

# ADNOC Distribution: Investor Day Strategy update



# Agenda

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Welcome address and agenda

3:30 PM

Overview and key messages

Focus on HSE and sustainability

Strategic update

Fuel

Non-fuel retail

Futureproofing and new revenue streams

International platforms

Financial framework

Closing remarks and Q&A

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4:45 PM



Bader Saeed Al Lamki  
Chief Executive Officer



Athmane Benzerroug  
Chief Strategy,  
Transformation &  
Sustainability Officer



Klaas Mantel  
Chief Operating Officer



Wayne Beifus  
Chief Financial Officer

# Disclaimer



This communication includes forward-looking statements which relate to, among other things, our plans, objectives, goals, strategies, future operational performance and anticipated developments in markets in which operate and in which we may operate in the future. These forward-looking statements involve known and unknown risks and uncertainties, many of which are beyond our control and all of which are based on management's current beliefs and expectations about future events. Forward-looking statements are sometimes identified by the use of forward-looking terminology such as "believes", "expects", "may", "will", "could", "should", "would", "intends", "estimates", "plans", "targets", or "anticipates" or the negative thereof, or other comparable terminology.

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Given these uncertainties, you are cautioned not to place undue reliance on such forward-looking statements. Important factors that could cause actual results to differ materially from our expectations include, but are not limited to: our reliance on ADNOC to supply us with substantially all of the fuel products that we sell; an interruption in the supply of fuels to us by ADNOC; changes in the prices that we pay ADNOC for our fuels and to the prices that we are allowed to charge our retail customers in the UAE; failure to successfully implement our operating initiatives and growth plans, including our mixed-mode service offering, our convenience store optimization initiatives, our cost savings initiatives, and our growth plans; competition in our markets; decrease in demand for the fuels we sell, including due to general economic conditions, improvements in fuel efficiency and increased consumer preference for alternative fuels; the dangers inherent in the storage and transportation of the products we sell; our reliance on information technology to manage our business; laws and regulations pertaining to environmental protection, operational safety, and product quality; the extent of our related party transactions with ADNOC and our reliance on ADNOC to operate our business; the introduction of VAT and other new taxes in the UAE; failure to successfully implement new policies, practices, systems and controls that we implemented in connection with or following our IPO; any inadequacy of our insurance to cover losses that we may suffer; general economic, financial and political conditions in Abu Dhabi and elsewhere in the UAE; instability and unrest in regions in which we operate; the introduction of new laws and regulations in Abu Dhabi and the UAE; and other risks and uncertainties detailed in our International Offering Memorandum dated 26 November 2017 relating to our initial public offering and the listing of our shares on the Abu Dhabi Securities Exchange, and from time to time in our other investor communications.

Except as expressly required by law, we disclaim any intent or obligation to update or revise these forward-looking statements.

# Overview and Key messages



# ADNOC Distribution at a glance

## 840

service stations in our fuel retail network in the UAE, KSA and Egypt

## 40mL

fuel supplied to customers per day (B2C, B2B)

## 50+

EV charging points across our UAE network

## ~600k

UAE customers served per day

## ~500

convenience stores in our network in the UAE, KSA and Egypt

	Retail (B2C)			Commercial (B2B)		
Fuel	Non-fuel		New energy	Corporate	Aviation	
	Convenience stores	Car services				Property management



# ADNOC Distribution



National fuel distribution champion

Transformational journey

Futureproofing the business



ADNOC Distribution established Oct. 1973



Entry into Dubai and KSA markets



Capital Markets Day: strategic targets set for 2019-23



Launched next-gen convenience store and On-the-go compact station



Company included in MSCI and FTSE EM Indices



Opened the 500<sup>th</sup> station in the UAE



Announced decarbonization roadmap and arranged a Sustainability-Linked Loan



Operation of pilot hydrogen fueling station

1973

2018

2019

2020

2021

2022

2023

Company's shares listed on ADX Dec. 2017



Launched ADNOC Rewards loyalty program



Launched e-Commerce and mobile fuel delivery



Launched EV charging service



Developed a network of 66 stations in KSA



Entry into Egypt market



Doubled total shareholder value since IPO

# We have delivered on our growth targets

	May '19 CMD: 2023 targets	2023 achievements
Fuel retail	Low single-digit growth in fuel volumes Increase UAE network size to c.530-550 stations	UAE retail fuel volumes CAGR: 2% UAE network: c.530 stations KSA and Egypt network: 311 stations
Non-fuel retail	Increase total network size to c.400 C-stores Refurbish 100% of 2018 C-store network E-commerce channel	Total network: c.500 C-stores 90% of UAE C-stores are new or refurbished Launched e-commerce channel
Commercial fuel	LPG price optimization New contracts in Dubai	LPG price optimization achieved in 2020 New contracts signed in Dubai and the Northern Emirates
OPEX	2019-23 like-for-like savings of \$100-150 million	\$130 million like-for-like savings achieved over 2019-23
International growth	Expansion in KSA and exploring other areas	68 stations in KSA and acquisition of 50% in Total Energies Marketing Egypt Lubes exports to more than 30 markets
Financial targets	EBITDA of >\$1 billion Up to 2x Net debt to EBITDA, ROCE min. 20% CAPEX \$1.2-1.4bn	EBITDA of >\$1 billion 0.6x Net debt to EBITDA, ROCE 26% 2019-23 CAPEX \$1.2bn



# ADNOC Rewards | Growing customer lifetime value through developing one-on-one digital relationships

**~2 million** members, **+22%** Y-o-Y

**3X**

retail fuel volumes Y-o-Y growth in 2023 by active ADNOC Rewards members vs. total retail fuel volumes growth

**5X**

fuel and non-fuel transactions Y-o-Y growth in 2023 by active ADNOC Rewards members vs. total fuel and non-fuel transactions growth

**New system of TIERS**  
offering personalized rewards



# ADNOC Distribution 2028 ambition

Establish ADNOC Distribution as a multi-energy, convenience and mobility leader

Hyper-personalized digital-first experience to drive customer engagement, footfall and monetization

Deliver EBITDA growth over 2024-28

## +50%

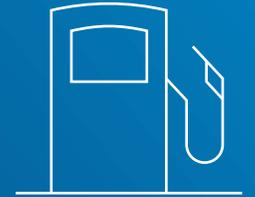
Increase in number of non-fuel<sup>(1)</sup> transactions



## ~1,000

Station network

2023: 840



## 10-15x

Fast and super-fast EV charging points in the UAE vs. 2023, in a disciplined roll-out approach

2023: 50+

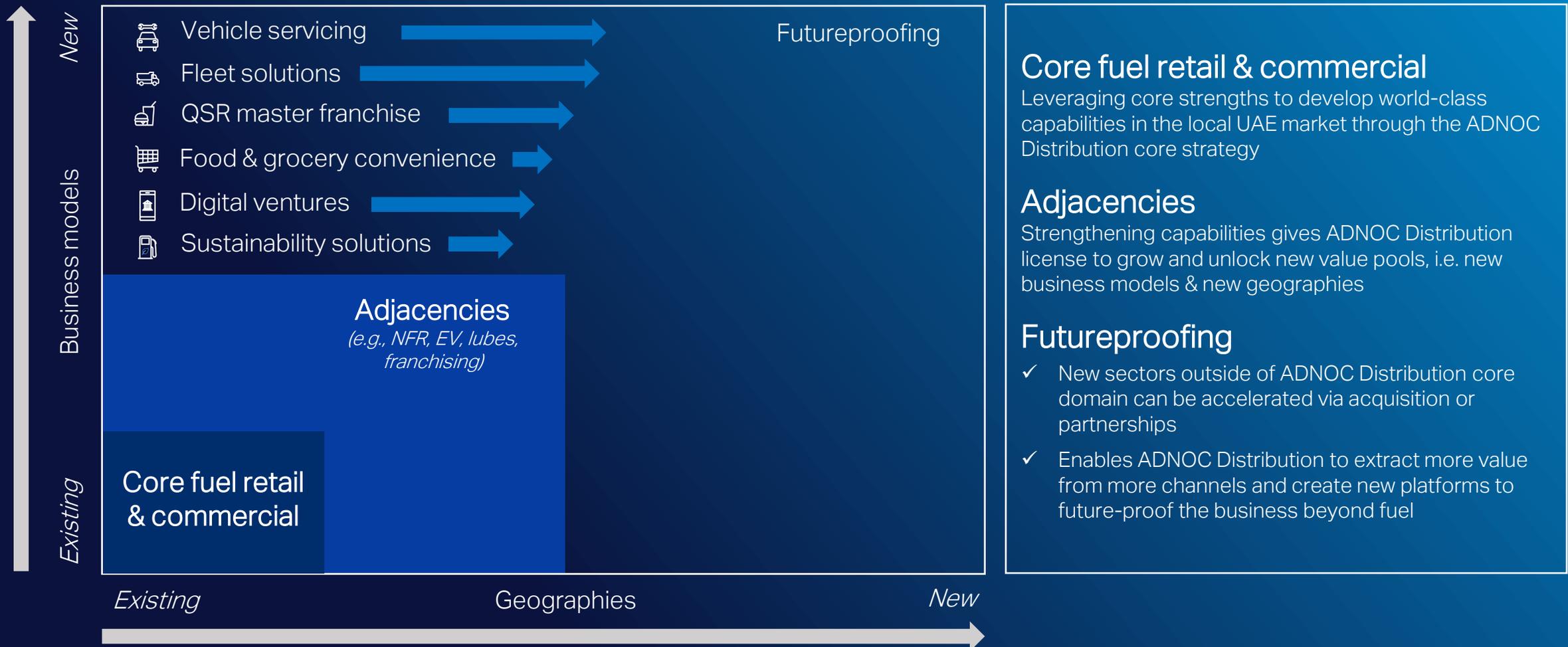


## up to \$50m

Like-for-like OPEX savings



# Extending ADNOC Distribution core strengths and capabilities into new business models



# New dividend policy proposal provides payback visibility and upside from future earnings growth

**\$3.7bn**

dividends distributed since IPO

ADNOC Distribution is committed to deliver attractive and visible shareholder payback supported by strong sustainable earnings growth, predictable cashflow profile and strong balance sheet

## Dividend framework

**Payment of dividends**

twice each fiscal year (first payment in October and a second payment in April of the following year)

## Current policy

Min.  
**\$700m**  
in 2023,  
**min. 75%**  
of distributable profit thereafter

## New policy proposal: 2024-28<sup>(1)</sup>

**\$700m**  
or  
**min. 75%**  
of net profit, whichever is higher

# Focus on HSE And sustainability



# Committed to 100% HSE

World-class safety metrics

TRIR<sup>(1)</sup>



LTIF<sup>(2)</sup>



Zero  
fatalities in 2023  
Zero  
catastrophic  
events in 2023

WELL Health Safety Rating  
in 2023 awarded for entire network in the UAE (500+ sites)

Testament to our commitment  
to maintain the highest level of healthy environment  
and safety practices for our staff and customers



1. Total Recordable Injury Rate = Total recordable injury / million manhours  
2. Lost Time Injury Frequency = Lost time to injury / million manhours

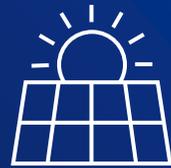


# An inclusive sustainability partner

Main sustainability projects delivered in 2023



First UAE fuel retailer to announce 2030 decarbonization roadmap & convert an existing (\$1.5bn) loan to sustainability-linked loan



Install PV solar panels across our network



Power 100% of heavy vehicle fleet with biofuel



First high-speed hydrogen refueling station in the Middle East



First fuel retailer to receive WELL Health-Safety Rating in the MENA region for service stations



Introduced Reverse Vending Machine recycling service



First fuel retailer to offer customers the opportunity to adopt a mangrove & monitor it live



Introduced ADD "e-COOL LL" engine coolant tailored for EVs to fulfill growing customers' needs

# Placing sustainability at the core of our operations and futureproofing the business

## Strategic initiatives

### Energy optimization

Reduce energy use across our assets through efficient systems and optimized building designs

### PV solar

Grow network of solar-powered service stations

### Biofuel

Introduce biofuel in 100% of ADNOC Distribution supply chain vehicles

### Fleet management

Introduce real-time fleet tracking to improve fuel efficiency

## 2023 achievements

~10%

reduction in Scope 1 and Scope 2 emissions compared to 2022

## Target

25%

reduction in Scope 1 & Scope 2 emissions intensity by 2030 compared to 2021 baseline

## Tomorrow



Becoming the partner of choice for sustainable mobility solutions

# Strategic update



# In line with global trends, our market is transforming with changing consumer needs

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Accelerated energy transition leading to a rise in alternative fuels



Technology advances creating disruptive & digital opportunities



Lifestyle changes offer new opportunities in convenience as well as mobility

# Our strategy focuses on driving sustainable earnings growth and attractive returns for shareholders

## Vision

Become a multi-energy, convenience and mobility leader

## Purpose

Provide a world-class customer experience through compelling fuel & non-fuel offerings, digital integration & innovation

## Pillars

Deliver profitable domestic growth

**Retail:** enhance returns of core assets

- Leverage on highly attractive and growing core UAE energy market
- Reallocate capital towards convenience and mobility to transform our stations as destinations of choice

**Commercial:** continue to grow market share while driving enhanced margins

Build international platforms

**Retail:** expand the assets

- KSA: well-positioned to capitalize on evolving market
- Egypt: maximize earnings potential
- New accretive markets

**Lubricants & LPG:** scale-up business to create new growth verticals

Futureproofing & new revenue streams

- **Electric vehicles:** access premium-margin on-the-go EV charging value pool
- **Decarbonization:** achieve 25% reduction in emissions intensity by 2030<sup>(1)</sup>
- **Alternative fuels:** biofuels & pilot hydrogen

**Mobility solutions:** monitor key trends

## Enablers

Robust Operating Model

Strong FCF & Balance Sheet

OPEX & CAPEX Optimization

Technology & Digital Assets

Business Transformation

Station Network & Landbank

# Fuel



# Fuel retail | Solid outlook driven by population, mobility and car parc growth

## Macro trends

Gasoline demand expected to grow at low-single-digit rate

## Strategic initiatives

Grow our network efficiently by high-grading stations and turning them into destinations of choice for customers by expanding our non-fuel retail offerings

## Margins and volumes

### Industry-leading UAE retail margin guarantee

per supply contract with ADNOC protecting from inventory losses and offering upside from inventory gains

### Growing our volumes above market rate

driven by network expansion and management initiatives to increase footfall

2028

~1,000

Station network vs. 840 in 2023



# Fuel retail | Visible industry-leading UAE retail fuel margins and high throughputs

## Stable and proven regulatory environment

**Pricing mechanism**  
 UAE pump prices are set monthly by a committee in which ADNOC Distribution is represented. Pump prices are benchmarked to market oil prices

**Supply contract**  
 ADNOC Distribution successfully renewed its supply agreement with ADNOC for a new 5-year term effective through Dec. 2027

## Margin downside protection

**Margin guarantee**  
 Retail margin protection agreement with ADNOC provides downside protection and a margin floor, and offers upside from inventory gains

## Retail fuel margin

**\$0.13/liter\***

### Global benchmark:

Regulated industry margins range from \$0.01/liter to \$0.15/liter

Unregulated industry margins determined by marginal-player economics, which can be impacted by volumes, non-fuel retail contribution and cost inflation

## Throughput per station

**12.4mL/pa\*\***

### Throughput drivers:

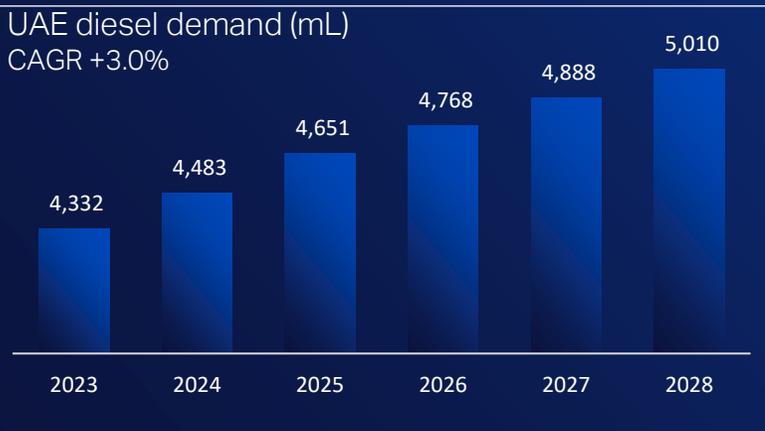
Fuel demand growing at a low single-digit % rate

Low penetration  
 UAE: ~4.5K vehicles / station  
 US, EU and China: ~1.9K vehicles / station

# Commercial | Scale-up fuel, LPG and lubricants businesses in the attractive markets while exploring inorganic opportunities

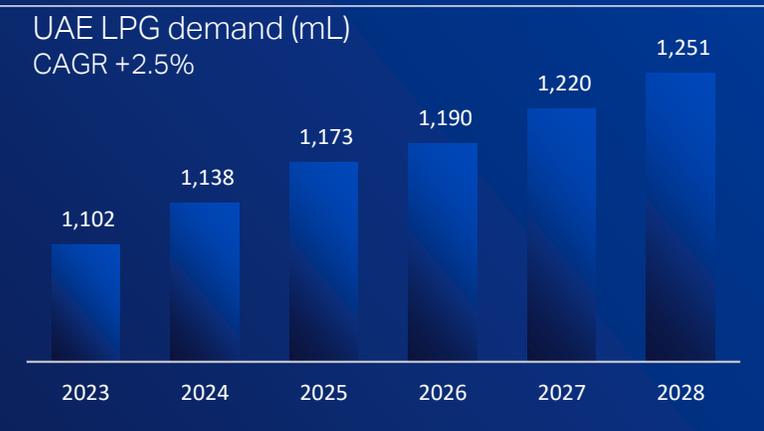
## Main fuels

Largest markets: Abu Dhabi and the Northern Emirates  
 Gasoil demand driven by: construction industry (65-70%), heavy transport (15-20%)



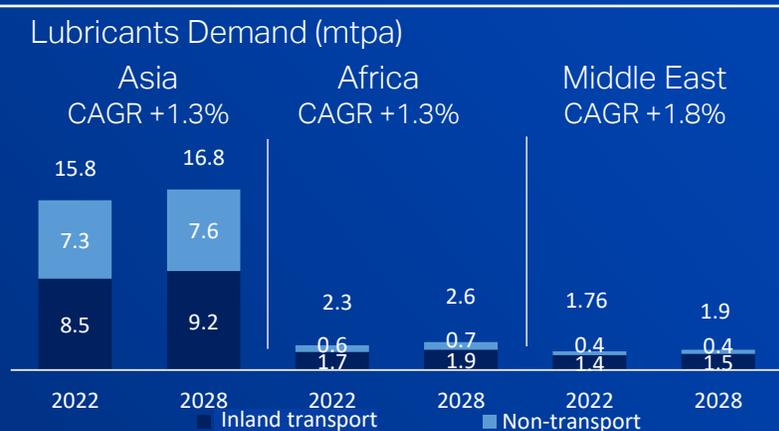
## LPG

Largest cylinders markets: Abu Dhabi emirate - Dubai emirate for bulk LPG  
 Demand driven by:  
 - industrial sector  
 - construction of malls and hotels  
 - hospitality sector  
 - single-owned restaurants (demand for cylinders)



## Lubricants

Demand driven by: higher population and number of cars  
 Growing investments in industrial sector resulting in increased manufacturing & construction activities  
 Growing logistics of raw materials and industrial output drive demand for automotive & marine lubricants



# Commercial | Developing new products and services including decarbonization, fleet mgt.

## Strategic initiatives

Expand bulk fuels, LPG and aviation through value-added fleet/B2B services  
 Grow LPG and lubes domestically and internationally



### Main fuels

- Maintain leadership position in the UAE by capturing market demand growth and signing new supply contracts
- Direct customer access using a wide portfolio of fully-digitized mobile assets
- Helping customers to decarbonize their operations through sustainable fuels

### LPG

- Maintain leadership position in the UAE in bulk LPG fuel
- Digitize LPG cylinder delivery by providing last-mile delivery service
- Expand offering of innovative LPG vending machines and lightweight composite cylinders
- Explore inorganic opportunities

### Lubricants

- Focus on domestic UAE market as a key lubricants segment earnings contributor
- Capture new export markets and promoting Voyager brand
- Expand portfolio offering, including specialties and new fluids (e.g., EV fluids, immersion cooling fluids)
- Explore inorganic opportunities

# Non-fuel retail



# Non-fuel retail | Evolving into a customer-centric, digitally-enabled 'foodvenience' player

## Macro trends

Globally, retail stations are becoming 'customer destinations' for convenience, F&B and adjacent services; the UAE follows similar trends

## Strategic initiatives

Developing our stores into 'foodvenience' destinations  
 Leveraging strong car wash, lube change and vehicle inspection centers' footprint to enhance customer experience and become a one-stop car-care destination  
 Leveraging on monetizing premium UAE real estate portfolio

## Platform

#1

Fuel retailer brand & footprint

#1

Convenience brand retailer

~2 million ADNOC

Rewards members

## Ambition

#1

Multi-energy mobility retailer brand  
 (i.e., by number of coffee outlets)

#1

'Foodvenience' + Energy  
 (i.e., fresh food + convenience)

Digitally-enabled relationship program driving NFR transactions & margins

# C-Stores | Format and offer innovation

ADNOC Oasis new format



Improved category management



Fresh bakery and coffee offering



# C-stores | Reinvent as 'foodvenience' destinations

## Strategic initiatives

**Targeted customer C-stores offering** leveraging advanced analytics

**'Foodvenience' destination**  
including for longer-stay EV charging customers

**Bringing Oasis offering to customers**  
e-commerce, Click & Collect

**Disciplined expansion**  
of convenience store footprint

**Growing customer lifetime value**  
journey management, subscriptions, partnerships

## 2028 targets

**+25%**  
number of convenience stores

**+50%**  
non-fuel transactions

**+100%**  
barista-prepared drinks

## Tomorrow



# Car services | Becoming a one-stop car-care destination

## Strategic initiatives

### Expanded offering

comprehensive ecosystem for car services: battery, tires, repair, spare parts, EV services

### Tunnel car wash rollout

high capacity (10X traditional) with superior customer experience

### Digital marketing

including subscription model and booking engine

### Value-added services

at vehicle inspection centers leading to higher basket size

## 2028 targets

~3X

growth in cash washes

~2X

growth in number of oil changes

~1.3X

growth in number of vehicle inspection centers

## Tomorrow



# Property management | Monetizing premium real estate portfolio and scaling franchise operations

## Strategic initiatives

### Enhance returns

of core assets by attracting more QSR<sup>(1)</sup> brands in our network, driving additional footfall

### Targeted tenant mix and expand F&B

and non-fuel retail offerings

### Scale up franchise and sub-franchise models

to capture higher value across the value chain

### Launch community hubs

focusing on food, grocery and services in dense residential areas

## 2028 targets

50+

scale up franchise operations

~3X

yield vs. rental

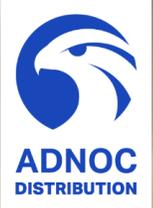
~2X

more QSR<sup>(1)</sup> brands

## Tomorrow



# Futureproofing & new revenue streams



# Targeting similar profitability from EV charging vs. existing fuel business



Energy consumption per 100km

7 liters

Gross margin per 100km

AED 3.2

Addressable market share

100%

@AED0.45/liter



2.5x

unit energy consumption

19.5 kWh

5x

unit Gross margin EV vs. ICE

AED 16.0

@AED0.80/kWh

Targeted addressable market share to achieve profitability of existing fuel business

~20%

# EV charging | Futureproofing our business with new revenue streams

## Adoption of EVs

UAE target: 50% EV penetration of car parc in 2050, according to Ministry of Energy and Infrastructure

## Targeting similar profitability per vehicle

vs. existing fuel business, provided high-margin, fast On-the-Go captures ~20% of EV customers' charging needs

## Offering the best EV charging customer journey

We know our customers and aim to shape and guide them – our UAE On-the-Go network is accessible, available, and convenient

## Pursuing leadership

with an aim to own the EV customer through super-fast charging and convenience, focusing on high-traffic sites and creating a nationwide EV hub network

## Disciplined rollout

of EV chargers to be calibrated on a regular basis depending on the actual EV uptake and using best-in-class technology, balancing growth and utilization of 10X On-the-Go CPs in 2028 vs. 2023

## Building convenience retail offering

to maximize cross-selling



# Customer-centric | We are placing the customer at the heart of what we do

Industry-leading customer experiences through continuous innovation & digital enhancements



## Leading the way

### Seamless fueling



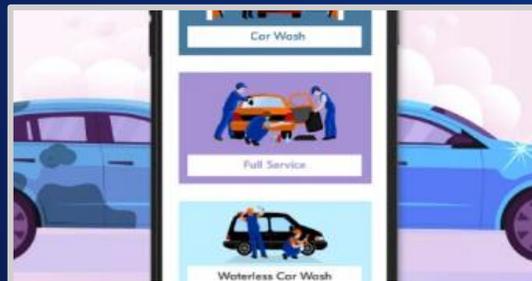
Regional-first rollout of seamless fueling using pre-stored preferences and license plate recognition

### Frictionless retail



In car ordering through mobile app, delivery or collection of retail and F&B across key locations

### Personalized services



Aim to offer subscription model for car wash and other services for enhanced convenience

### Smart operations



Computer vision cameras for smart station operations using AI and machine learning

## Rewarding journeys

Enhanced loyalty  
Robust program with loyalty TIERs and enhanced offers



Innovative experiences  
showcasing regional-first robotic fueling and 3D anamorphic canopy designs



# International platforms



# Increasing contribution from international operations - KSA and Egypt

## Macro trends: KSA/Egypt

Growth in car parc by strong economy growth, industrialization and late uptake of EVs  
Tourism growth and new airports

## Strategic initiatives

**KSA:** network optimization, modernization and rebranding of stations, disciplined growth

**Egypt:** build on synergies to expand aviation segment and grow lubricant market share

**New markets:** continue to evaluate opportunities in other international markets

## Retail

### Leveraging on strong ADNOC brand

Promote in KSA and Egypt by re-branding existing stations & opening new sites to drive higher volumes, footfall & better customer experience

### NFR offering

Add brewed barista coffee and fresh packaged merchandise in C-stores, explore VIC opportunities

## Commercial

### Aviation

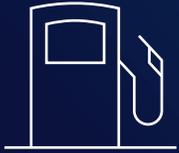
Expand to new airlines in Egypt

### Lubricants

Accelerate rollout of Voyager brand in KSA and Egypt



# KSA | 2023: building our branded platform



**~10,000**

total number of stations  
in a highly fragmented  
KSA retail fuel market



**~15%**

share of top 3 players  
on KSA fuel retail market



**0.15**

SAR/liter gasoline retail  
fuel margin (vs. non-organized  
players SAR0.09/liter)



**0.05**

SAR/liter diesel retail  
fuel margin



**68**

ADNOC Distribution  
stations in KSA



**~85%**

of KSA network branded  
ADNOC vs. 56% end of 2022

100% by end of 2024



**~20%**

increase in volumes  
post rebranding



**12**

ADNOC Oasis convenience  
stores

# KSA | Build on sustainable foundation set in Central & Eastern province to grow share in the large market

## Strategic initiatives

Capitalize on opportunities offered by new government regulations<sup>(1)</sup>

Bring business resilience by exploring new revenue lines and growing NFR

## Enablers

Environment is changing towards organized players, and brings market consolidation

New CAPEX requirements call for incentive measures offering retail fuel margin upside

Mobile fuel delivery, LPG, B2B contracts/app launch, vehicle inspection centers

Redefine ADNOC Oasis value proposition, improve property occupancy, add rental units

# Egypt | At a glance: structurally-attractive growth market



## Commercial

## Retail

### Lubricants

Deregulated business  
Driven by GDP  
Limited exposure to EGP

### Aviation

Deregulated business  
Driven by tourism activity  
USD denominated

### Fuel retail

Regulated fuel margins but increased annually  
Driven by population growth and mobility  
Convenience retail growth

35kT  
lubricants

190mL  
aviation fuel volume

243  
station network

2.4bL  
retail fuel volume

~30%  
Lubricants segment  
EBITDA contribution

~50%  
Aviation fueling segment  
EBITDA contribution

138  
C-stores

~20%  
Retail segment  
EBITDA contribution

# Egypt | Building on synergies to expand aviation segment and grow lubricant market share

## Strategic initiatives

Growing tourism in Egypt supports expansion of aviation business to **more airlines**

Grow lubricants business leveraging on a **dual-brand portfolio**

**Enhance resilience** of retail network: premium convenience and B2B fleet services

**Uptake in volumes** following targeted rebranding of stations to ADNOC

## Two successful brands coming together

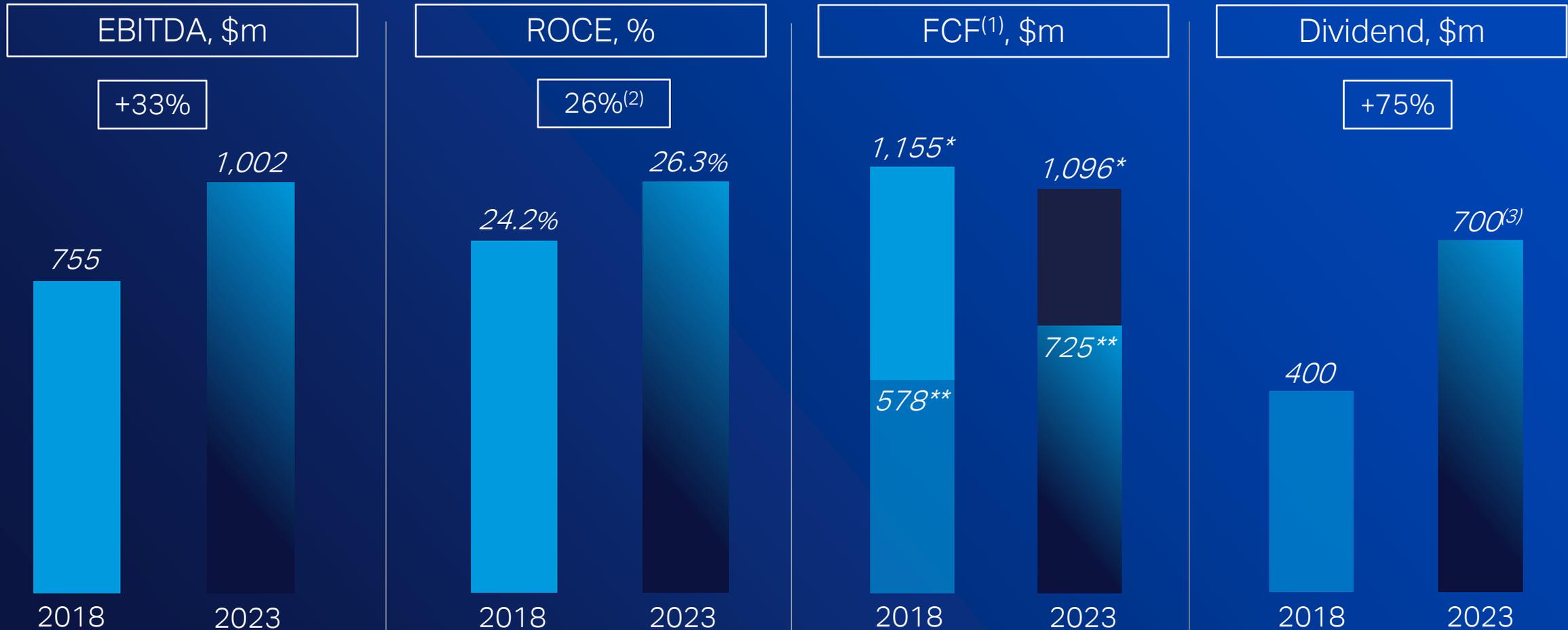


# Financial framework



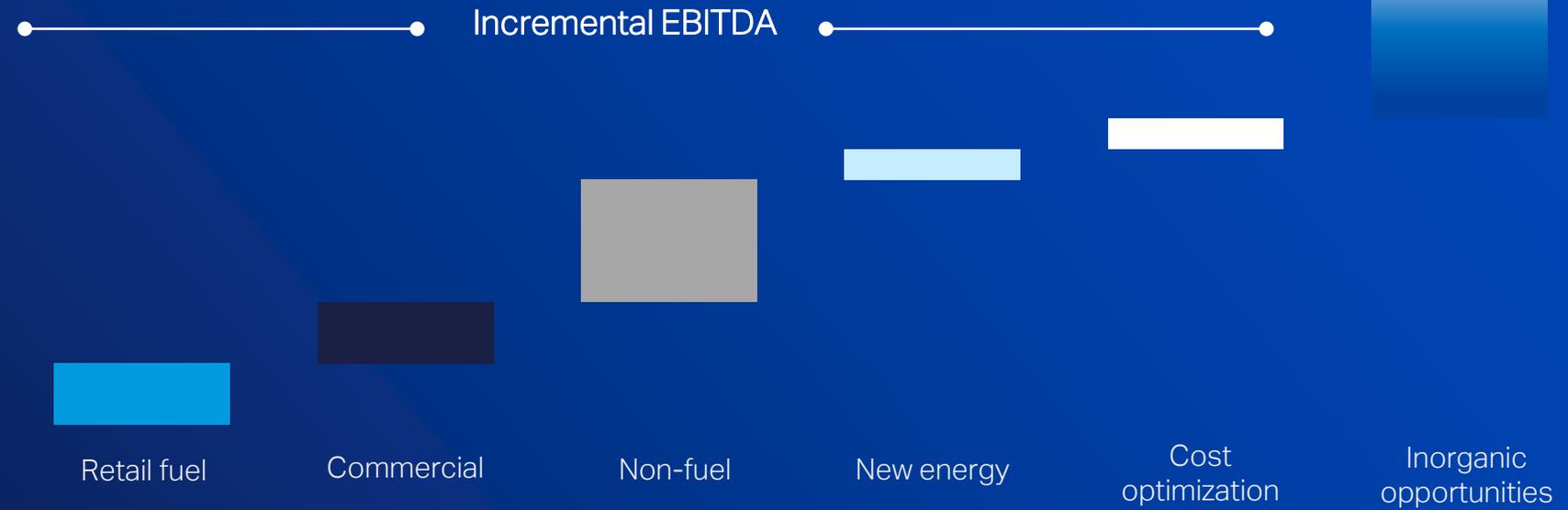
# Strong track record of delivering robust financial performance and competitive returns

Efficient capital allocation translates into industry-leading returns, robust cash generation and shareholder payback



# Delivering EBITDA growth in 2024-28: key strategic initiatives and focus areas

Initiatives to drive EBITDA growth in the strategic period



Core UAE – Convenience & Mobility				International growth
Fuel	Non fuel retail	Cost optimisation	Future proofing	
<ul style="list-style-type: none"> <li>Grow retail fuel network to capture demand growth &amp; grow market share in Dubai &amp; NE</li> <li>Scale up mobile fuel delivery via organic &amp; inorganic options</li> <li>New commercial contracts</li> <li>Launch digitalized commercial offering</li> </ul>	<ul style="list-style-type: none"> <li>Increase C-store conversion rate</li> <li>Launch community hubs; upgrade tenant mix</li> <li>Revamp car wash &amp; lube bays, introduce car services</li> <li>Grow vehicle inspection network, EV servicing &amp; mobile services</li> <li>Build Quick Service Restaurants platform</li> </ul>	<ul style="list-style-type: none"> <li>Drive initiatives to deliver further OPEX reduction</li> <li>Continuous focus on CAPEX and OPEX optimization</li> <li>Redesign retail operating model</li> <li>Leveraging AI &amp; analytics</li> </ul>	<ul style="list-style-type: none"> <li>Fast-charging EV network</li> <li>Pioneer EV B2B hubs</li> <li>Lead energy transition to help customers decarbonize</li> </ul>	<ul style="list-style-type: none"> <li>KSA and Egypt organic growth</li> <li>Develop capital-efficient operating model to scale up existing KSA business</li> <li>Focus on dollarized aviation and lubricants in Egypt</li> <li>Explore other international opportunities</li> </ul>

# Capital discipline and a robust balance sheet

## Balance sheet

0.62x

Net debt/EBITDA - 2023

\$1.6bn

Liquidity in form of cash and unutilized credit facility - 2023

\$3.2bn

Cash generation in 2019-23

## CAPEX & returns

\$1.2bn

CAPEX in 2019-23

~70%

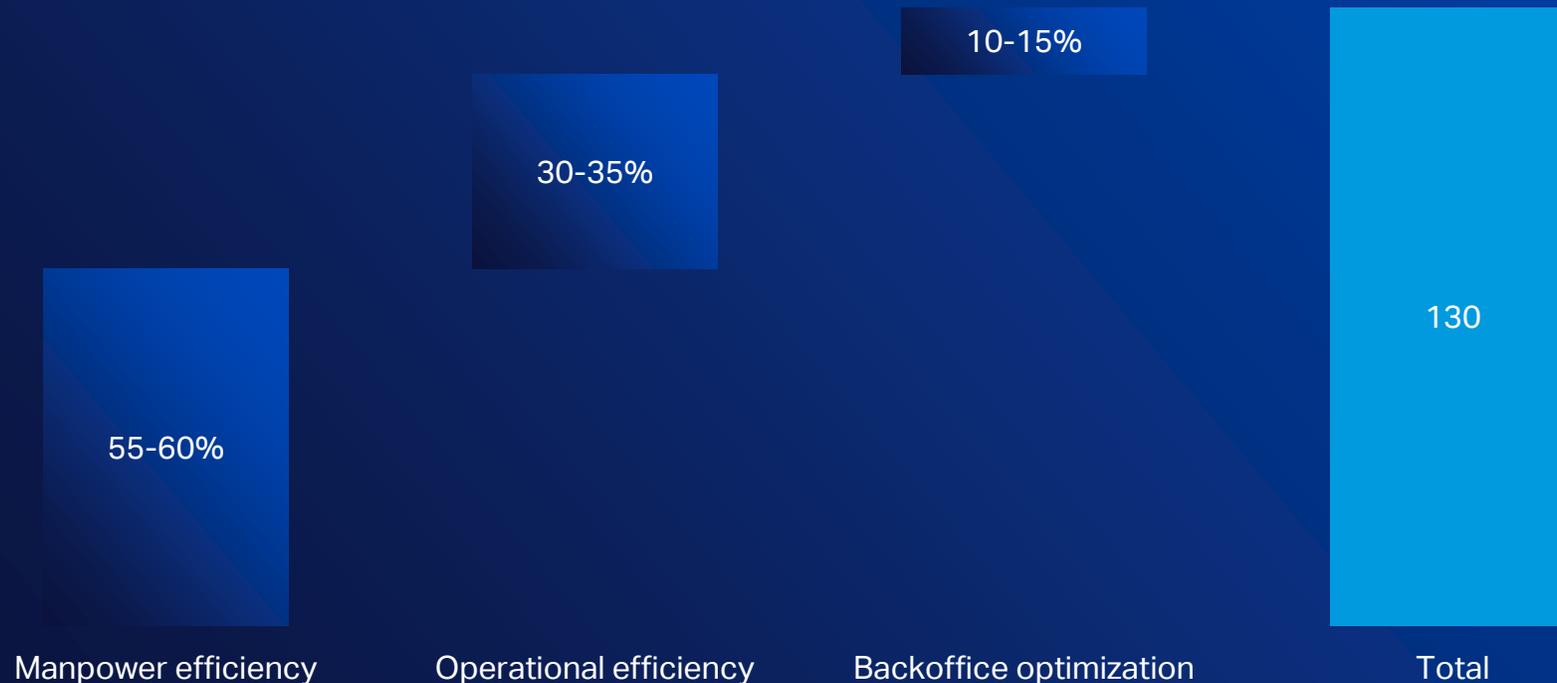
of CAPEX allocated to growth

26%

Return on Capital Employed  
2019-23 average

# Optimization programme in place to deliver \$50 million in additional savings over 2024-28

## Like-for-like OPEX savings, 2019-23, \$ million



## 2024-28 initiatives

Targeting up to \$50 million OPEX savings through:

- Payment Systems Standardization
- Contracting & Procurement Savings
- Machine learning and AI
- Outsourcing
- Fleet optimization
- Energy efficiency

# Construction cost optimization and CAPEX outlook



Base

2020-23: cost of building construction reduced by more than 20%

2024-28: CAPEX outlook

2019 & earlier:  
traditional designs

Engineering optimisation:

- ✓ More compact service station with higher plot utilization ratio
- ✓ Building Information Modelling (BIM) technology in engineering
- ✓ Different construction technology for civil works and building structures
- ✓ Lean designs for canopy & building facades
- ✓ Locally manufactured finishes and systems

Tendering/procurement strategy:

- ✓ New tendering strategy

\$250-300m

per annum

70%

focused on growth projects



Buildings Design Standardization	New Faster Construction Technologies	Optimized Plot Utilization Optimized Buildings Area



# Closing remarks



# ADNOC Distribution unique value proposition



## Solid business performance and cash flow visibility



Demonstrable solid business performance reinforced by strong 2023 operating and financial results with over 25% ROCE



Predictable cash flow generation supported by robust regulatory framework, industry-leading margins in the UAE and limited exposure to oil price volatility



5-year supply contract with ADNOC, offering a retail margin guarantee which protects against inventory losses while providing earnings upside from inventory gains in fuel retail business (c.65% of EBITDA)



Strong balance sheet with ample liquidity supports growth prospects and attractive shareholder distributions



## Deliver incremental and sustainable growth



Establish ADNOC Distribution as a multi-energy, convenience and mobility leader



Deliver EBITDA growth in 2024-28 through identified key strategic initiatives and focus areas, including doubling down on non-fuel retail and sweating the assets



Accelerate sustainable and profitable growth domestically and internationally through efficient capital allocation



Futureproof the business by unlocking new revenue streams offered by energy transition (incl. EV charging) and pursuing sustainability goals



Accelerate digital transformation to create incremental value and enhance customer loyalty



Unlock hidden value through OPEX initiatives



## Deliver higher shareholder payback



Proven track-record of shareholder value creation since IPO:

Total shareholder return: \$8.2 billion (+100%)



Attractive dividend policy supported by visible cash flow profile and strong balance sheet



New 2024-28 dividend policy proposal <sup>(1)</sup> \$700m or min. 75% of net profit whichever is higher, providing payback visibility and dividend upside from future earnings growth

Q&A

