

# Value creation model

Our values


Efficient

Progressive

Collaborative

Respectful

Responsible



Drivers	How we create value	Value created for stakeholders
<b>Financial Strength</b> <ul style="list-style-type: none"><li>• Solid business model</li><li>• Strong balance sheet</li><li>• Robust cash flow generation</li><li>• Industry leading retail-fuel margins</li></ul>	<ul style="list-style-type: none"><li>• Deliver sustainable growth</li><li>• Optimize OPEX</li><li>• Allocate capital efficiently</li></ul>	<b>Financial Strength</b> <ul style="list-style-type: none"><li>• Track-record of sustainable dividend distribution since IPO (total AED 16 billion)</li><li>• Industry-leading return on capital employed – average of 27%</li><li>• Robust net debt to EBITDA 0.7x</li></ul>
<b>Diversified Portfolio</b> <ul style="list-style-type: none"><li>• Operations in three markets, with lubricants being exported to 46 countries</li></ul>	<ul style="list-style-type: none"><li>• Invest into growing UAE market</li><li>• Double down on non-fuel retail</li><li>• Grow contribution from international operations</li><li>• Expand service stations footprint</li><li>• Futureproof with EV infrastructure, low-carbon solution and adjacencies</li></ul>	<b>Diversified Portfolio</b> <ul style="list-style-type: none"><li>• &gt;650k retail customers served per day</li><li>• Large membership base of 2.3 million members in ADNOC Rewards program</li></ul>
<b>Operational Excellence</b> <ul style="list-style-type: none"><li>• Strong brand</li><li>• ISO certified</li></ul>	<ul style="list-style-type: none"><li>• Drive operational efficiency and cost optimization</li><li>• Leverage AI to drive growth, enhance efficiency and elevate customer experience</li><li>• Further increase customer satisfaction and loyalty</li></ul>	<b>Operational Excellence</b> <ul style="list-style-type: none"><li>• 5th most valuable Emirati brand by KANTAR BRANDZ awards 2024</li><li>• Customer satisfaction score of 96%</li><li>• AED 544 million like-for-like OPEX savings achieved since 2019</li></ul>
<b>Network</b> <ul style="list-style-type: none"><li>• Largest fuel retail and convenience retail network in the UAE</li><li>• &gt;1,150 property units awarded/occupied in the UAE</li></ul>	<ul style="list-style-type: none"><li>• Reinforce leadership position in the UAE and sweat the assets</li><li>• Transform ADNOC Distribution service stations into destinations of choice</li></ul>	<b>Network</b> <ul style="list-style-type: none"><li>• #1 fuel retailer in the UAE</li><li>• #1 convenience retailer in the UAE</li><li>• #1 car wash and lubricants brand the UAE</li><li>• #2 coffee-chain brand in the UAE</li></ul>
<b>ESG</b> <ul style="list-style-type: none"><li>• Solid ESG framework</li><li>• Dedicated sustainability function to implement sustainability across the organization</li></ul>	<ul style="list-style-type: none"><li>• ESG Subcommittee to the Board’s Executive Committee and a corporate level sustainability Committee to drive the sustainability agenda</li><li>• Continuously enhance ESG disclosures and seek external independent assurance on annual ESG reporting</li><li>• Address ESG material topics</li><li>• Commit to a 25% emissions intensity reduction by 2030 and alignment with net Zero ambition by 2045</li><li>• Linking financial objectives to sustainability performance through the sustainability-linked loan</li></ul>	<b>ESG</b> <ul style="list-style-type: none"><li>• Top quartile for its sector in ESG ratings: Bloomberg, S&amp;P Global, and London Stock Exchange Group Ratings.</li><li>• Inclusion into prestigious ESG indices (e.g. FTSE4Good, FTSE ADX ESG Screened Index, MSCI ACWI ESG Screened Index)</li></ul>
<b>Our People</b> <ul style="list-style-type: none"><li>• Strong leadership team</li><li>• Diverse workforce from 77 nationalities</li></ul>	<ul style="list-style-type: none"><li>• Build a diverse and inclusive workforce, and foster Emiratization</li><li>• Invest in talent development and a high-performance and accountable culture</li><li>• Compliance with 100% HSE</li></ul>	<b>Our People</b> <ul style="list-style-type: none"><li>• Emiratization rate of &gt;62%</li><li>• Consistent industry-leading HSE performance</li><li>• Gender pay ratio of 1:1*</li></ul>

\* median male compensation compared to median female compensation