

Q1 2025 RESULTS PRESENTATION



6 May 2025

ADNOC DISTRIBUTION

Agenda



01

KEY ACHIEVEMENTS
AND OUTLOOK



02

GROWTH
STRATEGY UPDATE



03

Q1 2025
RESULTS



04

CLOSING
REMARKS

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.

These forward-looking statements and other statements contained in this communication regarding matters that are not historical facts involve predictions and are based on the beliefs of our management, as well as the assumptions made by, and information currently available to, our management. Although we believe that the expectations reflected in such forward looking statements are reasonable at this time, we cannot assure you that such expectations will prove to be correct.

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 optimisation 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.

02



EXECUTIVE SUMMARY

Athmane Benzerroug

Chief Strategy, Transformation & Sustainability Officer

ADNOC DISTRIBUTION



ADNOC Distribution equity story

Shareholder value creation



Value creation since IPO

Total shareholder return >90%



28% 5-year ROCE

driven by efficient capital allocation and value-accretive investments



Double-digit net profit growth in Q1 25



Attractive 2024-28 dividend policy

supported by visible cashflow profile and strong balance sheet (offering >6% dividend yield)*



Part of MSCI EM and FTSE EM indices

23% free float

Robust performance and cashflow visibility



Solid strategy execution

driving strong Q1 2025 operating and financial results



Predictable cash flow generation

robust regulatory framework, industry-leading margins and limited exposure to oil price volatility



Supportive majority shareholder ADNOC

5-year supply contract with a retail margin guarantee protecting against inventory losses with upsides from inventory gains



Strong balance sheet with ample liquidity

supports growth and enables attractive shareholder distributions

Focus on delivering sustainable growth



2024-28 strategy

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



Doubling-down on non-fuel retail offerings

transforming our service stations into destinations-of-choice



Actively progressing on AI initiatives

to drive growth, improve operational efficiency and enhance customer experience



Futureproofing the business

by unlocking new revenue streams offered by energy transformation (incl. EV charging) and pursuing sustainability goals

Q1 2025: double-digit EBITDA and net profit growth driven by record Q1 volumes and continuous strong NFR* performance



Gross profit

EBITDA

Underlying
EBITDA**

Net profit

Free Cash Flow
before WC changes

ROCE

+9%**+11%****+13%****+16%****+16%****31%**

Driven by strong
operating
performance

Despite lower
inventory gains vs.
prior year

Supported by
efficient control over
the costs

Following solid growth
in EBITDA and lower
finance costs

Supported by strong
operating and financial
fundamentals

Industry-leading
returns driven by
growth and efficient
capital allocation

2025 guidance

40-50 new service stations

incl. 30-40 stations in KSA under CAPEX-light DOCO* model

~100 new EV charging points

expanding in a disciplined manner based on EV adoption, utilization and current forecast of On-the-Go EV charging customer demand

\$250-300 million CAPEX

focused on organic growth

Explore inorganic opportunities

in pursuit of step-change growth through value-accretive transactions



AI & digital strategy

More than 20 new AI projects underway across our value chain



Drive growth

ADNOC Distribution is using AI to **boost growth** by increasing revenue potential across businesses lines through data-driven improvements



Intelligent assortment: suggests products to add/remove to C-store inventory based on insights on customer preferences

Intelligent service station location: leverages on AI to develop new service stations in attractive locations based on traffic patterns, average spending and competitor presence



Deliver enhanced efficiency

AI is driving operational efficiencies across businesses by enabling cost avoidance, reducing OPEX and optimizing inventory management



Fuel demand prediction: forecasts fuel sales demand to avoid fuel runouts

Smart workforce management: optimizes operational cost of service station's staff, leading to OPEX savings

Lube automation: predicts lube demand and automates supply orders



Elevate customer experience

AI enhances customer experience by delivering hyper-personalized offerings, reducing wait times and ensuring a seamless customer experience



Fill & Go: allows us to use license plate recognition and enables our customer to pre-order fuel and c-store products through ADNOC rewards app

Hyper-personalized offers: suggests tailored offers for customers depending on their historic behavior

Sustainability is embedded in our day-to-day operations, driving responsible business practices

Energy optimisation

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

PV solar

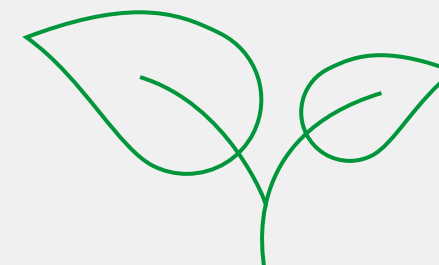
Grow network of solar-powered service stations

Biofuel

100% of ADNOC Distribution supply chain vehicles run on biofuel

Fleet management

Introduce real-time fleet tracking to improve fuel efficiency



Targeting **25%**
Scope 1 & Scope 2 emissions
intensity reduction by 2030
compared to 2021 baseline

Future-proofing our business in Q1 2025

Leveraging UAE network and unlocking attractive margins

3X growth to **283** EV charging points

installed across our network in strategic locations in the UAE

Pursuing leadership

by focusing on high-traffic sites and creating a nationwide EV hub network

Seamless customer journey

our network is accessible, available and reliable – offers multiple payment acceptance (Apple Pay, credit cards and ADD wallet) and using license plate for payment

6 million low-emission kilometers

travelled by EVs charged by ADNOC Distribution in Q1 2025





01



GROWTH STRATEGY UPDATE

Bader Saeed Al Lamki
Chief Executive Officer

Committed to 100% HSE

Q1 2025 HSE performance

0.0 mmhrs

TRIR*

Zero

fatalities

Zero

catastrophic events

100% HSE



Fuel retail in Q1 2025

Record Q1 volumes: retail fuel demand growth momentum sustained

+5 new stations

UAE: +5 (incl. Dubai: +1)

Contracted 15 more stations in KSA

under CAPEX-light DOCO* model, currently under development

+3% daily** volume in UAE/KSA

Retail: +5.3%, Commercial -2.2%

+2% total daily** volume

Retail: +3.7%, Commercial -1.2%

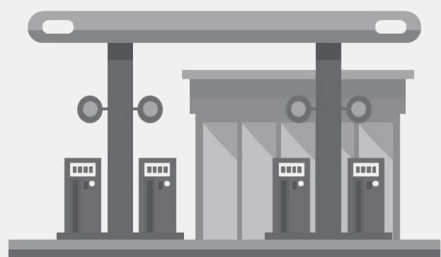


Accelerating smart growth on a dynamic KSA market

Double track strategy: maximize value with existing COCO*, expand fast with capital-light DOCO**

How capital-light DOCO** model works?

1. Targeting non-qualified stations

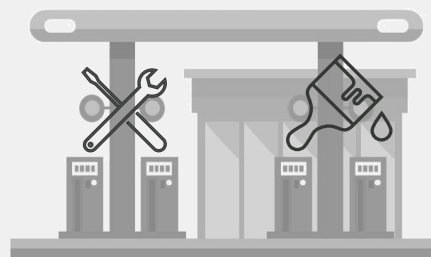


Highly fragmented market - 7,000 stations operated by multiple non-qualified players (c.70% of total market)

Operating under SAR0.09/liter gasoline margin

Evolving regulatory requirements create challenges for non-qualified players

2. Implementing rebranding and upgrade to comply with ADNOC Distribution standards



Station owner to invest (CAPEX) in renovating and re-branding existing stations...

...in compliance with ADNOC Distribution guidelines incl. branding, HSE, layout and technical standards (fuel systems...)

3. Operating new ADNOC Distribution branded station (DOCO**)



Station qualifies for gasoline margin increase of SAR6/liter (to SAR0.15/liter)

ADNOC Distribution operates the station and entitled to a pre-agreed share of incremental fuel retail margin and NFR revenue

Volume and NFR uplift supported by ADNOC Distribution branding and renovation

Non-fuel retail continues to grow faster than fuel in Q1 2025

+14% NFR gross profit

driven by growth in convenience stores, property management and car wash

+10% daily* non-fuel transactions

supported by higher # of fuel transactions, higher conversion from fuel to non-fuel, new offerings in convenience stores and car services

+21% daily* barista-prepared drinks

representing one of the highest-margin food and beverage categories

+20% convenience stores gross profit

supported by conversion rate growth (c.+70 bps), bigger basket size (+1.3%) and higher margin (c.+360 bps)



Non-fuel retail: 20% convenience store gross profit growth through enhanced offerings, technology and loyalty

Reinvent C-store experience

'as 'foodvenience' destination including with best-in-class Oasis Food & Beverage offering

Innovative technologies: 'Fill and go' initiative computer vision-enabled license plate recognition allows customers pre-order fuel and convenience store products through the ADNOC app

Revitalization & enhanced offerings

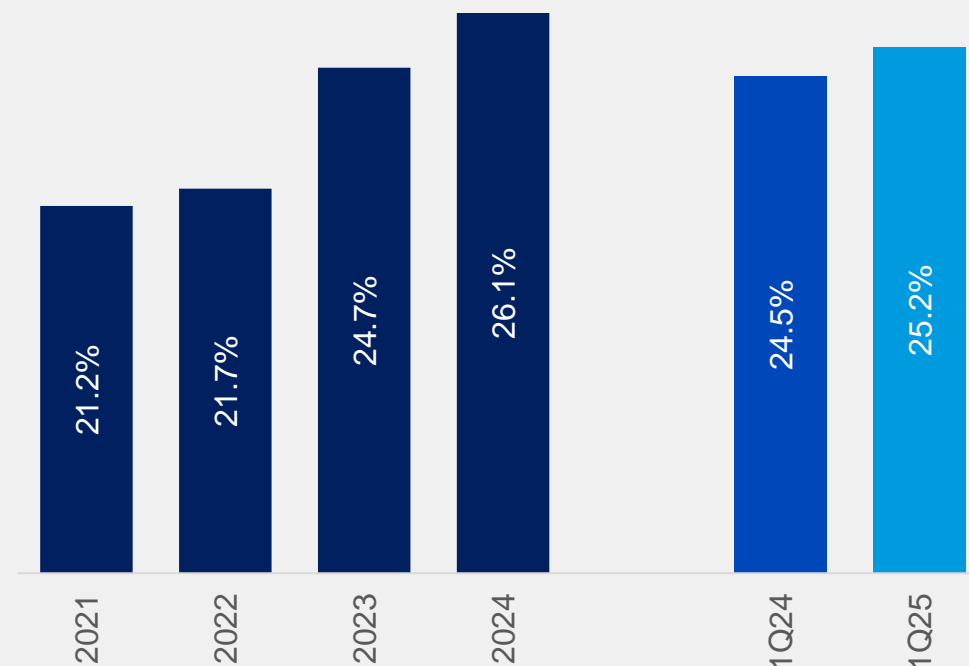
Improved category management, focused marketing & promotion campaigns, with Food & Beverage sales growth driven by new product launches and FMCG** assortment enhancements

Loyalty personalization

Leveraging ADNOC Rewards to develop personalized communications and offers

ADNOC OASIS  واحة أدنوك

Convenience store conversion rate*, %





Non-fuel retail: doubling-down on our strategy and targeting higher contribution from all business verticals

Create a one-stop destination

for car care services by leveraging strong car wash, lube change and vehicle inspection centers footprint to enhance customer journey

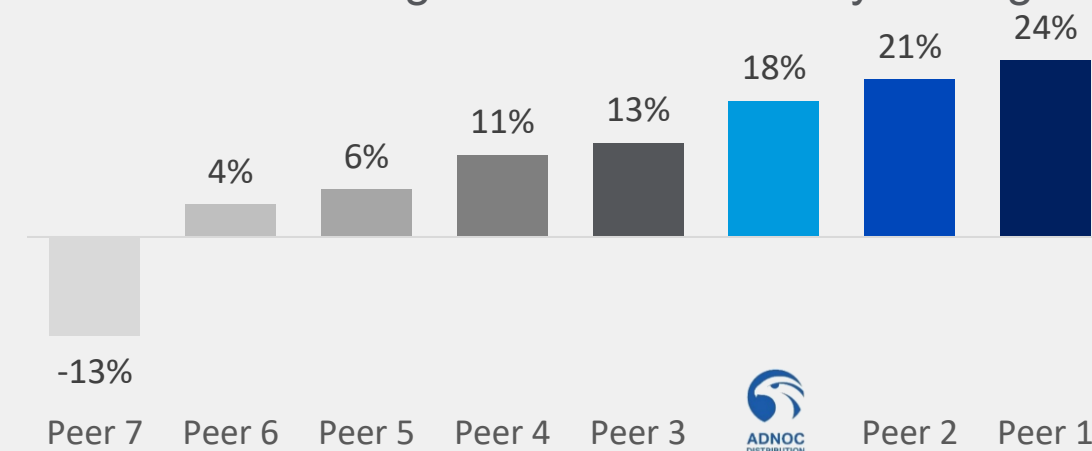
Upscale car wash

to capture untapped growth potential with upgrade of car wash facilities and launch of higher capacity car wash tunnels offering quick service and superior customer experience

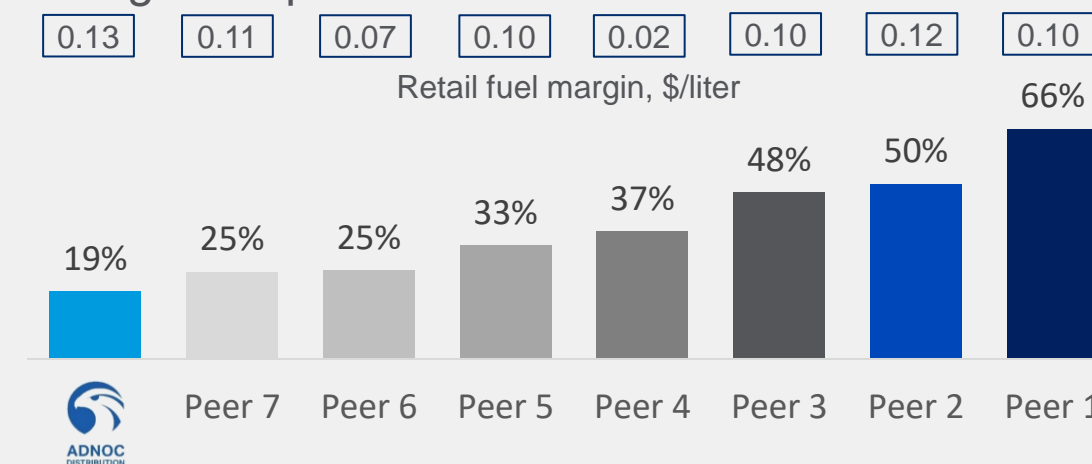
Enhance real estate returns

by attracting more Quick Service Restaurant (QSR) brands into our network to drive additional footfall, optimizing tenant mix and existing sites

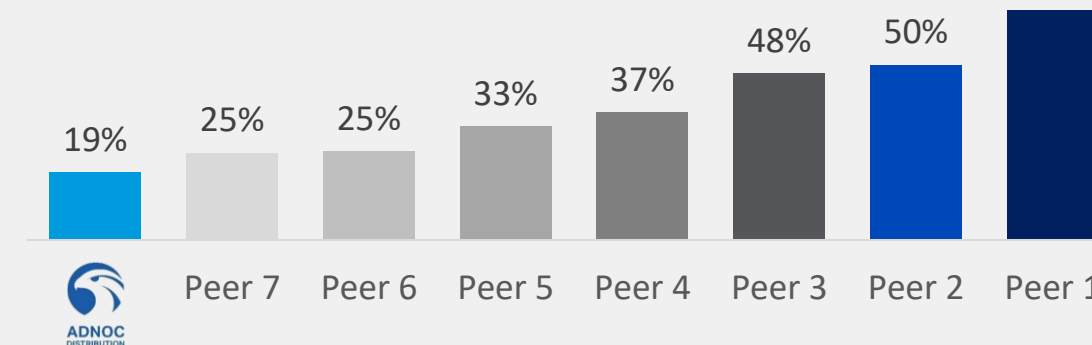
2021-24 NFR GP growth above industry average*...



...with growth potential - 2024 NFR GP as % of retail GP*



Retail fuel margin, \$/liter



ADNOC Rewards loyalty programme

Covering over half of 4+ million vehicles in the UAE

2.36 million

ADNOC Rewards members

+19% year-on-year

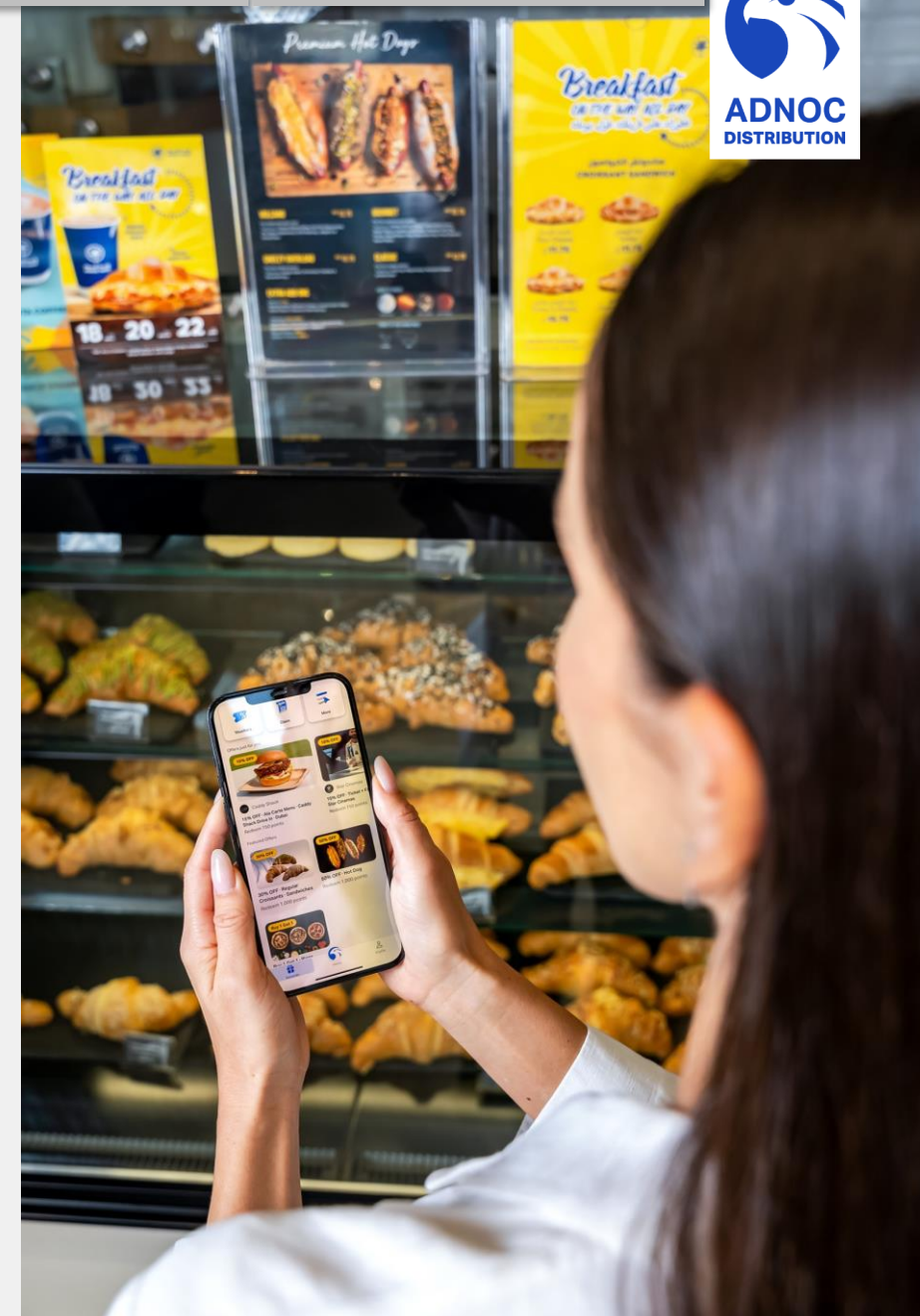
increase in membership

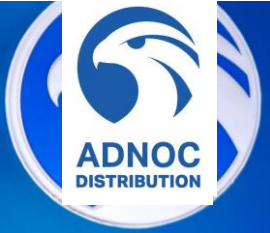
~370 thousand

new members enrolled in the past 12 months

~120 partners

providing attractive offers to members





03



Q1 2025 RESULTS

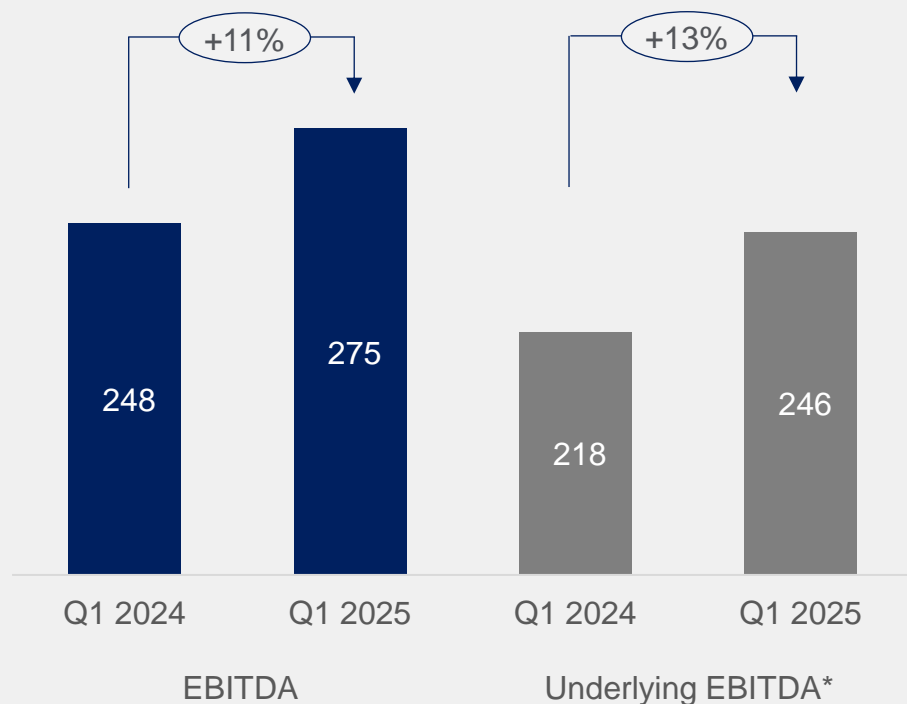
Ali Siddiqi
Acting Chief Financial Officer

ADNOC DISTRIBUTION

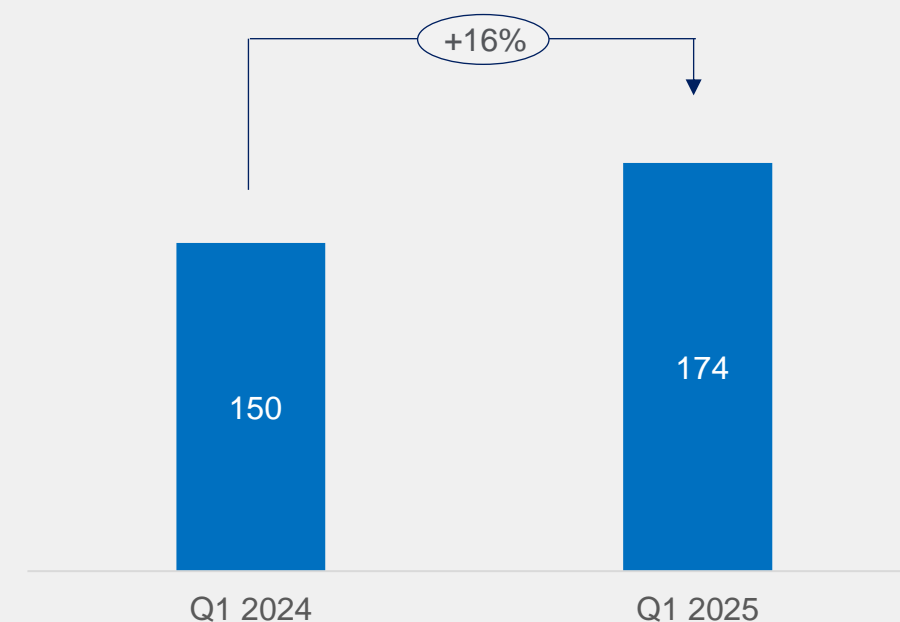
Continued improvement in underlying profitability in Q1 2025

Double-digit EBITDA and net profit growth

Record EBITDA and underlying EBITDA*, \$m



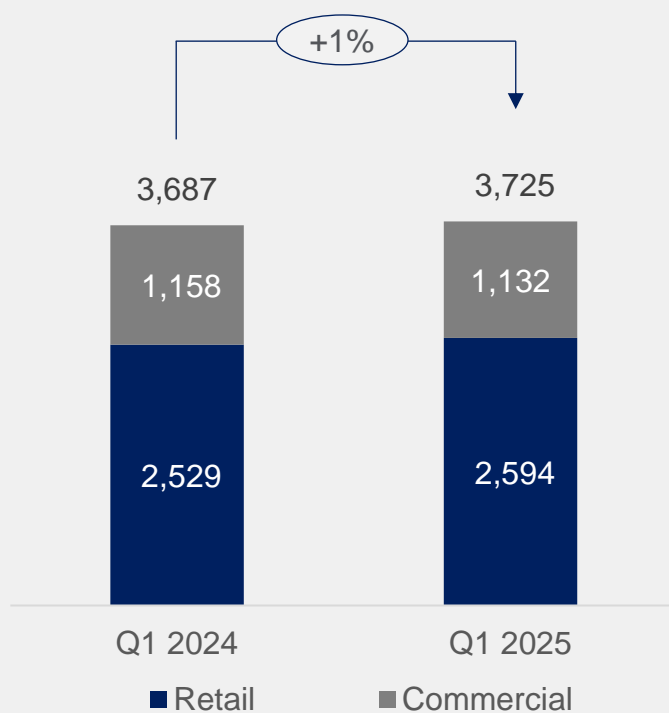
Net profit, \$m



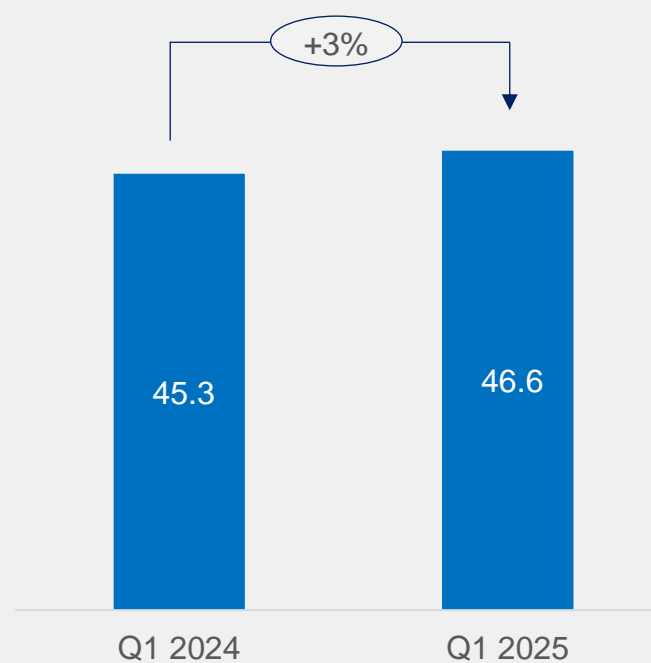
Record Q1 operating performance

Growth momentum sustained in fuel and non-fuel segments

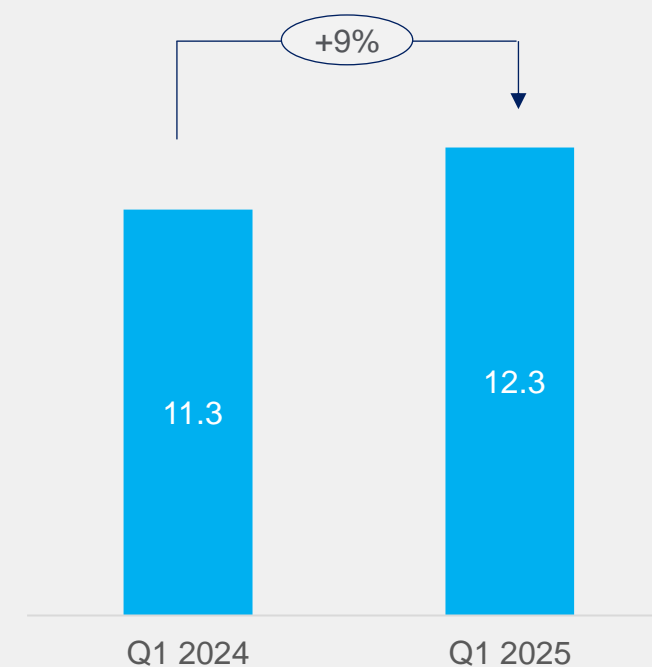
Fuel volumes, mL



Fuel transactions, UAE, m



Non-fuel transactions, UAE, m



Q1 2025 gross profit by operating segment

+9% total GP

record Q1

+5% fuel GP

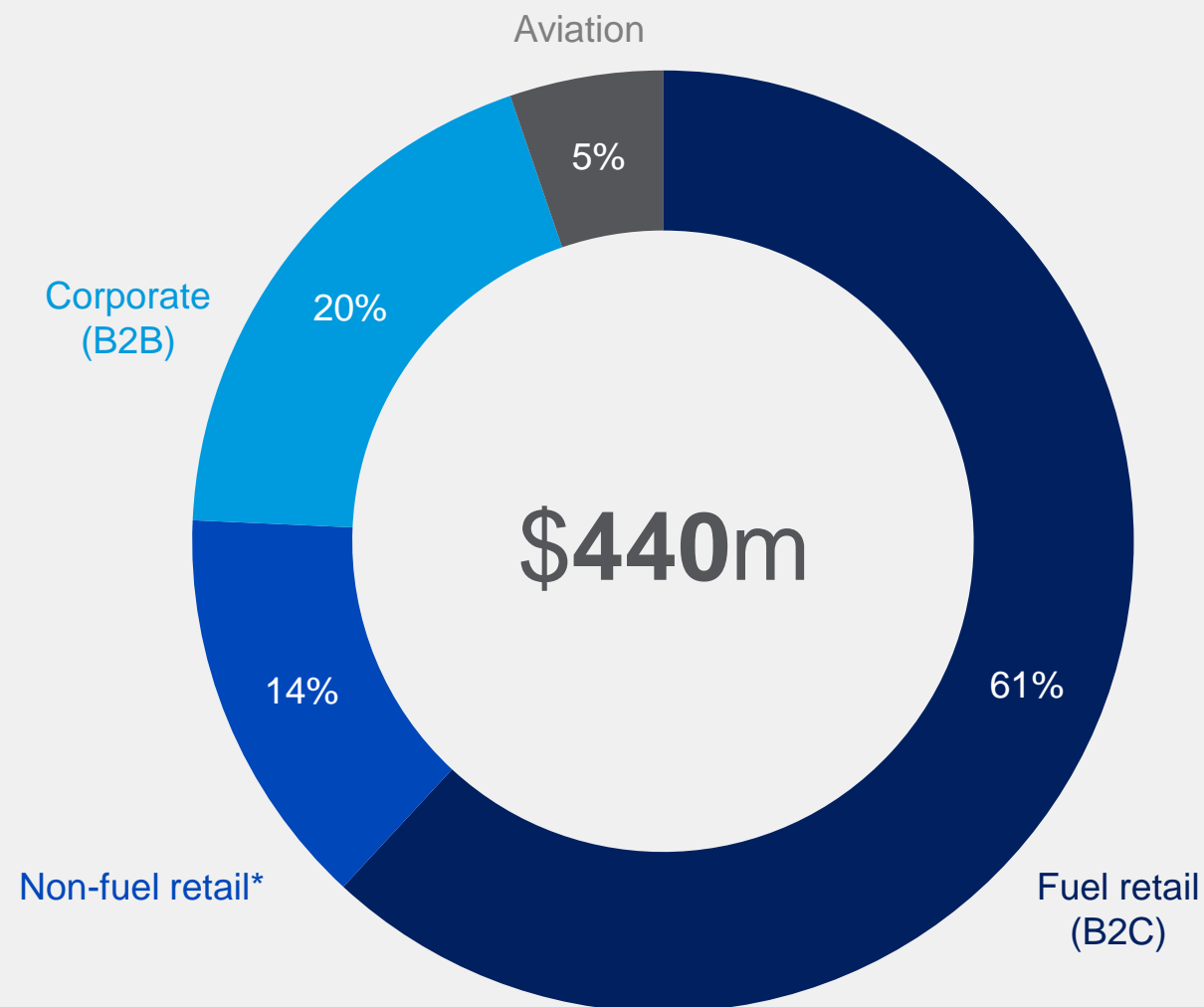
driven by consistent volume growth

+14% NFR* GP

supported by growth in # of transactions, higher C-store conversion rate, upgrade in car wash offering, new initiatives in property management

+19% commercial GP

driven by proactive margin management



Q1 2025 OPEX and efficiency improvement

+2% cash OPEX

in line with 3% growth in the Company's network

\$17 million last 12 months

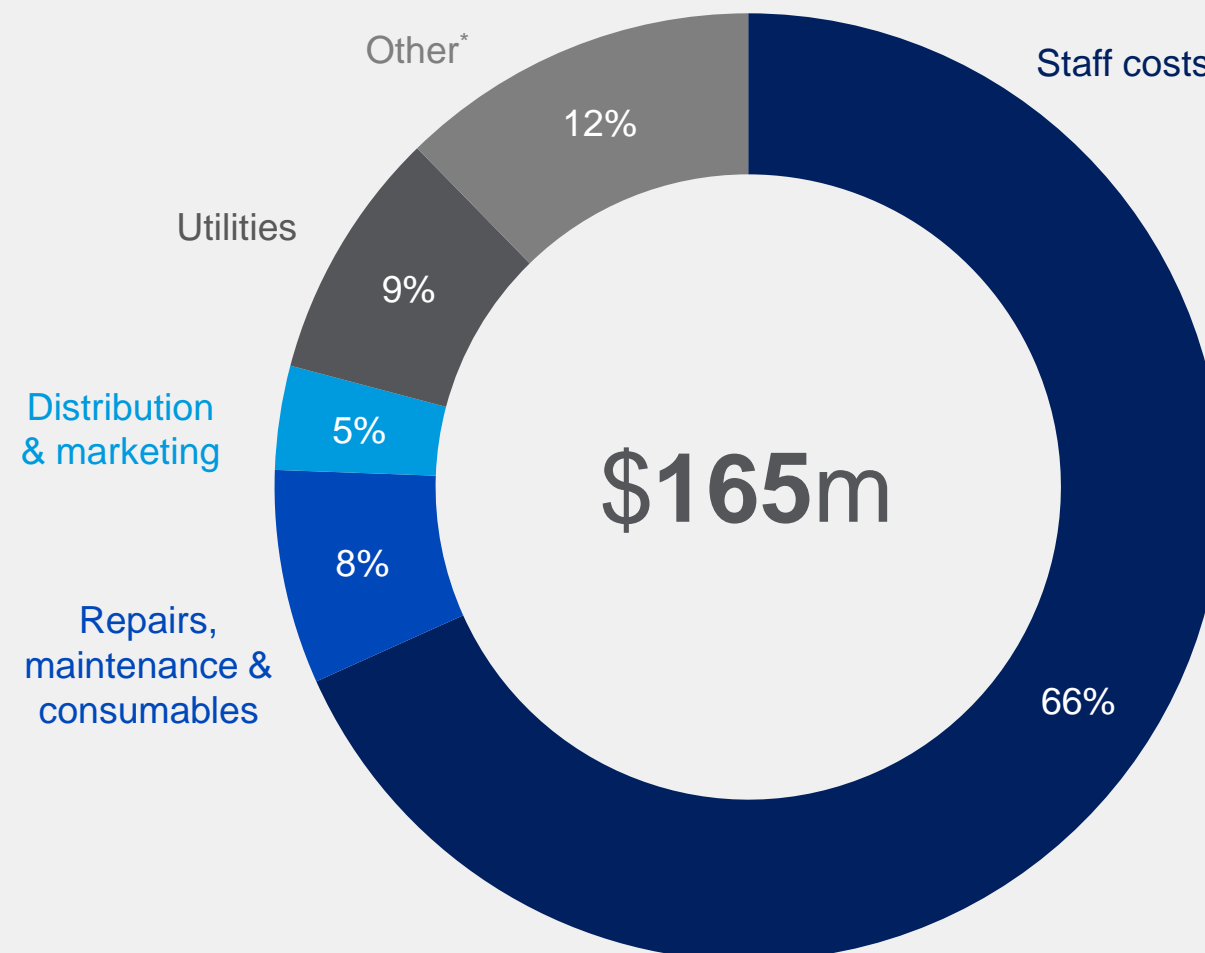
like-for-like OPEX savings

On track to achieve target

\$50 million like-for-like OPEX savings by 2028

Flat unit OPEX/liter

reflecting efficiency improvement initiatives



Q1 2025 EBITDA by operating segment

+11% EBITDA

driven by strong growth across all businesses,
despite lower impact of inventory gains

+11% retail EBITDA

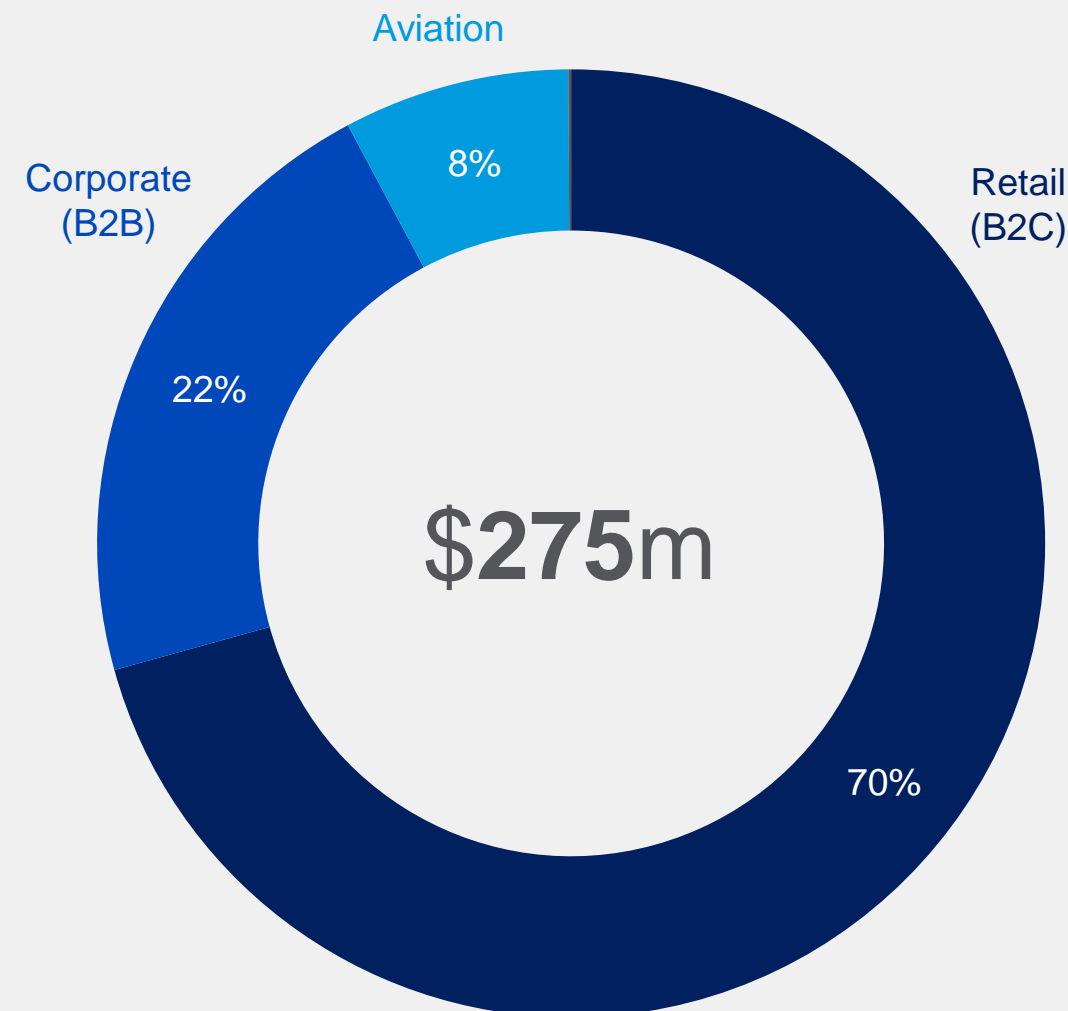
supported by growth in volumes, NFR business

+19% commercial EBITDA

supported by proactive margin management

+13% underlying EBITDA*

on volume growth, higher contribution from NFR segment
and delivery of OPEX reduction initiatives





Q1 2025 cash generation

\$198 million

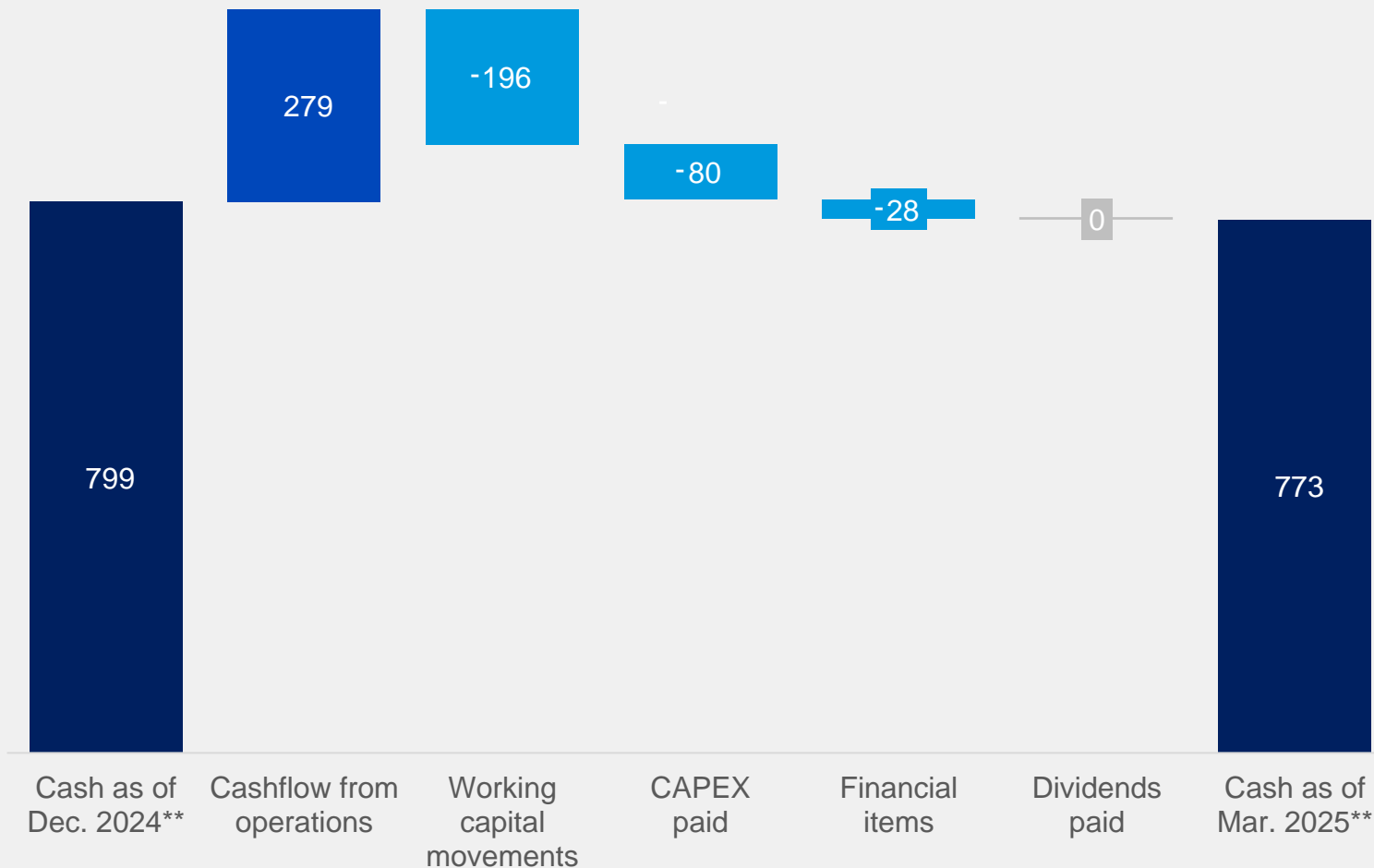
free cash flow before the effect of changes in working capital movements

\$700 million

2025 dividend* supported by visibility in cash generation

0.7X net debt/EBITDA

Balance sheet strength offers sufficient room to invest into growth while sustaining an attractive dividend policy





04



CLOSING REMARKS

Bader Saeed Al Lamki
Chief Executive Officer



Closing remarks

Focusing on the UAE market, non-fuel retail and operational excellence

Maintaining strong earnings momentum in Q1 2025

5 new stations in the UAE

15 stations contracted in KSA under CAPEX-light DOCO model

3X growth in EV CPs*

at strategic locations in the UAE

+11% EBITDA

+13% underlying EBITDA

+16% net profit

+16% free cashflow before effect of working capital changes

Deliver incremental and sustainable growth, sweat the assets

Grow platform

Invest in attractive and growing core UAE market: increase footfall / gain market share, accelerate in KSA

Future-proof

Drive customer choice for premium-margin On-the-Go EV charging

Double-down on NFR

Shift capital allocation towards convenience and mobility, deliver hyper-personalized offerings, enhance customer experience

Deliver additional OPEX savings

Do more with less

Decarbonize

25% carbon intensity reduction target by 2030 compared to 2021 baseline

Efficient capital allocation and attractive distribution

28% 5-year average ROCE

demonstrating a proven track-record of value creation

2024-28 dividend policy:

- \$700 million or min. 75% of net profit, whichever is higher**
- offers long-term visibility and potential upside from future earnings growth

\$250-300 million CAPEX

Pursue organic growth in 2025

Explore inorganic opportunities through value-accretive transactions

Q&A



Bader Saeed Al Lamki

Chief Executive Officer



Ali Siddiqi

Acting Chief Financial
Officer



Athmane Benzerroug

Chief Strategy, Transformation
& Sustainability Officer



ADNOC DISTRIBUTION Q1 2025 RESULTS PRESENTATION

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Operating performance

Fuel volumes	million liters	Q1 2025	Q1 2024	YoY (%)	2024	2023	YoY (%)
	Retail (B2C)	2,594	2,529	2.6%	10,349	9,544	8.4%
	Commercial (B2B)	1,132	1,158	-2.3%	4,680	4,284	9.2%
	<i>of which Corporate</i>	<i>1,025</i>	<i>1,060</i>	-3.3%	<i>4,260</i>	<i>3,891</i>	9.5%
	<i>of which Aviation</i>	<i>107</i>	<i>98</i>	9.1%	<i>420</i>	<i>393</i>	6.9%
	Total	3,725	3,687	1.0%	15,029	13,829	8.7%

Retail fuel operating metrics		Q1 2025	Q1 2024	YoY (%)	2024	2023	YoY (%)
	Service stations – UAE	555	532	4.3%	551	529	4.2%
	Service stations – Saudi Arabia	115	69	66.7%	100	68	47.1%
	Service stations – Egypt	245	245	0.0%	245	243	0.8%
	Service stations – total	915	846	8.2%	896	840	6.7%
	Fuel transactions – UAE, m	46.6	45.3	3.0%	189.2	179.7	5.3%

Retail non-fuel operating metrics		Q1 2025	Q1 2024	YoY (%)	2024	2023	YoY (%)
	Convenience stores – UAE	378	361	4.7%	373	359	3.9%
	Non-fuel transactions – UAE, m ⁽¹⁾	12.3	11.3	8.5%	49.3	44.8	10.2%
	<i>Conversion rate, C-stores, %</i>	<i>25.2%</i>	<i>24.5%</i>		<i>26.1%</i>	<i>24.7%</i>	
	Average gross basket size, \$ ⁽²⁾	7.6	7.5	1.3%	7.3	7.2	1.7%

Q1 2025

3.7bn liters
fuel volume sold



915
retail fuel network



527
convenience stores network



Financial performance

Financial performance	\$m	Q1 2025	Q1 2024	YoY (%)	2024	2023	YoY (%)
	Revenue	2,307	2,382	-3.2%	9,653	9,428	2.4%
	Gross profit	440	403	9.3%	1,692	1,589	6.5%
	Gross margin, %	19.1%	16.9%		17.5%	16.9%	
	EBITDA	275	248	10.8%	1,049	1,002	4.8%
	EBITDA margin, %	11.9%	10.4%		10.9%	10.6%	
	Underlying EBITDA ⁽¹⁾	246	218	12.9%	989	888	11.4%
	Underlying EBITDA margin, %	10.7%	9.2%		10.2%	9.4%	
	Net profit attributable to equity holders	174	150	16.2%	659	708	-7.0%
	Net margin, %	7.5%	6.3%		6.8%	7.5%	
Cash generation and leverage	\$m	Q1 2025	Q1 2024	YoY (%)	2024	2023	YoY (%)
	FCF ⁽²⁾	2	158	NM	756	1,096	-31.0%
	FCF excl. working capital change	198	171	15.7%	739	725	1.9%
	Net debt/EBITDA, x	0.70	0.50		0.69	0.62	
Financial returns		Q1 2025	Q1 2024		2024	2023	
	ROCE (%) ⁽³⁾	31.2%	29.5%		28.8%	26.3%	
	ROE (%) ⁽⁴⁾	106.9%	96.8%		80.9%	74.9%	

Q1 2025

\$275m
EBITDA



\$174m
net profit



\$198m
free cashflow
before the effect
of WC change



Contact us at:

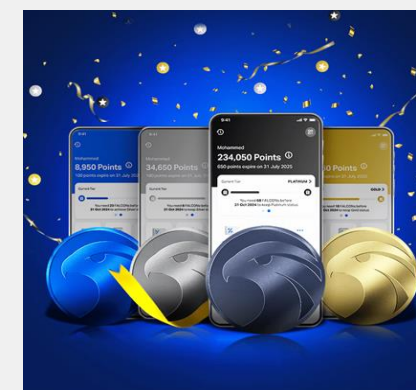
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**Or ask ARIF, your
Investor Relations
AI assistant**

Available in multi-languages, including English,
Arabic, Chinese (Mandarin) and Japanese



2024 Annual Report



ADNOC App

