset by US$54m of additional depreciation related to the Navig8 acquisition

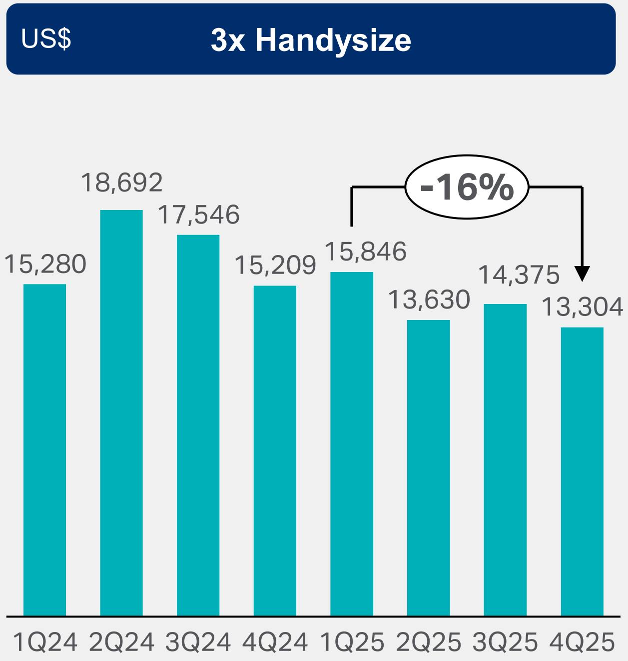
[1] EBITDA Q1 2025 normalized to remove US$25.9m of Other Income earned in the period related to early contract termination of LNGC coupled with sale of a medium gas carrier

Dry Bulk & Container Fleet

Strengthening Ultramax and Supramax TCE rates, with feeder vessels operating under a long-term contract

Dry Bulk TCE Rates





- **Fleet & Market Update**
  - Ultramax and Supramax market conditions continue to improve, supporting more favorable trading opportunities
- **Fleet Acquisition to Enhance Capacity Flexibility**
  - Purchased two Handysize vessels to increase operational flexibility and capacity:
  - Al Watan (2012) – acquired for US$11.6 million
  - Al Manhal (2014) – acquired for US$12.8 million
- **Long-Term Contracted Container Fleet Operations**
  - Container Feeder vessels operating under a US$531 million, 15-year contract supporting the Borouge Container Terminal in Ruwais & Feeder services.

[1] Owned vessels in fleet at 31 Dec 2025

Services

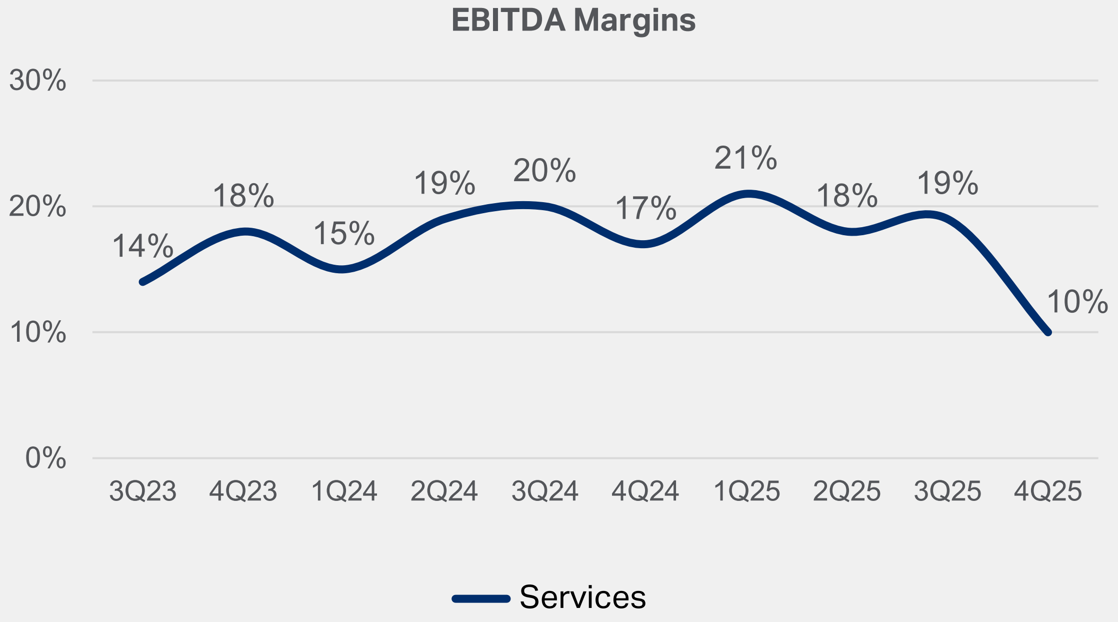
TA'ZIZ expected to generate ~US$1.3bn in revenue over 27 years, average EBITDA 85%

Financials (US$ Million)

US$m	FY 24	FY 25	YoY %
Revenue	312	**362**	16%
EBITDA	56	**60**	8%
EBITDA Margin %	18%	**17%**	-1pp
Net Profit	26	**27**	6%
Net Profit Margin %	8%	**8%**	-

Highlights

- Revenue up by 16% YoY primarily driven by Navig8 commercial pooling fee and transferring the ILSP warehouse business from Integrated Logistics to Services
- Q4 25 EBITDA margin declined by 900 basis points to 10%, primarily due to reduced volumes in Petroleum Port Operations caused by planned facility repairs and upgrades. Additionally, there was a one-time increase in cost allocations. Both factors are non-recurring and are not anticipated to impact future margins
- Net income up 6% to US$27 million providing additional diversified profitability



US$25 Billion Long-Term Contracted Revenue

		2026	2027-29	2030+
Integrated Logistics	• **Offshore Contracting** - ILSP contracts up to 2032, Hail & Ghasha up to 2030 and ZMI JUB contracts up to five years • **Offshore Services** – Includes DPII & ZMI conventional boats & OSVs with 1-2 year contracts • Non ILSP: short-term contracts ranging between 2-3 years • ILSP Diesel sale contract until 2032 • **Offshore projects** – EPC Projects completion of Bu Haseer and LNG Berth Upgrade in 2026	$1.7b ~76% contracted revenue	$3.8b ~58% contracted revenue	$2.4b contracted revenue
Shipping	• Long-term contracts for Gas Carriers • Includes 4 VLCCs, 6 LR2 and 2 LR1 on long-term time charters • Tankers and Dry Bulk are generally generating revenue at spot rates	$424m ~21% contracted revenue*	$1.5b ~23% contracted revenue*	$10.4b contracted revenue*
Services	• Mainly consists of long-term service contracts of Ruwais packaging • Petroleum Port operations until 2045 • Oil spill and Hazardous Noxious Substance Response Services until 2032-2041 • Onshore Services Contracted until 2046	$345m ~87% contracted revenue	$1.1b ~67% contracted revenue	$3.6b contracted revenue
Total		$2.5b >53% contracted revenue*	+ $6.4b >44% contracted revenue*	+ $16.4b contracted revenue*

= $25b contracted revenue

*50% of AWS contracted revenue included in revenue numbers.

*Shipping 2026 Pie Chart includes Navig8 Revenue, excl. Navig8 it will be 42% contracted revenue for existing ALS fleet.

Growth Across All Segments

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(US$ millions)	FY 24	FY 25	YoY%	4Q 24	4Q 25	YoY %	3Q 25	QoQ %
Revenue[3]	3,549	**5,016**	41%	881	**1,187**	35%	**1,322**	-10%
EBITDA	1,149	**1,515**	32%	282	**391**	39%	**379**	3%
EBITDA Margin	32%	**30%**	-2pp	32%	**33%**	1pp	**29%**	4pp
Net Profit	756	**863**	14%	180	**232**	29%	**211**	10%
EPS ($ / share)[1]	0.10	**0.11**	11%	0.02	**0.03**	25%	**0.03**	9%

(US$ millions)	FY 24	FY 25	YoY%	4Q 24	4Q 25	YoY %	3Q 25	QoQ %
Net Debt (US$m)	540	**694**	28%	540	**694**	28%	**1,112**	-38%
Net Debt/EBITDA (x)	0.47	**0.46**	-	0.48	**0.44**	-	**0.73**	-
OFCF[2]	996	**1,415**	42%	288	**445**	55%	**366**	22%
CAPEX (US$m)	811	**1,107**	36%	450	**471**	5%	**296**	59%
Free Cash Flow (US$m)	185	**309**	67%	(162)	**(26)**	84%	**70**	-137%

FY 2025 Financial Highlights

Income Statements

- Revenue up 41% YoY with positive performance across all segments
- EBITDA up 32% YoY driven by
  - record Integrated Logistics material handling volumes
  - higher JUB TCE rates and utilization
  - delivery of value efficiencies
  - one-time gains from vessel disposals, termination of an LNG vessel contract
- EBITDA margins lower YoY at 30% due to lower tanker and dry bulk TCE rates, and
- Q4 25 EBITDA margin +400bps QoQ to 33% driven by lower EPC contribution and higher Tanker and LNG spot TCEs
- Net profit up 14% YoY to US$863 million – Navig8 contributed US$65 million

Balance Sheet

- Repaid US$350m of RCF debt during 4Q25
- Remain conservatively leveraged at 0.46x net debt to EBITDA – maintaining capacity to fund future growth

Cash Flow

- Operating Free Cash Flow up 42% to US$1.4 billion supported by solid operational performance and improved working capital profile

Subsequent Events

- Signed revolving credit facility (US$2.0bn + US$600m uplift) SOFR + 80bps with ADNOC

[1] EPS calculated based on weighted average number of shares and net profit after minority interest. [2]Operating Free Cash Flow [3]Q1, Q2 and Q3 2025 tankers revenue and direct costs have been restated in line with IFRS , with no changes in Gross Profit, Net Profit and EBITDA

Segmented Quarterly Financials

Integrated Logistics

Revenue (US$ Million)			
US$m	Q3 25	Q4 25	QoQ %
Offshore Contracting	351	359	2%
Offshore Services	169	175	4%
Offshore Projects	141	40	-71%
TOTAL	**662**	**574**	**-13%**

EBITDA (US$ Million)			
US$m	Q3 25	Q4 25	QoQ %
Offshore Contracting	155	154	-1%
Offshore Services	49	53	7%
Offshore Projects	11	(12)	-201%
TOTAL	**215**	**195**	**-9%**
Margin %	32	34	2pp

Net Profit (US$ Million)			
US$m	Q3 25	Q4 25	QoQ %
Offshore Contracting	102	103	1%
Offshore Services	29	30	4%
Offshore Projects	8	(13)	-254%
TOTAL	**139**	**120**	**-14%**
Margin %	21	21	0

Shipping

Revenue (US$ Million)			
US$m	Q3 25	Q4 25	QoQ %
Tankers	448	406	-9%
Gas Carriers	45	52	16%
Dry Bulk & Container	63	61	-3%
TOTAL	**556**	519	**-7%**

EBITDA (US$ Million)			
US$m	Q3 25	Q4 25	QoQ %
Tankers	111	136	23%
Gas Carriers	25	33	30%
Dry Bulk & Container	11	11	2%
TOTAL	**147**	**181**	**23%**
Margin %	27	34	+7pp

Net Profit (US$ Million)			
US$m	Q3 25	Q4 25	QoQ %
Tankers	46	86	88%
Gas Carriers	11	18	65%
Dry Bulk & Container	4	4	8%
TOTAL	61	109	78%
Margin %	11	20	+9pp

Services

Financials (US$ Million)			
US$m	Q3 25	Q4 25	QoQ %
Revenue	**103**	**94**	-9%
EBITDA	18	9	-50%
EBITDA Margin %	18	10	-8pp
Net Profit	9	(0.2)	-102%
Margin %	9	0%	-9pp

Q1, Q2 and Q3 2025 tankers revenue and direct costs have been restated in line with IFRS , with no changes in Gross Profit, Net Profit and EBITDA

Shipping: Benchmark TCE Rates And Outlook

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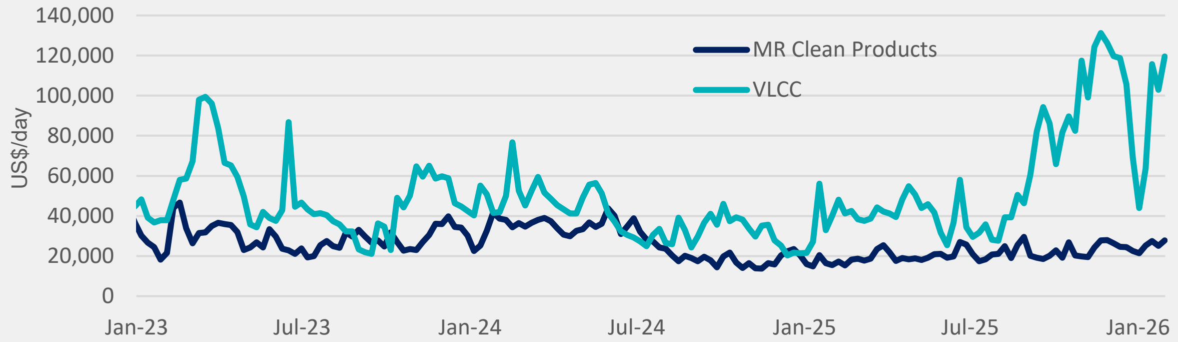
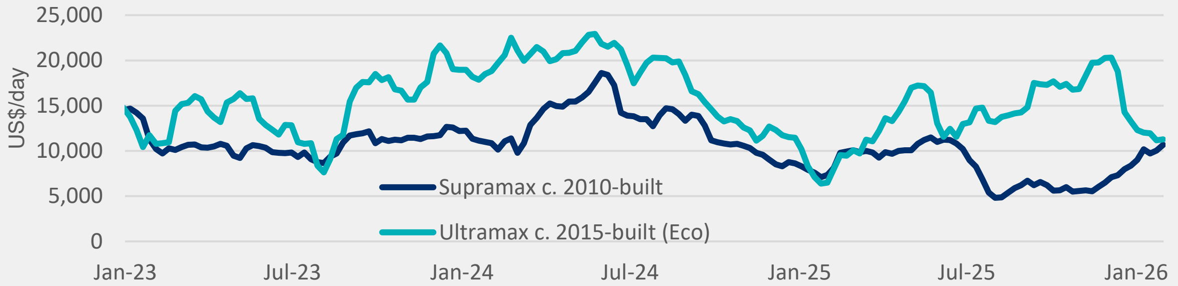
Positive long-term tanker demand supported by increased ton-mile demand and limited newbuild deliveries

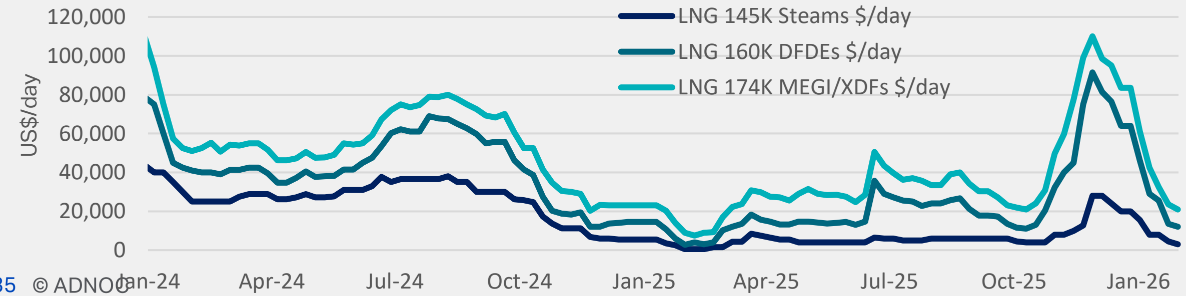
Tanker TCE Rates (US$/day)



Dry Bulk TCE Rates (US$/day)



LNG Carrier TCE Rates (US$/day)



	Orderbook as % of existing fleet	Average Age	% of Fleet 15-19 Years	% of Fleet 20+ years
MR (40,000 – 54,999 dwt)	14%	13	30%	16%
LR1 (55,000 – 84,999 dwt)	17%	16	46%	19%
LR2 (85,000 – 124,999 dwt)	29%	11	25%	9%
Aframax (85,000 – 124,999 dwt)	7%	15	29%	28%
Suezmax (125,000 – 199,999 dwt)	21%	13	20%	19%
VL/ULCC (200,000 – 320,000+ dwt)	17%	13	22%	19%

Source: Clarksons Research, data as of Dec 2025

Outlook

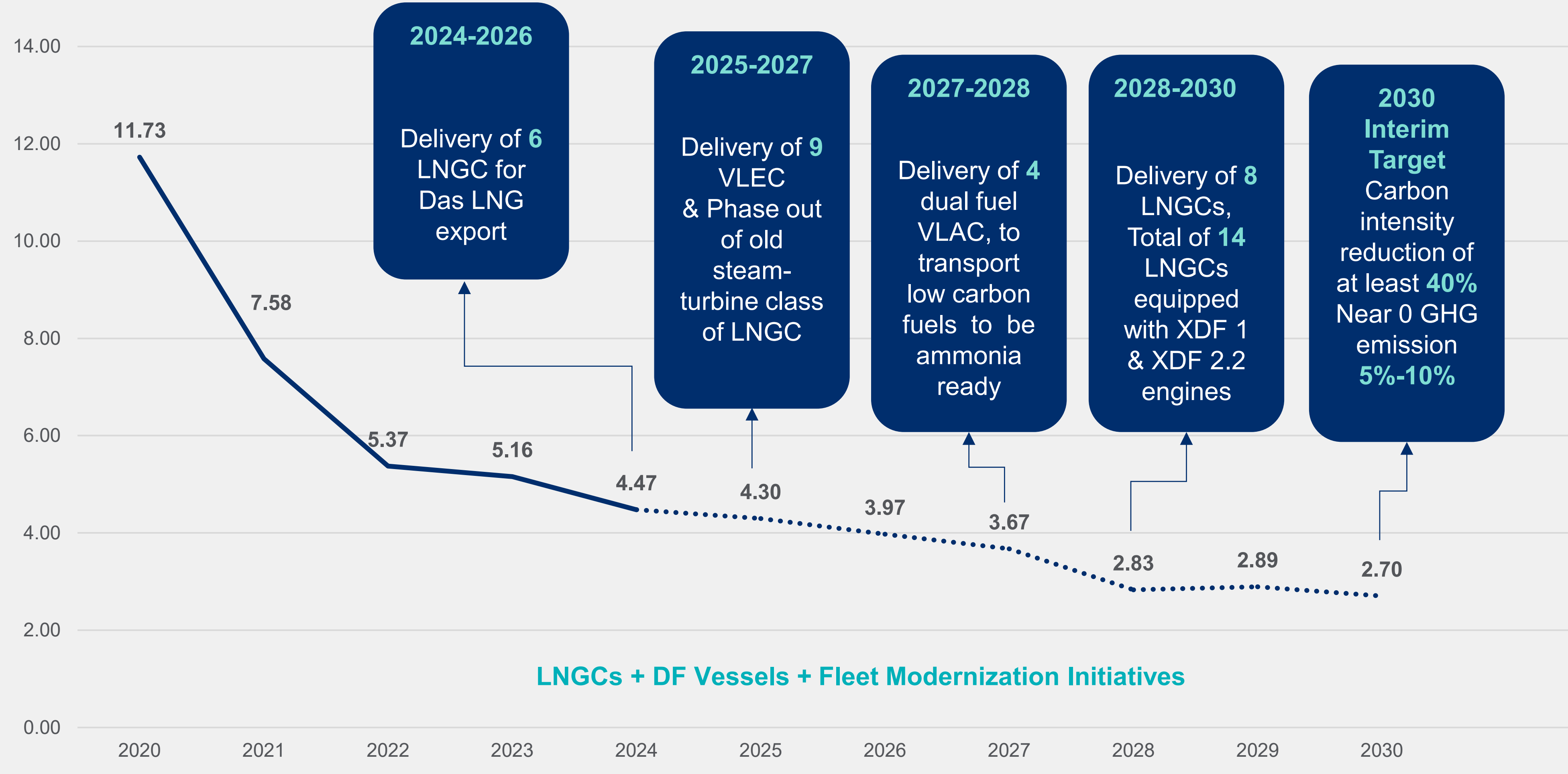
- Supportive long-term tanker vessel demand and supply fundamentals underpinned by increased ton-mile demand, limited newbuild vessel deliveries and an increasing number of scrapping candidates (vessels 20+ years)
- Continue to maintain positive outlook on tanker rates given increased OPEC+ and US production, additional sanctions and seizures of the dark fleet, and restrained newbuilding ordering
- Relative softness in Dry Bulk rates as fleet growth continues above ton-mile demand
- Current LNG TCE rates will encourage scrapping of older tonnage, providing further comfort to our positive long-term view on LNG fundamentals
- Suez Canal rerouting continues to support ton-mile demand

Source: Clarksons Research, data as of 30 Jan 2026

Sustainability Strategy

Lowering fleet carbon intensity through dual-fuel vessels and fleet modernization

ADNOC L&S Shipping Fleet Carbon Intensity (AER[1])



An alignment with ADNOC Group's 2030 sustainability strategy and supports ADNOC Group's Net Zero by 2045 ambition and the UAE's 2050 target

Our decarbonization efforts are centered around modernizing our fleet so as the fleet ages we will continue to pursue asset renewal strategy

2019-2024
57%
Actual reduction in carbon intensity

2019-2030
74%
Actual and projected reduction in carbon intensity

[1]Annual efficiency ratio (gCO2/dwt.nm)