

# ADNOC DISTRIBUTION VALUE PROPOSITION

## Solid business performance and cashflow visibility



- Demonstrable solid business performance reinforced by strong 2023 operating and financial results with over 26% 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
- 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 earnings growth

(1) Subject to shareholders' approval at the General Assembly Meeting scheduled for March 2024