

ADNOC L&S COMPLETES THE ACQUISITION OF NAVIG8



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Agenda & Presenters



Agenda TRANSACTION OVERVIEW **TARGET OVERVIEW** 3 TRANSACTION RATIONALE **GROUP 2025 OUTLOOK UPDATE**



Transaction Overview

Acquisition of 80% in Navig8 TopCo Holdings Inc. with a path to full ownership in 2027



- Global maritime operator with commercial shipping pools and a fleet of 32x high quality, modern tankers
- Service offerings include bunkering, technical management, commercial pooling, environmental and digital solutions, and market analytics



- Initial acquisition of an 80% stake for c. \$999mn cash consideration
- Remaining 20% stake to be acquired in June 2027 (minimum of c. \$0.36bn with potential c. \$0.09bn uplift subject to financial performance over 2024E-2026E) Implied Enterprise Value of c. \$2.0bn (on a 100% basis) equating to a 4.9x CY23A EV/EBITDA
- Transaction expected to be at least 20% EPS accretive in 2025 and to deliver a low double-digit unlevered IRR
- Transaction price reflects the vast economic value of the deal reflected through the balance sheet; resulting in an anticipated bargain gain to be recognized in Q1 2025 for ADNOC L&S amounting to USD\$8.3 million.



- Perpetual capital instrument allowing ADNOC L&S to achieve Net debt/EBITDA of 2.0x 2.5x
- Approximately USD1.0 billion of the HCI will be drawn down to fund the acquisition of Navig8 with competitive pricing below all in cost SOFR + 150 bps



Shipping platform with value-added services



32x Owned vessels





12x TC-in vessels



5.5m MT of fuel traded p.a

أرامكو السعودية saudi aramco

₩ ENGINE +1.500Daily users

2 Global reach and scale

Global coverage 15 cities, 5 continents (Dubai HQ)





ExonMobil

Trafigura



Navig8

Capable management



Gary Brocklesby Chairman and Co-Founder



Nicolas Busch CEO and Co-Founder

23+ vears of experience each

400+ employees

Digital solutions and decarbonization

Navig8 📶

Online and app-based reporting systems for live access to pool/vessel earnings and passage data Access to high tech focused platforms

ENGINE

Marine fuel benchmarking, pricing and planning platform

SHIPWATCH Live vessel data and emissions

monitorina

CARBONLENS Emissions reporting for CO2 / NoX / methane

Carbon**C**apture Marine membrane technology for CO2 / CO re-liquification

85%

owned fleet equipped with scrubbers

Research department

in-house, focusing on macro trends enabling data-driven decision making

Complementary to L&S

Access to young and technically capable fleet

24/7 global access to shipping markets through on-the-ground presence

Value-added services (pooling, bunkering, technical management)

Potential cost savings + economies of scale

Establishes ADNOC L&S immediately as a global force in maritime energy transportation



Shipping operations Shipping services Technical \$; • U •(®)• A•# Commercial ₩ **Owned vessels Management & Bunkering** TC-in vessels pools agency Young and high-quality, modern and eco-Leasing vessels to profit from operation Ownership interests in 6x shipping pools: LR2, Bunker fuel trader to both oriented fleet and chartering (consistent with ADNOC Suntech Ship Management Aframax, VLCC, Chemical 3rd party and owned vessels L&S business activity) Description / KPI's (50%) and TB Marine MR, Eco MR, LR1/Panamax in pools 32x vessels including: Shipmanagement (50%) > 16x MR 58x vessels incl. owned. Back-to-back fuel sale and 12x vessels currently time-chartered in > 5x LR1 Engages in technical ship TC-in and 3rd party vessels purchase, limiting spot ➤ 9x LR2 and crew management exposure > 1x VLCC services > 1x Bunker Tanker Reduces earnings volatility c. 5.5m annual MT trades, through access to larger Includes also a number of +850 customers Avg. age of 5.9 years1 and total capacity of smaller investments in client base c. 2.500k DWT shipping agencies³ **9M 2024 EBITDA Net income** \$1m \$209m \$10m \$103m \$3m² Tanker fleet growth aligns with ADNOC L&S' transformational growth strategy Value-added services enhancing attractiveness of holistic offering

Source: Company information: average age computed as of end December 2024

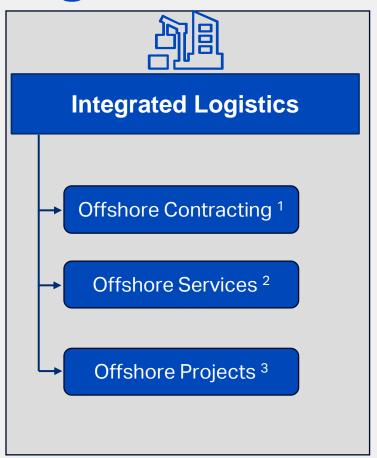
- Average age excluding age impact of Bunker Tanker Aurelia 1 and including the recent deliveries of 4x MRs (in September and November 2024)
- Net income contribution consisting mainly of ownership interests in joint ventures (equity accounted) shown here
- Port agency, logistics management, liner agency services and others

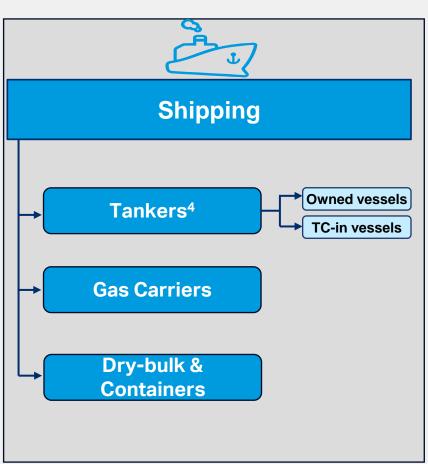
Please refer to Appendix (slides #25 & 28) for further details on the owned and TC-in fleet

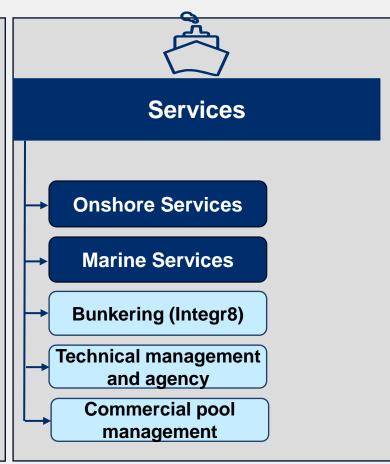
Business Segments Structure Post Navig8Integration











Source: Company information

- ILSP, H&G, JUBs, Property Leasing & ATN (aids to navigation)
- Jetty Ops, Ferries Terminal, various vessel such as DPII, PSVs, Ferry Boats and spot hire of OSVs
- 3. EPC (G-island and other minor Projects)
- 4. Including ADNOC L&S and Navig8 Tankers

Navig8

Navig8 delivers ADNOC L&S' offering on a global scale, supplemented with new valuable service offerings

أدنــوك ADNOC

Key complementary services added:















services



Additional

hubs





solutions



Platform will globalize presence across major continents, providing global 24/7 execution capabilities

Next major leg in L&S' transformational growth plan

Access to opportunity sets in new markets

Extension of international customer base

Delivers L&S' geographic expansion strategy

Execution of targeted growth in attractive tanker segment



Extension of value-added services in adjacent verticals to existing business activities catering to current and new clients

Commercial shipping pools benefit from economies of scale, risk reduction through diversified exposure, network gains and enhanced market access

Bunkering activity enables savings on own assets in addition to profitable service offering

Investments in carbon reduction technologies

Globalization and enhancement of service of commercial and technical capabilities

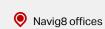




ADNOC L&S GCC operations:







Shipping (Tankers, Dry Bulk, Gas)



Existing ADNOC L&S asset base



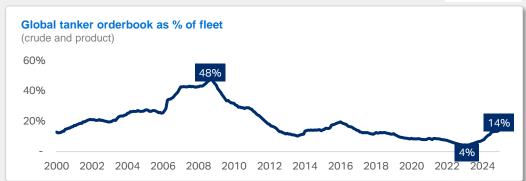


Immediately addresses pre-existing tankers fleet expansion strategy targeting value in undersupplied market

Supply

Significant underspend and ageing fleet ...

- Reduced supply expected to preserve supportive conditions in the tanker market
- Current orderbook to fleet ratio lower than historical average levels (14% vs. avg. of c.20% since 2000)
- Limited shipyard capacity and expectation of increased environmental regulations
- Accelerating scrapping due to an ageing global fleet which will be required to meet increasing decarbonization regulations



Demand

Increased utilization and ton-miles ...

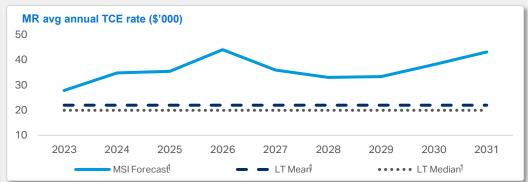
- Sustained levels of demand and increased global ton-miles driven by:
 - Refinery **expansion** in the east
- Higher voyage distances driven by changes in trade routes
- Increased upside opportunity due to macroeconomic environment



Earnings

Outlook remains strong

- Market TCE rates expected to increase over medium-term across tanker segments
- Maintain a positive long-term outlook for the tanker segment, supported by positive underlying demand and supply fundamentals
- Macroeconomic environment supportive of yields over the medium-term



9 © ADNOC

MSI forecast refers to the tanker spot rate forecasts as provided by MSI as of Dec-24, adjusted for a scrubber premium; LT mean/median is a statistical metric calculated per tanker class from Jan-00 and is adjusted for advancements in technology

ADNOC

The Transaction delivers strongly on ADNOC L&S' IPO-announced transformational growth strategy

ADNOC L&S growth strategy

- GROW WITH ADNOC: **SERVICE NEW GROWTH AND EXPAND SERVICE OFFERING**
- **EXPAND SERVICE OFFERING TO CAPTURE ADDITIONAL BUSINESS** WITH EXISTING CLIENTS
- **EXTEND INTERNATIONAL ACTIVITIES AND BLUE CHIP CLIENT BASE**
- **ENTER INTO NEW RELEVANT ADJACENT VERTICALS**



How the Transaction aligns with our strategy...

- Navig8's global presence across 5 continents will enhance L&S international activities, with blue-chip clients across the shipping, bunkering and commercial pooling segments
- Builds-up commercial capabilities with access to a historically successful commercial pooling platform, enabling ADNOC L&S to provide additional services to its customers through an enhanced global reach and access to a greater fleet of vessels
- Increases the existing ADNOC L&S tanker fleet with a high-quality modern and ecooriented1 fleet2
- Entry into commercial pooling, bunker fuel trading and technical management will deliver 2 relevant and adjacent verticals to existing shipping business

- Fleet mostly equipped with scrubbers
- Including 32x vessel (16x MRs, 5x LR1s, 9x LR2s, 1x VLCC and 1x Bunker Tanker)

















Beyond growth, commercial value enhancements & operating cost savings are anticipated to add USD20 million per annum sustainably

Technical management: Savings on technical management fees

Benefiting from the instrumental technical management excellence of TS Marine and Suntec



Commercial pooling: Internalization of pooling & commission fees

Participation and realization of scaled benefits from Navig8's commercial pools





Fuel bunkering: Savings on bunker fuel costs

Efficiencies of cost and time through Integr8's global bunkering business

Active program of synergy identification with anticipated realization beginning 2026 to ensure sustainable value delivery

Maximizing Navig8's value contribution within ADNOC L&S



The acquisition of Navig8 is intended to maximize value creation and operational synergies by retaining Navig8's methodology



Governance and compliance:

- ADNOC L&S strategic leadership and capital support through Navig8's and Integr8's Board and Sub-Committees
- Implementation of compliance frameworks in line with ADNOC L&S practices e.g. anti-money laundering, anti-bribery, corruption, sanctions and compliance.



Navig8 Management:

- Setting up of board sub-committees comprising of ADNOC L&S's and Navig8's management to drive strategic and operational alignment
- Key management appointment from ADNOC L&S to complement continuing expert management in Navig8



Development of HSE governance model and reporting framework:

HSE compliance and reporting frameworks in line with ADNOC L&S's and global best-practices



Fleet considerations:

Integration of ADNOC L&S vessels, on value-based assessment, into Navig8's commercial pooling and technical management functions



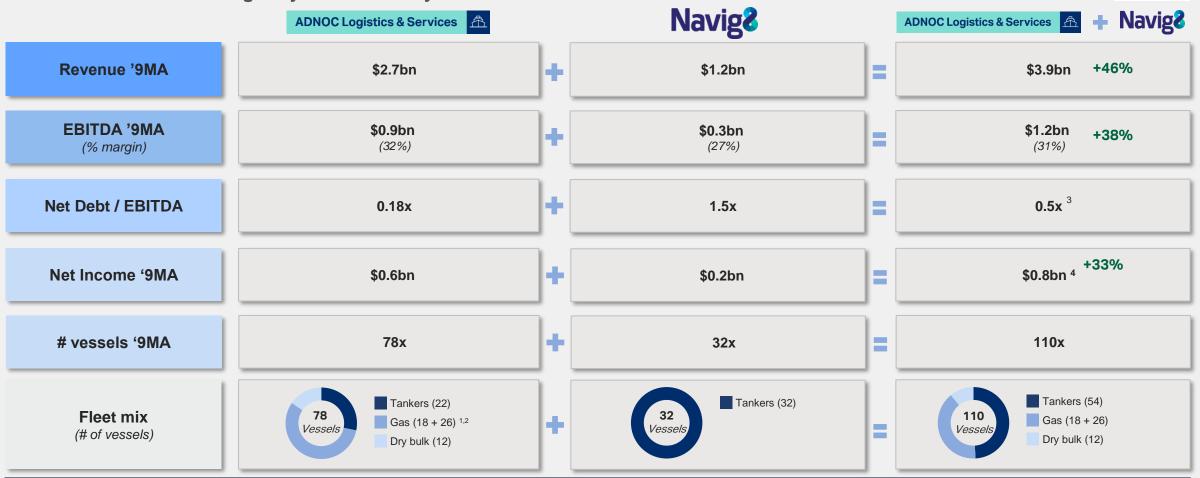
Integr8:

- (i) 50% ownership acquired, delivering a joint control entity to benefit from specific continuing expertise, and;
- (ii) ADNOC L&S vessels to benefit from Integr8 as an additional supply source, driven by commercial rationale

Transaction Pro-Forma Financials 9M 2024



Transaction will be strategically and financially transformative to ADNOC L&S



Integr8 is planned to be jointly controlled and therefore is presented as non-consolidated but with share of profits captured in EBITDA

Source: Company information

- Includes 18x vessels on water today comprising of 9x LNGs (1x recently delivered), 1x Ethylene / LPG, 1x MoltenSulphur and 7x VLGCs with AWS Shipping
- Includes 26x newbuilds comprising of 5x newbuild LNGs (2022 newbuild program of 6x vessels) expected to be delivered in 2025-26, 8x newbuild LNGs (2024 newbuild program of 8x – 10x vessels) expected to be delivered from 2028 and 4x VLACs + 9x VLECs newbuilds (2024 newbuild program) under AWS Shipping expected to be delivered

from 2026-28 (VLAC) and from 2025-27 (VLEC)

- 3. Net debt/EBITDA includes leases. Navig8 acquisition will be financed by HCI of approx. USD1.0 billion
- Consolidated net income (Before deducting portion attributable to minority shareholders). With Integr8 jointly controlled (ALS share of 80%) and not consolidated

Impact on Financial Statements



Impact on Statement of Financial Position

Impact on Statement of Profit or Loss

Impact on Statement of Cash flows

Acquisition of Navig8

Bargain Purchase: Bargain purchase (gain) recognized in profit or loss account because net assets exceed consideration.

Line-by-line Consolidation: From the date of acquisition.

Cash flow statement: First tranche payment and any dividends paid reflected in financing activities.

Balance sheet



- **Line-by-Line Consolidation:** From the date of acquisition.
- NCI: 20% share fully recognized on day 1 within equity.

Profit or loss and OCI



- Line-by-Line Consolidation: From the date of acquisition.
- Bargain Purchase: Gain recognized in 'Other Income' because fair value of net assets exceeds consideration.

Statement of Cash Flows



- First Tranche Payment:
 Payment recorded as cash outflow in financing activities.
- Dividends Payment: Reflected in financing activities.

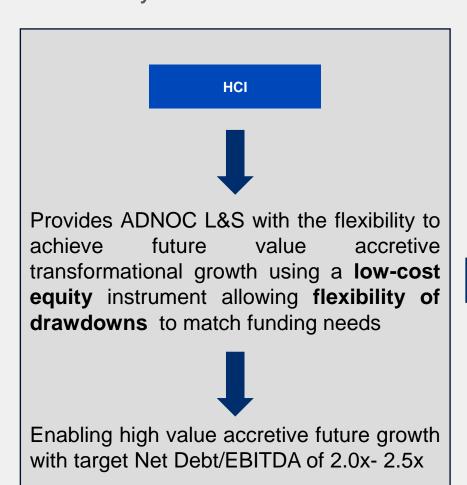


FUNDING STRATEGY

Hybrid Capital Instrument (HCI) Overview



ADNOC L&S to issue first financing post-IPO with low-cost equity instrument (USD1.1 bn- USD2.0 bn) for maximum financial flexibility





HCI is classified as equity with dividend payments reducing **Equity Accounting** retained earnings Competitive pricing at all-in cost below SOFR + 150 bps **Perpetual Capital** Instrument Redeemable at the discretion of ADNOC L&S with no penalty Steady cashflow from contracted vessels supports PCS payment Securing Financiers obligations Lead by SocGen with participation from ADCB, FAB, CACIB, BBVA, **Syndicate** and DBS

Impact on Financial Statements



Impact on Statement of Financial Position

Impact on Statement of Profit or Loss

Impact on Statement of Cash flows

Perpetual Capital Securities (PCS)

Equity accounted PCS dividends are deducted from Retained Earnings Equity increases by drawn PCS amount

No impact on Net Profit PCS dividends are deducted from Retained Earnings

Dividend paid, proceeds from issue of PCS will be presented under 'Cash flows from Financing Activities'.

Balance sheet



Equity

PCS drawn amount booked as non controlling interest

Profit or loss and OCI



Finance costs

Financial payments are deductions from retained earnings

Statement of Cash Flows



Cash flows from financing activities

Add: Proceeds from issuance of **PCS**

Less: Dividends paid on PCS

Less: Repayments of PCS

Group 2025 Outlook



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CONSOLIDATED REVENUE

CONSOLIDATED EBITDA

CONSOLIDATED NET INCOME

CAPITAL STRUCTURE

Others

FY2025 YoY Growth*

Mid to High 40%s YoY growth

High Teens % YoY growth

Low to Mid single digit % YoY growth

- Medium Term: Target 2.0-2.5x Net Debt to EBITDA
- Projected average all-in cost of debt finance 6.0%
- Effective tax rate below 9%
- Dividends: Targeted annual dividend per share growing by 5% annually from the 2024 dividend of \$273 million plus PCS distributions

Closing Remarks





GROWTH STRATEGY EXECUTION



GLOBAL FOOTPRINT AND SERVICES EXPANSION



COMMITTED
TO ATTRACTIVE
SHAREHOLDERS
RETURNS



DRIVING
EARNINGS
ENHANCEMENT



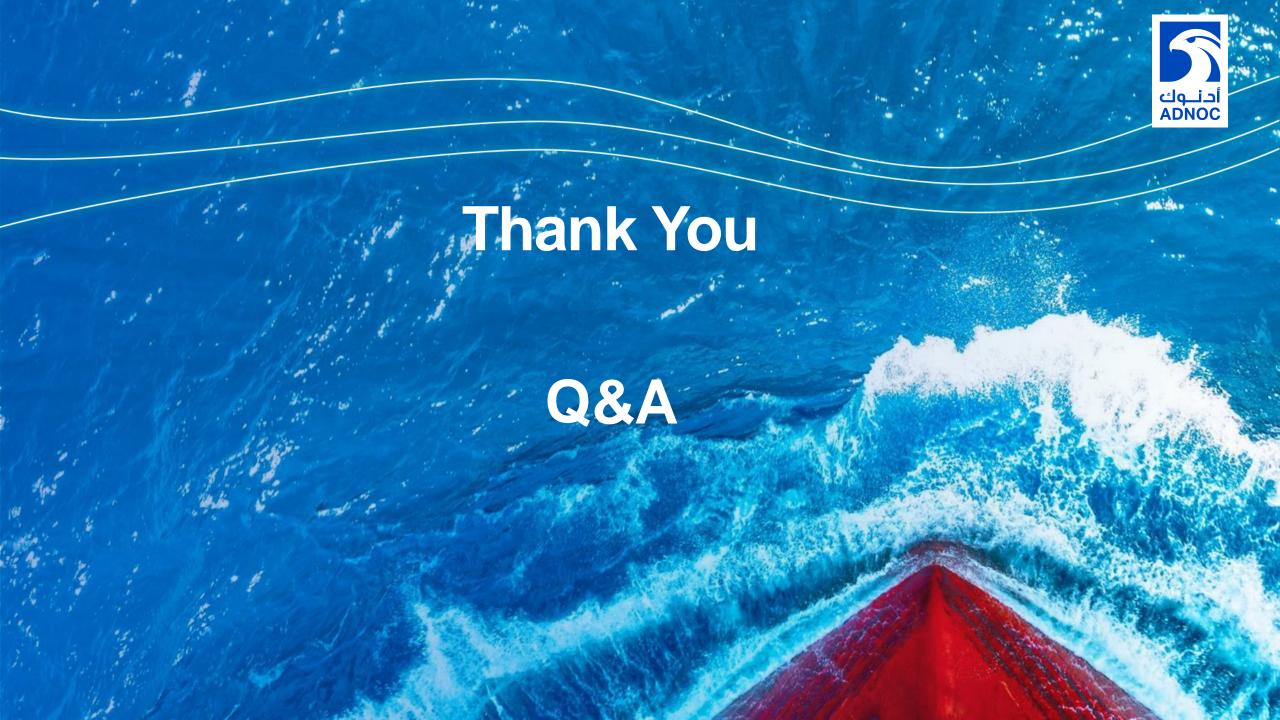
DELIVERING SUBSTANTIAL EBITDA GROWTH

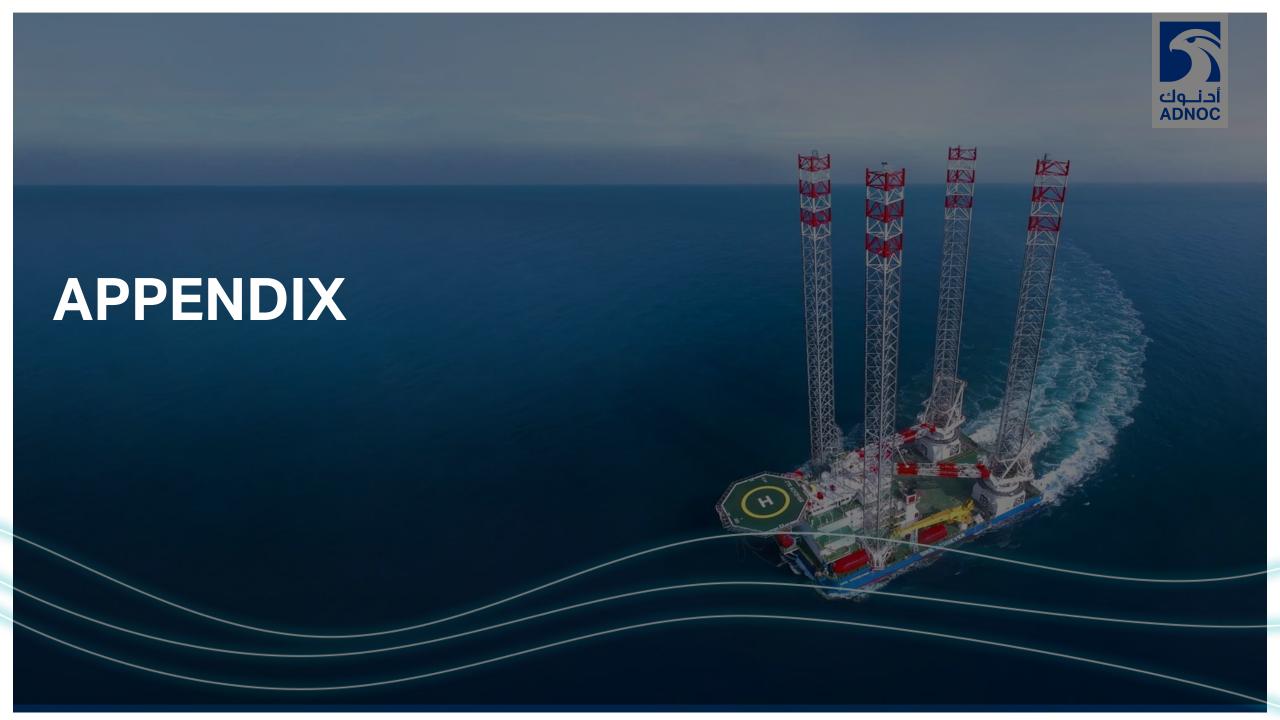


MEDIUM-TERM
IPO CAPEX
ACHIEVED



TRANSACTION ACCRETIVE TO EARNINGS

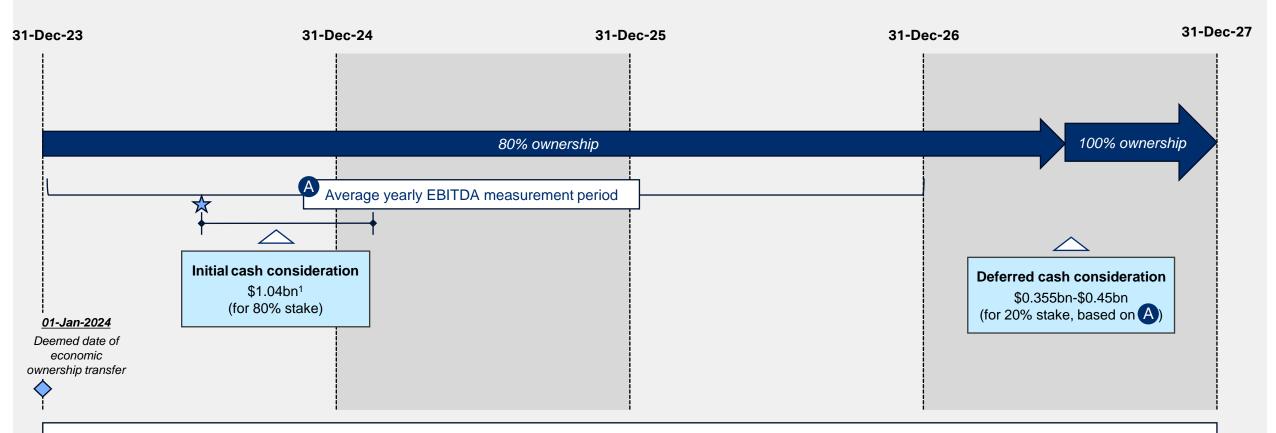




Transaction Overview

Immediate acquisition of 80% with a 3-year path to full ownership





Commentary:

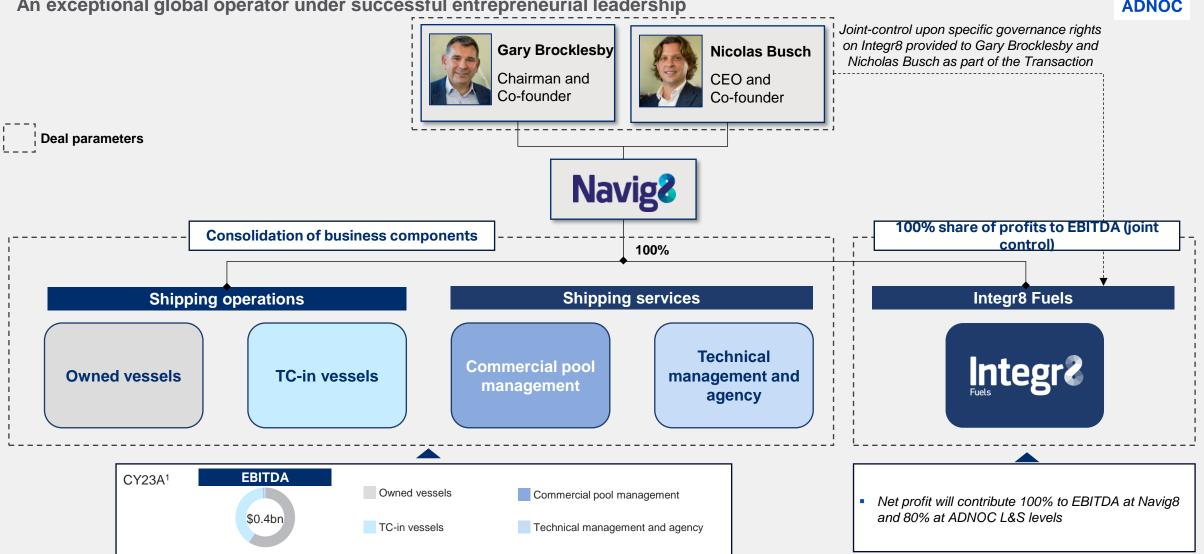
¹Final cash consideration \$999mn

- Payment of initial consideration, for 80%, on completion and upon satisfaction of conditions precedent (subject to a long stop date of 31-Jan-2025)
- Payment of deferred consideration, for remaining 20%, due on the 30th of June 2027





An exceptional global operator under successful entrepreneurial leadership



Calendar year ending 31st of December 2023



A global network further enhancing ADNOC L&S international profile, blue chip customers and trading routes

15 Blue chip customer base Cities globally Vitol ExonMobil أرامكو السعودية Trafigura *NESTE* Trafigura **CHAFNIA** Superior market intelligence & digital solutions Online and app-based reporting system for live access to pool/vessel earnings and passage data In-house research department focusing on macro trends to enable data-driven decision making Access to high tech focused platforms

Marine fuels intelligence platform

Marine data analytics to improve

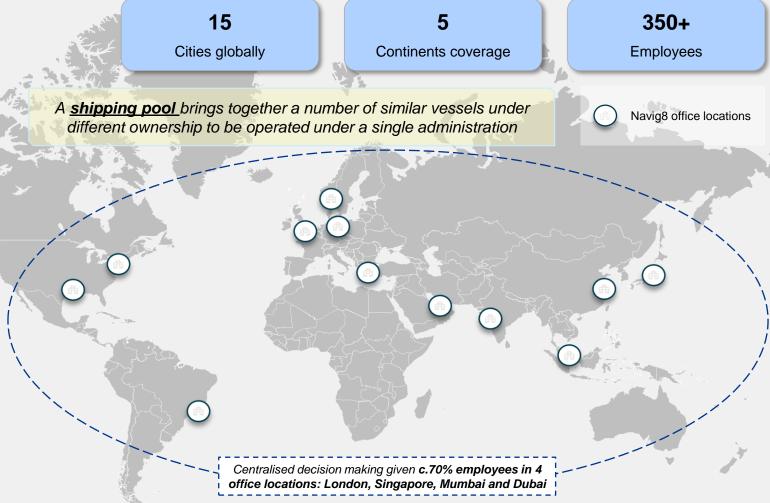
Membrane technology enabling CO2 /

Live reporting & monitoring for vessel

CO2 / NoX / methane emissions

operational efficiency

CO reliquification



₩ ENGINE

SHIPWATCH

Carbon**C**apture

CARBONLE



Shipping operations comprising of a high-quality modern and eco-oriented fleet with an attractive TC-in portfolio

Owned vessels



 16x MR currently owned with an average age of 4.3 years (total capacity of c. 790,000 DWT)



 5x LR1 currently owned with an average age of 13.3 years (total capacity of c. 378,000 DWT)



 9x LR2 currently owned with an average age of 4.5 years (total capacity of 990,000 DWT)



 1x VLCC currently owned with an age of 7.9 years (capacity of 300,000 DWT)



1x bunker tanker currently owned with an age of 17.5 years (capacity of 7,500 DWT)

EBITDA 9M-24 \$209m

TC-in vessels



7x MR currently chartered-in with an average of c. 5 months to redelivery



1x LR1 currently chartered-in with c. 1 months to redelivery



3x LR2 currently owned with an average of c. 4 months to re-delivery



1x Aframax currently chartered-in with c. 6 month to re-delivery

EBITDA 9M-24 \$103m



Best in class shipping services model with asset light pools and commercial manager with strong technical capabilities

Commercial pool management



One of the largest independent pool and commercial management services providers globally



Reduces earnings volatility through access to larger client base



Commercial ship pooling of 58x vessels owned, TC-in and 3rd party vessels



6x shipping pools: Alpha 8 (LR2), V8 (Aframax), VL8 (VLCC), Gamma8 (Chemical MR), Eco MR (Product MR), LR8 (LR1/Panamax)



Revenue earned through fixed daily and commission fees

EBITDA 9M-24 \$1m





Comprises mainly of ownership interests in Suntech Ship Management (50%) and TB Marine Shipmanagement (50%)



Engages in technical ship and crew management services

 Delivers a full range of services, covering crewing, maintenance, repairs, inspections and risk assessments



Also includes a number of smaller investments in shipping agencies which provide

o port agency, logistics management, liner agency services, amongst others

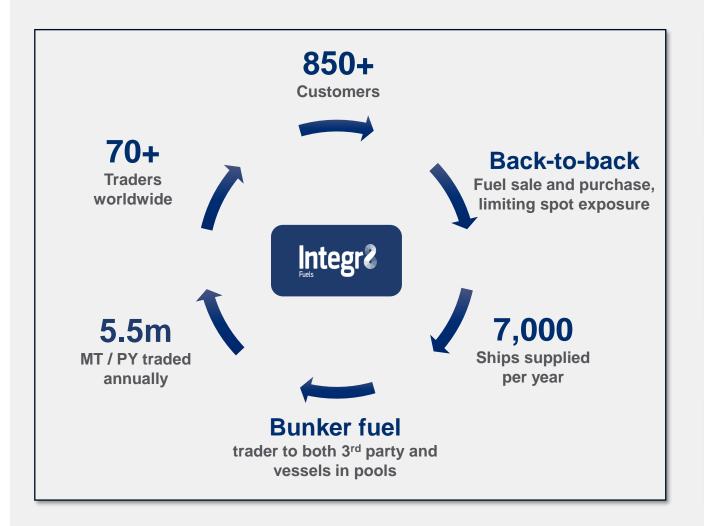






Integr8 Fuels, a comprehensive bunker procurement services







\$10m in 9M 2024A EBITDA



Post- completion of the transaction, **Integr8** will be jointly controlled by ADNOC L&S and the current founders



As the entity is jointly controlled, the business will not be consolidated and **100% of Integr8's net income** will be **included in EBITDA** at Navig8 and 80% at ADNOC L&S

Shipping Operations: Owned fleet and TC-in portfolio



	Owned fleet										
		Name	Туре	Model	Age (years)	DWT ('000)	Builder				
	1	Leicester ¹	Tanker	VLCC	7.9	300	Shanghai Waigaoqia				
	2	Navig8 Wolf	Product Carrier	LR2	2.0	110	DH Shipbuilding				
	3	Navig8 Providence	Product Carrier	LR2	1.8	110	New Times SB				
	4	Navig8 Pride LHJ	Product Carrier	LR2	2.0	110	New Times SB				
	5	Navig8 Prestige JKB	Product Carrier	LR2	6.0	110	New Times SB				
	6	Navig8 Passion	Product Carrier	LR2	5.7	110	New Times SB				
	7	Navig8 Promise	Product Carrier	LR2	5.5	110	New Times SB				
	8	Navig8 Prosperity	Product Carrier	LR2	5.5	110	New Times SB				
	9	Navig8 Perseverance	Product Carrier	LR2	5.7	110	New Times SB				
	10	Navig8 Precision	Product Carrier	LR2	6.3	110	New Times SB				
	11	Navig8 MacAllister	Product Carrier	LR1	12.5	76	Dalian Shipbuilding				
	12	Navig8 Montiel	Product Carrier	LR1	12.9	76	Dalian Shipbuilding				
	13	Navig8 Martinez	Product Carrier	LR1	13.8	76	Dalian Shipbuilding				
	14	Navig8 Messi	Product Carrier	LR1	13.5	75	Dalian Shipbuilding				
	15	Navig8 Honor	Product Carrier	LR1	14.0	75	Sungdong SB				
	16	Navig8 Gauntlet	Chemical & Oil Carrier	MR	5.3	50	New Times SB				
	17	Navig8 Gladiator	Chemical & Oil Carrier	MR	5.3	50	New Times SB				
	18	Navig8 Gratitude	Chemical & Oil Carrier	MR	5.2	50	New Times SB				
	19	Navig8 Grace	Chemical & Oil Carrier	MR	5.6	50	New Times SB				
	20	Navig8 Gallantry	Chemical & Oil Carrier	MR	5.6	50	New Times SB				
	21	Navig8 Guard	Chemical & Oil Carrier	MR	5.5	50	New Times SB				
	22	Navig8 Goal	Chemical & Oil Carrier	MR	5.4	50	New Times SB				
	23	Navig8 Guide	Chemical & Oil Carrier	MR	5.5	50	New Times SB				
	24	Navig8 Universe	Chemical & Oil Carrier	MR	11.5	45	ShinaSB Yard				
	25	Navig8 Constellation	Chemical & Oil Carrier	MR	11.3	45	ShinaSB Yard				
	26	Aurelia 1	Bunker Tanker	Bunker	17.5	8	Dubai Drydocks				
	27	Navig8 Excel	Chemical & Oil Carrier	MR	0.9	50	New Times SB				
H	28	Navig8 Exceed	Chemical & Oil Carrier	MR	0.8	50	New Times SB				
! :	29	Navig8 Estelle	Chemical & Oil Carrier	MR	0.3	50	New Times SB				
3	30	Navig8 Executive	Chemical & Oil Carrier	MR	0.1	50	New Times SB				
1	31	Navig8 Express	Chemical & Oil Carrier	MR	0.3	50	New Times SB				
	32	Navig8 Excellence	Chemical & Oil Carrier	MR	0.3	50	New Times SB				
		NI=4		0004	5.9 years ²	c. 2,500					

6x MR newbuilds delivered in 2024

Note: average age computed as of end of December 2024

^{1. 50%} owned by Navig8

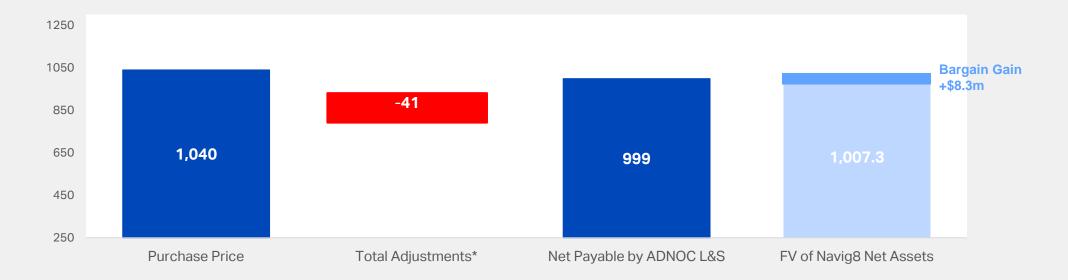
^{2.} Average age excluding age impact of Bunker Tanker Aurelia 1 and including the recent deliveries of 4x MRs

Consolidation Consideration for Navig8



Purchase Price < FV of Net Identifiable Assets

Bargain Gain (\$USD mil)



A one-off Bargain Gain amount of US\$8.3 m to be recognized in the Other Income

^{*}Permitted dividend and other adjustments

