



As ADNOC Distribution celebrates 50 years of inspiring journeys, 2023 stands out as a remarkable year for the business with several notable milestones. Established in 1973 as the pioneering UAE government-owned company dedicated to marketing and distribution of petroleum products, we embarked on a journey that resonates with innovation, resilience, and an unwavering commitment to excellence.

Over the last five decades, ADNOC Distribution has evolved into the UAE's largest fuel and convenience retailer. And now, the Company is expanding its presence out with the borders of its homeland and venturing into Saudi Arabia and Egypt, whilst its lubricant product range presence extends in to 37 countries.

Anchored by innovation and customer-centricity, their journey boasts transformative milestones. From launching Electric Vehicle (EV) charging points across its service stations, the inception of smart services such as Fill & Go, to their recent opening of the region's first high-speed hydrogen fueling station, and the enduring popularity of the ADNOC Rewards program. ADNOC Distribution is aiming to be the service station destination of choice for customers. Looking forward, ADNOC

Distribution is committed to playing its part in creating a carbon-neutral future. During 2023, the Company proudly announced a decarbonization plan aiming to reduce emissions intensity by 25% by 2030 and is actively investing in EV charging infrastructure and preparing their stations for renewable energy generation.

ADNOC Distribution's successful narrative is written by more than 13,000 dedicated individuals who work for the business. From the veterans who've been integral to their journey, to the newcomers adding fresh vigor. Each one has contributed to the Company's legacy of energizing communities. Whether through groundbreaking initiatives, or steadfast dedication, ADNOC Distribution has positively impacted generations of UAE residents, providing energy for life's journey.

In this annual report, you will find a comprehensive overview of ADNOC Distribution's business, markets, history and strategy. Readers can explore their marketing and customer experience focus, read about their 2023 financials, and gain insights into their retail and commercial business. In addition, readers can learn about the Company's commitment to sustainability through an overview of their ESG initiatives and sustainability framework. The following pages encapsulate ADNOC Distribution's journey so far and their commitment to a future where they continue to set benchmarks in the energy industry.



ADNOC DISTRIBUTION AT A GLANCE


840

Stations
in our fuel
retail network


~500

Convenience
stores in
our network


~600k

UAE customers
served per day


~40mL

Fuel supplied
to customers
per day


>50

EV fast charging
points across
our network

ADNOC Distribution is a leading mobility retailer in the UAE. Since its inception in 1973, the Company has been at the forefront of delivering the best in customer service. Today, ADNOC Distribution enables, enhances, and energizes every customer journey thanks to digitally enabled and innovative customer experiences, as well as high-quality non-fuel retail products.

The Company operates service stations in all seven Emirates in the UAE, as well as Saudi Arabia and more recently, Egypt. While completing its 50th year, ADNOC Distribution currently has 840 service stations; 529 in the UAE, 68 in KSA and 243 in Egypt through the acquisition of a 50% stake in TotalEnergies Marketing Egypt LLC (TEME).

Furthermore, as a non-fuel retail leader in the UAE, ADNOC Distribution operates 359 ADNOC Oasis convenience

stores locally and 34 vehicle inspection centers, other leading services spanning car wash, lube change, and EV charging infrastructure, in addition to managing and leasing retail space within its service stations to restaurants and other service providers. The Company is also the leading marketer and distributor of fuels to commercial, industrial, and government customers throughout the UAE and sells its proprietary lubricants in 37 countries worldwide via distributors. ADNOC Distribution aims to be the mobility retailer of choice, enabler of sustainable mobility, and provider of exceptional customer experiences.

Note: all figures as of 31 December 2023

OUR VISION



To become a leading
customer-centric,
international
mobility retailer

OUR PURPOSE



We enable, enhance
and energize every
customer journey

OUR AMBITION



To be a global mobility-
retailer of choice, an enabler
of sustainable mobility and
a provider of exceptional
customer experiences

OUR VALUES



PROGRESSIVE

We invest in new and emerging technologies to meet our customers' ever-evolving needs.



COLLABORATIVE

We leverage our collective strengths to exceed customer expectations.



RESPECTFUL

We foster a culture of inclusivity, diversity, and mutual respect.



RESPONSIBLE

We recognize our responsibilities to our employees, our communities, and sustainability.



EFFICIENT

We will continue to drive commercial and operational excellence to maximize value.

OUR CULTURE



BRING THE ENERGY

Unwavering passion, energy, and enthusiasm defines our character and is reflected in how we work.



EMBRACE TEAMWORK

Collaborative work is critical to our success and founded on the understanding that together, we can achieve more than we can alone.



SEEK EXCELLENCE

We thrive on innovating new solutions, seizing opportunities and raising standards across everything we do.



DELIVER RESULTS

We are driven to deliver results and willing to do what it takes to meet our targets and reach our aspirations.



EXCEED EXPECTATIONS

We endeavor to achieve our best every day and to never settle for anything less than the very best from ourselves, our people, and our company.



WHAT WE DO



B2C: RETAIL BUSINESS

Fuel (64% of total Gross profit) CORE FUEL

ADNOC Distribution is the largest fuel retailer in the UAE, with 529 domestic sites, operating across all seven Emirates. The Company is active in retail sales of liquefied petroleum gas (LPG), compressed natural gas (CNG), and automotive lubricants. Beyond the UAE, the Company operates 68 retail fuel stations in Saudi Arabia and owns 243 stations in Egypt through the acquisition of a 50% stake of TotalEnergies Marketing Egypt, with a strong focus on international expansion.

EV CHARGING AND ALTERNATIVE FUELS

ADNOC Distribution has 53 EV fast charging points installed in its stations across the UAE to address the current EV customer demand. The Company continues to accelerate the rollout of EV charging points and develop capabilities in alternative fuels such as biofuel and hydrogen. Today, the Company operates the first hydrogen refueling station (H2GO) in the region.

Non-fuel (13% of total Gross profit)

ADNOC Distribution's non-fuel retail activities comprise convenience stores located at its fuel service stations, as well as value-added services such as car care services, vehicle inspection centers, and rental properties.

CONVENIENCE STORES

ADNOC Distribution is the UAE's largest convenience store retailer by number of stores, operating 359 convenience stores in the UAE and 12 stores in Saudi Arabia. The Company also has 138 stores in Egypt through the acquisition of a 50% stake of TotalEnergies Marketing Egypt.

CAR SERVICES

The Company offers car care services at many of its service station locations, including car wash and lube change services. In addition, various services are provided by its partners and tenants, such as vehicle servicing, repairs, and tire changes.

VEHICLE INSPECTION

The Company operates 34 vehicle inspection centers in the UAE. It is the only authorized provider of government-mandated annual vehicle inspections in the Emirate of Abu Dhabi, and also offers vehicle inspection services in other Emirates of the UAE.

PROPERTY MANAGEMENT

The Company manages and leases retail space within its service stations to restaurants and other service providers. Its tenants occupy more than 1,000 properties, operating quick-service restaurants and offering supplementary products and amenities, including banking services and automobile insurance. Major tenants include global brands such as McDonald's, Starbucks, KFC, and Burger King.



B2B: COMMERCIAL BUSINESS

Corporate (18% of total Gross profit)

ADNOC Distribution is the largest supplier of gasoil and gasoline to commercial, residential, industrial and government customers in the UAE wholesale fuels market. The Company sells and exports lubricants (engine oils and greases) to 37 countries. These are used by commercial, industrial, marine, and government customers for motor vehicles, as well as for other engines, machinery, and equipment.

Aviation (5% of total Gross profit)

ADNOC Distribution sells aviation fuel and provides refueling and related services to strategic aviation customers in the UAE. The Company offers aircraft refueling services to ADNOC's civil aviation customers at multiple airports across the UAE. In addition, the Company owns a 50% stake in TotalEnergies Marketing Egypt, which conducts aviation operations in two main airports in Egypt.

Fuel Volume Breakdown by Business



WHERE WE ARE



529

UAE

68

SAUDI ARABIA

243*

EGYPT

Number of ADNOC Distribution's
Fuel Stations
(31 December 2023)



* through owning a 50% stake in TotalEnergies Marketing Egypt

OUR HISTORY



1970's

1973

During the rule of Sheikh Zayed, Abu Dhabi National Oil Company for Distribution (ADNOC Distribution) is established by royal decree as the first UAE government-owned company specializing in the marketing and distribution of petroleum products

1976

The Company begins selling Liquid Petroleum Gas (LPG) in canisters for domestic consumption

1979

ADNOC Distribution opens a lubricant blending and packaging plant at Sas Al Nakhl in Abu Dhabi

1982

The Company begins refueling aircraft at Abu Dhabi International Airport

1983

The Company commissions a grease production unit at the Sas Al Nakhl lubricant plant. The unit, the second of its kind in the world at that time, manufactures high-quality greases

1984

The number of filling stations in remote areas increases as part of a plan to expand the Company's network across the whole of Abu Dhabi Emirate. New services, such as the sale and repair of tires, are added at some filling stations

1980's



1990's

1993

ADNOC Distribution becomes an American Petroleum Institute (API) member and receives its first API lubricants certification

1998

ADNOC Distribution rebrands and introduces a total retail offering (fuel and non-fuel)

1999

The Company's aviation division receives the MTMC (US Military Transport Management Command) Quality Award for Excellent Services

**2000**

The Company begins operating its vehicle inspection centers in coordination with Abu Dhabi Police

2006

ADNOC Distribution's service stations begin offering a third grade of gasoline, E-plus (Octane 91) for low-compression engines, to complement Super (98) for high-compression and Special (95) for medium-compression engines

2008

The Company begins construction of compressed natural gas (CNG) distribution facilities at its service stations to be used by natural gas vehicles (NGVs)

2009

ADNOC Distribution and other ADNOC group companies sign the ADNOC Sustainability Charter

2011

ADNOC Distribution becomes a member and strategic partner of the International Air Transport Association (IATA) and an associate member of the Joint Inspection Group (JIG), which governs standards for the operation of shared fuel storage and handling facilities at the world's major airports

2013

The Company agrees to acquire 75 service stations from Emirates General Petroleum Company (Emarat) in the five Northern Emirates of Sharjah, Ras Al Khaimah, Ajman, Umm Al Quwain, and Fujairah

2014

ADNOC Distribution agrees to take over 25 service stations in Sharjah from Emirates National Oil Company (ENOC)

2020

ADNOC Distribution introduces home delivery services from its convenience stores

The Company expands its Vehicle Inspection services to the Northern Emirates

The Company executes a definitive agreement to acquire 15 service stations in Saudi Arabia

2021

The Company executes two definitive agreements to acquire 20 service stations in Saudi Arabia

Free float increases to 23%, following ADNOC's placement of 375 million of ADNOC Distribution's shares

ADNOC Distribution shares included in major emerging market benchmark indices of MSCI and FTSE

2000's**2010's****2017**

The Company completes its successful initial public offering (IPO), listing its shares on the Abu Dhabi Securities Exchange (ADX) under the symbol ADNOCDIST

2018

ADNOC Distribution opens its first service stations in Dubai and Saudi Arabia

2019

ADNOC Distribution launches an innovative smart fuel distribution concept, 'ADNOC On the go', a new 'ADNOC Rewards' loyalty program, and a next generation 'ADNOC Oasis' convenience store

ADNOC Distribution begins selling LPG gas in 25-pound and 50-pound canisters in Dubai

2020's**2022**

ADNOC Distribution launched ADNOC Voyager Green Series, a 100% plant-based lubricant range for both petrol and diesel engines

ADNOC Distribution marks the opening of its 500th station in the UAE

2023

Entry to Egypt with the acquisition of a 50% stake in TotalEnergies Marketing Egypt

Launched a decarbonization roadmap and series of sustainability initiatives, including securing a sustainability-linked loan