

# CEO'S MESSAGE

**2023 was a record-breaking year for ADNOC Distribution. I feel a deep sense of pride in our collective achievements and would like to thank ADNOC Distribution's employees, for their determination and commitment, as well, our customers, partners, and shareholders for their trust. We had a defining year as we delivered on our smart growth, innovation, and sustainability targets to set the stage for continued success.**

Notable achievements included expanding our network, substantially growing our non-fuel business, embracing efficiency, and entering new markets – all of which culminated in our record EBITDA in excess of \$1 billion. These milestones, coupled with robust financial performance, underscored the strength of our management team and our employees to deliver on ADNOC Distribution's long-term commitments.

This Annual Report highlights the success stories in more detail, encompassing financial performance, sustainability initiatives, future-proofing strategies, and our vision as we evolve into a multi-energy, convenience, and mobility leader.

## DOMESTIC AND INTERNATIONAL EXPANSION

Our substantial expansion of the service station network provided an ideal platform for remarkable growth in fuel and non-fuel sales. We exceeded targets by opening 41 new service stations across the UAE, KSA, and Egypt, expanding our network to 840 stations and 500 convenience stores by year-end.

The acquisition of a 50% stake in TotalEnergies Marketing Egypt marked a significant milestone in our international expansion, further solidifying our position as a leading fuel and convenience provider in the region.

Additionally, our lubricants business expanded its presence to 37 countries, reinforcing ADNOC Distribution's global footprint in new markets.

## SUPERIOR CUSTOMER EXPERIENCE

We proudly served over 600,000 customers daily at our UAE service stations, facilitating a record 224 million retail transactions. Our non-fuel retail business witnessed double-digit growth, led by initiatives such as the revamped ADNOC Rewards TIERS program, which has reached nearly 2 million members, a 22% increase from the previous year.

Our commitment to enhancing customer experiences led us to leverage cutting-edge technologies, including artificial intelligence. Digital-led and artificial intelligence-enabled services such as Fill & Go, leveraged ADNOC Rewards to create a hyper-personalized and seamless experience for our customers, driving increased transactions and profitability.



## Expanding horizons, pursuing innovation, and powering a sustainable future

### SUSTAINABILITY

In alignment with the UAE's vision for sustainable mobility, as well as to future-proof the business, we installed over 50 fast and super-fast electric vehicle (EV) charging points and launched the region's first high-speed green hydrogen pilot refuelling station.

In pursuit of our sustainability goals, we utilized green cement in the construction of new stations, and installed solar panels across our network, reducing our carbon footprint and promoting renewable energy adoption as part of our commitment to reduce carbon emissions by 25% by 2030. Additionally, we introduced reverse vending machines at select stations to promote recycling.

**ENG. BADER SAEED AL LAMKI**  
CEO, ADNOC Distribution

### LOOKING FORWARD

As we embark on 2024, we remain focused on delivering profitable, domestic growth in both retail and commercial, scaling up our international platforms, and future-proofing our business by exploring new revenue streams.

We continue to transform from a fuel distributor into a multi-energy, convenience, and mobility leader.

