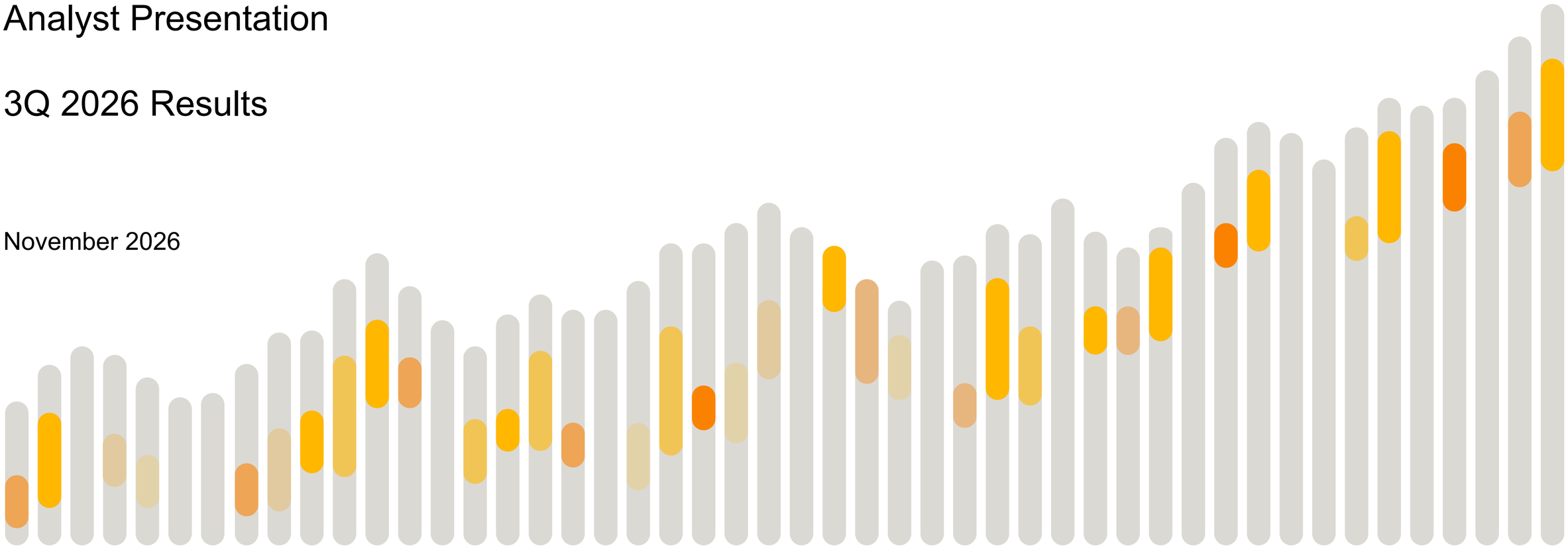
Date: November 12th, 2026	التاريخ: 12 نوفمبر 2026
M/s Abu Dhabi Securities Exchange	**السادة / سوق أبوظبي للأوراق المالية المحترمين**
Subject: Earnings Webcast for Agility Global PLC	**الموضوع: انعقاد مؤتمر المحللين لشركة أجيليتي جلوبال**
Please be informed that Agility Global PLC held its Q3 2026 earnings webcast on Thursday November 12th, 2026, at 3.00 pm and discussed the attached presentation.	بالاشارة الى الموضوع أعلاه، تفيد شركة أجيليتي جلوبال بي أل سي أن مؤتمر المحللين للربع الثالث من عام 2026 قد عقد يوم الخميس 12 نوفمبر 2026 في تمام الساعة 03.00 بعد الظهر وتم مناقشة العرض التقديمي المرفق.
Best Regards,	وتفضلوا بقبول فائق التقدير،،،
Investor Relations Department	ادارة علاقات المستثمرين

Agility Global

Analyst Presentation

3Q 2026 Results

November 2026



Agenda

1. Q3 2026 Updates
2. Owned & Operated Businesses
3. Investments

Key Highlights

1

Agility Global Q3 2026 Highlights

Controlled Segment

Q3 2026	9M 2026
$1.6 B Revenue +22%	**$4.5 B** Revenue + 24%
$ 128 M EBIT +21%	**$ 313 M** EBIT +12%

Investment Segment & Group ND

$ 4.7 B Investment Pillar (-18% and -$1 B vs Dec-25)	**$ 4.9 B** Net Debt (+7% and 336M vs Dec-25)

Updates

Controlled business

- **Menzies** Commercial momentum was strong with Middle East crisis effect beginning to subside in 3Q. Menzies G2 integration on track
- **Tristar:** Successfully signed to sell Tristar for EV $1.5bn- closing targeted in Q2-27
- **ALP:** KSA Main growth driver, additional focus on land permits, sourcing new lands and moving into execution

Investments

- **DSV** : Stock price performance, which started to recover in the fourth quarter, put pressure on DSV's carrying value
- **RM**: Footfall and tenant sales recorded double-digit year-on-year growth, with August the mall's strongest month

Corporate

- In October we did a partial restructuring of DSV funded collar for ~3.4 million shares with maturity of ~2.6 years. Received a new €504m debt, which was used to close debt from previous collars
- Board approved interim dividend of $75 million, the second tranche of the cash dividends committed at the start of the year

Q3-26 Results



Executive Summary

EBIT Performance

Controlled EBIT
Q3 +21%
9M +12%

Reported EBIT
Q3 -1%
9M +11%

Million USD	Q3 26	Q3 25	%	9M 26	9M 25	%
Menzies	82	69	*18%*	175	166	*6%*
Tristar	36	29	*23%*	107	88	*22%*
ALP	17	11	*58%*	50	30	*64%*
Others	(7)	(3)	*-137%*	(19)	(4)	*-423%*
Total Controlled	**128**	**106**	***21%***	**313**	**280**	***12%***
Investments	(3)	21	*-114%*	37	36	*3%*
Total reported EBIT	**125**	**127**	***-1%***	**350**	**316**	***11%***

Commentary

Menzies Aviation: Top line momentum

- Revenue growth driven by G2 acquisition and contract wins across core service lines, and underlying yield improvements.

Tristar : Revenue growth lead by Fuel Segment

- Top line increased driven primarily by the Fuel segment, led by commercial fuel and partially offset by lower Maritime revenue following the planned resizing of the fleet.

ALP : Scaled Growth and Operating Leverage

- Newly operational assets are strengthening operating leverage, while continued investment in Saudi Arabia supports demand capture and reinforces ALP’s market leadership.

Executive Summary – Investment Segment

Investment Pillar

Million USD	Sep '26	Jun '26	%	Dec '25	%	Remarks
DSV Investment	3,431	4,555	*-25%*	4,913	*-30%*	19.3 Mn shares
Equity Collar	181	8	*2243%*	(41)	*547%*	12 Mn shares
EUR-hedge	79	64	*23%*	(3)	*2982%*	Hedge of EUR 1.7B
FX reserve – EUR debt	(154)	(155)	*1%*	(251)	*39%*	FX impact for the EUR debt
DSV	**3,538**	**4,472**	***-21%***	**4,619**	***-23%***	
Reem Mall	871	866	*1%*	861	*1%*	Mainly convertible debt + bridge loan
Others	330	325	*2%*	311	*6%*	GWC, Tech Inv
Total	**4,739**	**5,662**	***-16%***	**5,792**	***-18%***	

DSV

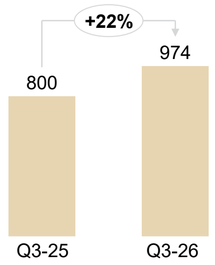
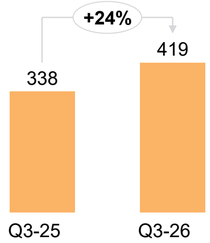
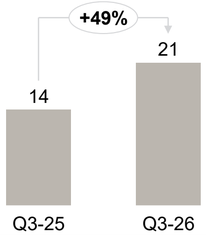
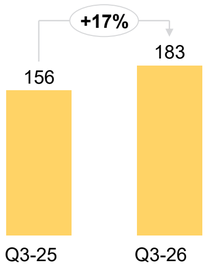
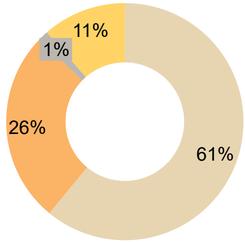
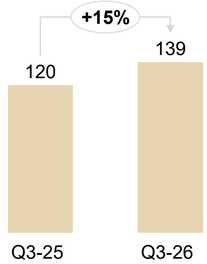
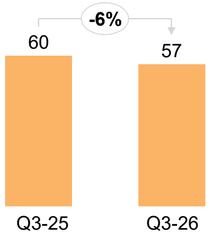
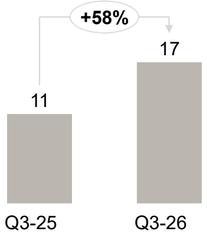
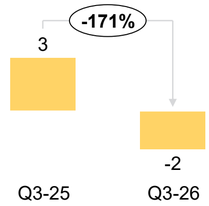
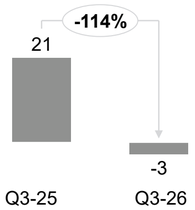
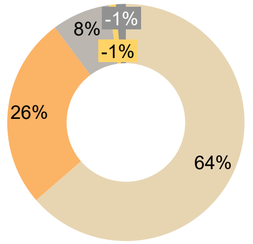
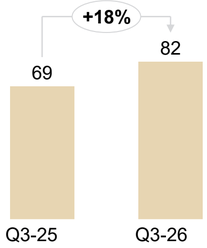
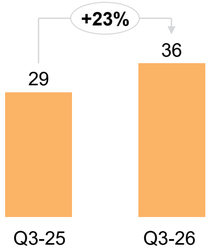
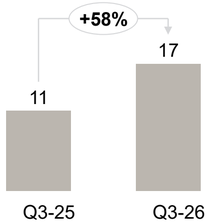
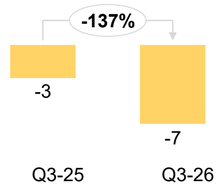
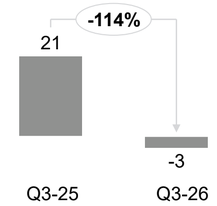
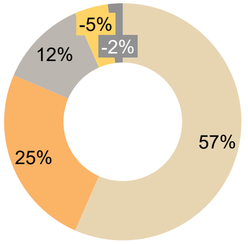
DSV Share Price (Sep-26)	1,168 (-28% v Dec-25)
Fx (USD:DKK)	6.57 (-3.6% v Dec-25)
Fx (EUR:USD)	1.14 (-3.4% v Dec-25)
Hedge FX maturity	2027/2028

Reem

Double digit footfall and tenant Sales

Key Operating Segments Performance – Q3

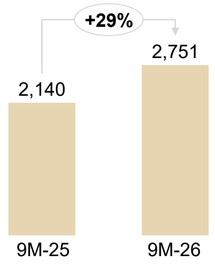
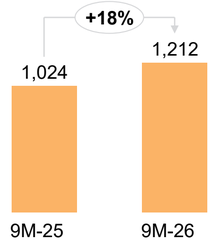
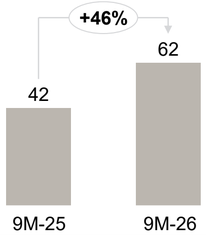
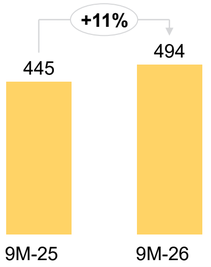
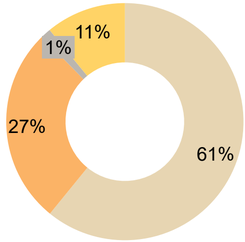
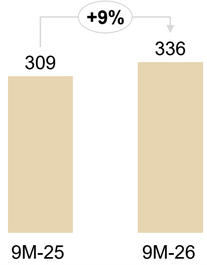
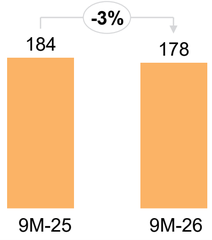
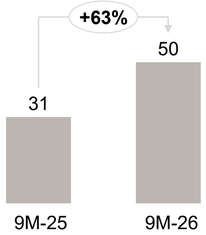
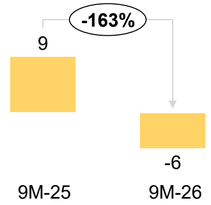
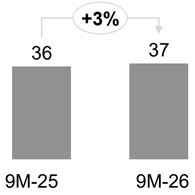
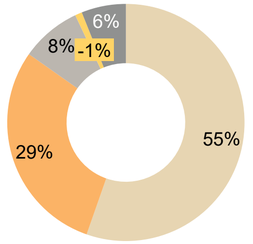
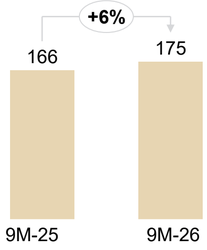
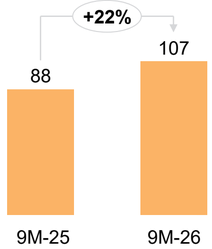
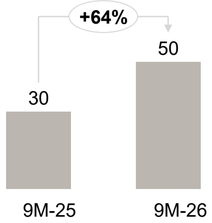
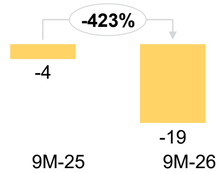
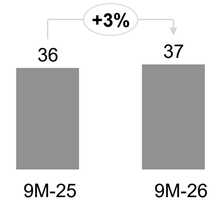
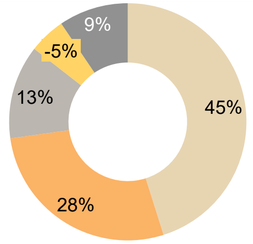
Summary by business

	Menzies	Tristar	ALP	Others	Investments	Relative Contribution
REVENUE $ 1.6 bn +22%						
EBITDA $ 208 mn -3%						
EBIT $ 125 mn -1%						



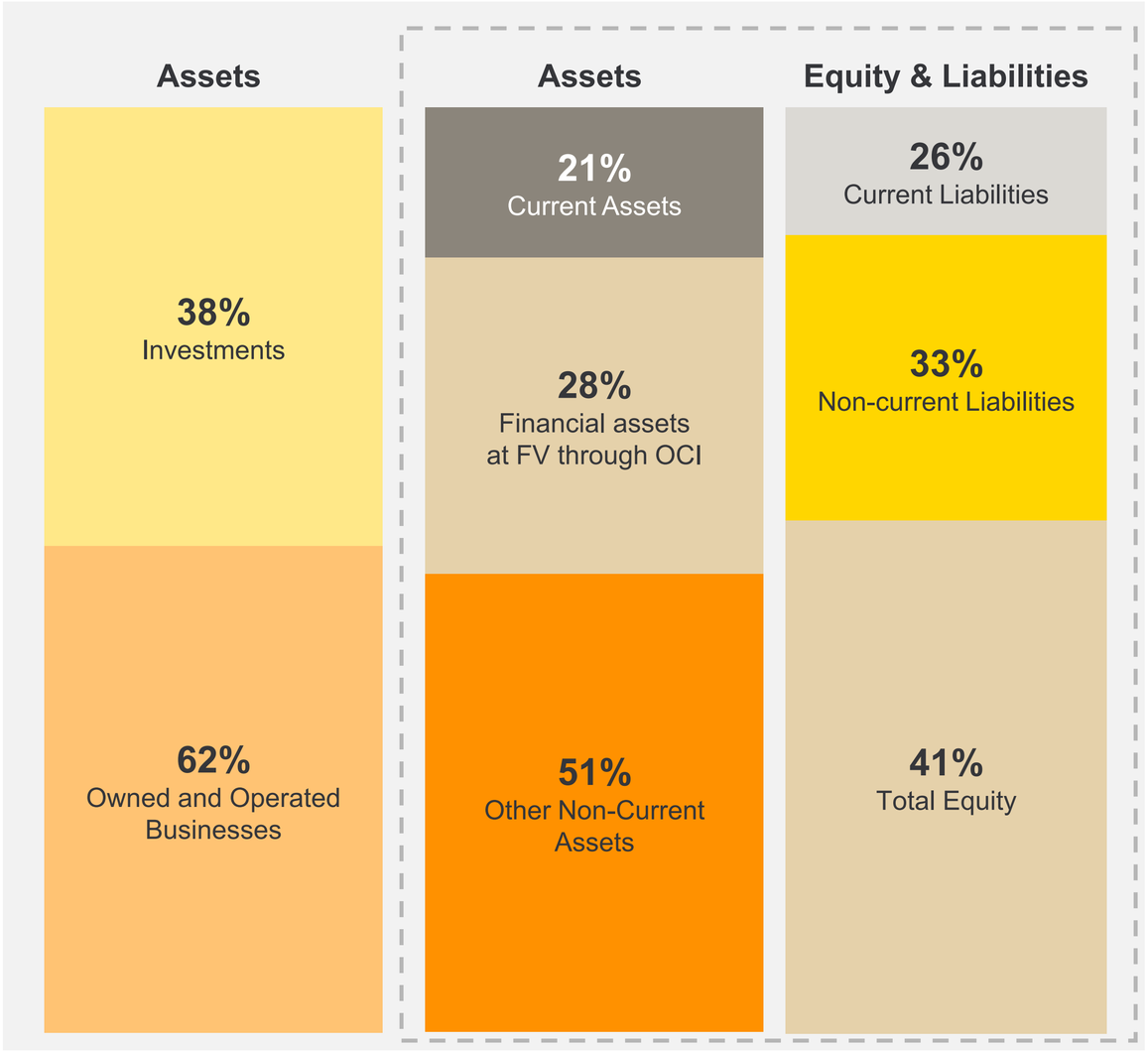
Key Operating Segments Performance – 9M

Summary by business

	Menzies	Tristar	ALP	Others	Investments	Relative Contribution
REVENUE $ 4.5 bn +24%						
EBITDA $ 595 mn +5%						
EBIT $ 350 mn +11%						

Balance Sheet (in $M)

Balance Sheet	Sep ’26	Dec ’25	Change %
Current assets	2,736	2,593	*6%*
Financial assets at FV through OCI	3,518	4,998	*-30%*
Non-current assets	6,481	5,863	*11%*
Total assets	**12,735**	**13,453**	***-5%***
Current liabilities	3,262	2,235	*46%*
Non-current liabilities	4,236	4,917	*-14%*
Total liabilities	**7,499**	**7,153**	***5%***
Equity attributable to shareholders	4,743	5,853	*-19%*
Non-controlling interests	494	447	*10%*
Total equity	**5,237**	**6,301**	***-17%***



Net debt (in $M)

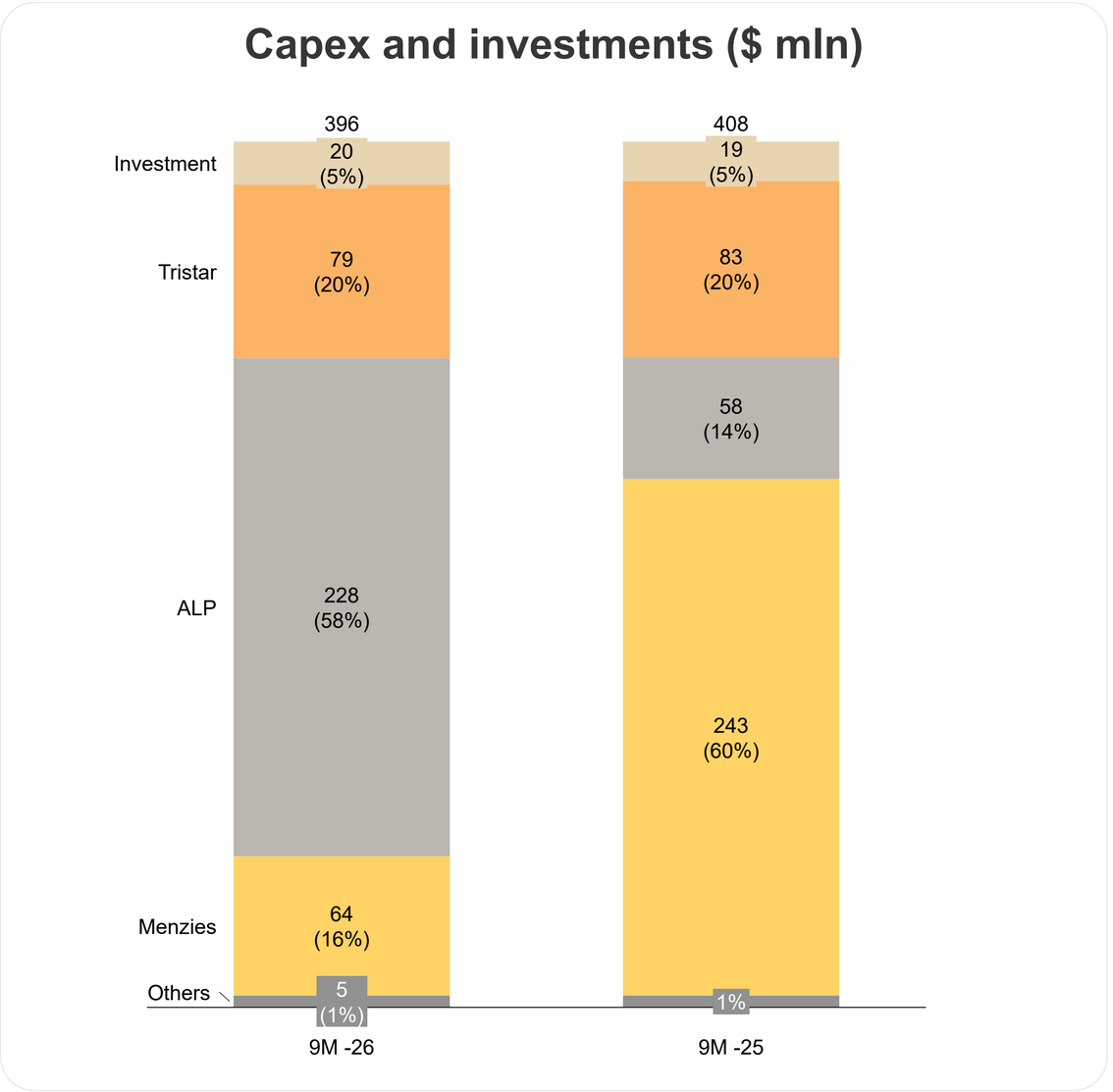
USD million	Sep-26	Dec-25	Change
Interest-bearing loans	5,317	4,847	470
Lease liability (current & non-current)	702	748	(46)
Total debt	**6,019**	**5,595**	**424**
Minus cash & cash equivalents	(1,120)	(1,033)	(88)
Net debt	**4,899**	**4,563**	**336**
Less funded collar	(2,012)	(2,081)	70
Net debt excl. funded collar	**2,887**	**2,481**	**406**
ND (including lease liabilities) / EBITDA (LTM)	**5.3x**	**5.1x**	
ND (excl. funded collar) / EBITDA (LTM)	**3.1x**	**2.8x**	

Movement in Debt	**Gross Debt**	**Net Debt**
ALP Saudi Funding	209	209
Others	257	123
Market Making + Dividends	101	101
FX on EUR debt	(97)	(97)
Net Movement	**470**	**336**

Cash Flow Statement (in $M)

Continued investment in operating business

in USD million	9M 2026	9M 2025	Change
Operating profits before changes in working capital	543	479	*13%*
Changes in working capital	(183)	(112)	*64%*
Other items	(70)	(48)	*47%*
Net cash flow from operating activities	**290**	**320**	*-9%*
Financial Highlights			
Gross CAPEX[1] as % of Revenues	**8%**	**5%**	



[1]Only CAPEX for controlled segment excluding M&A activities

Owned & Operated Businesses

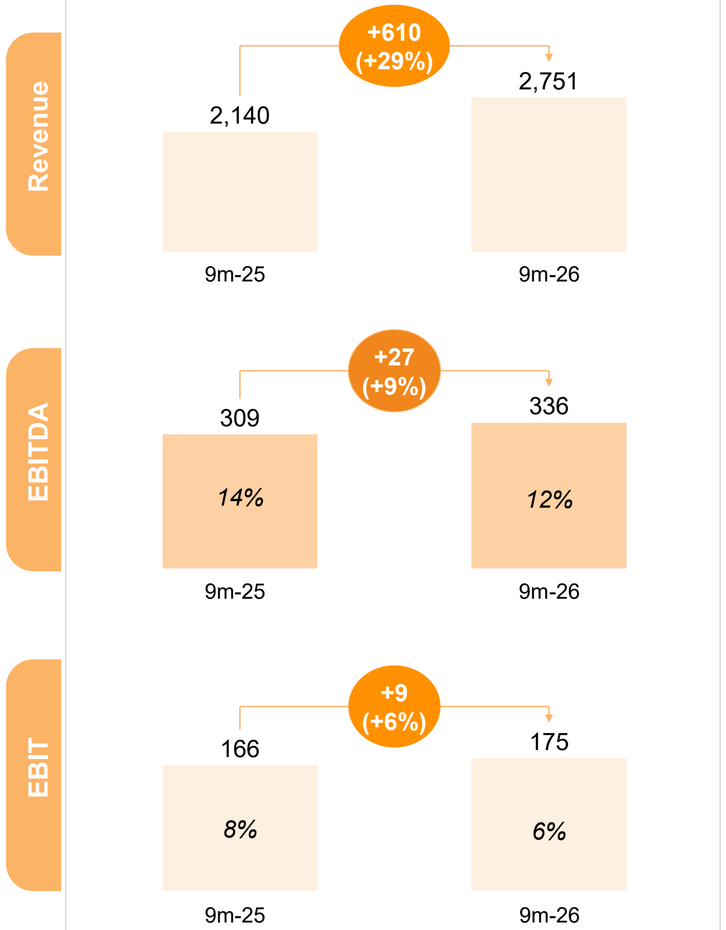


- Menzies
- Tristar
- Logistics Parks

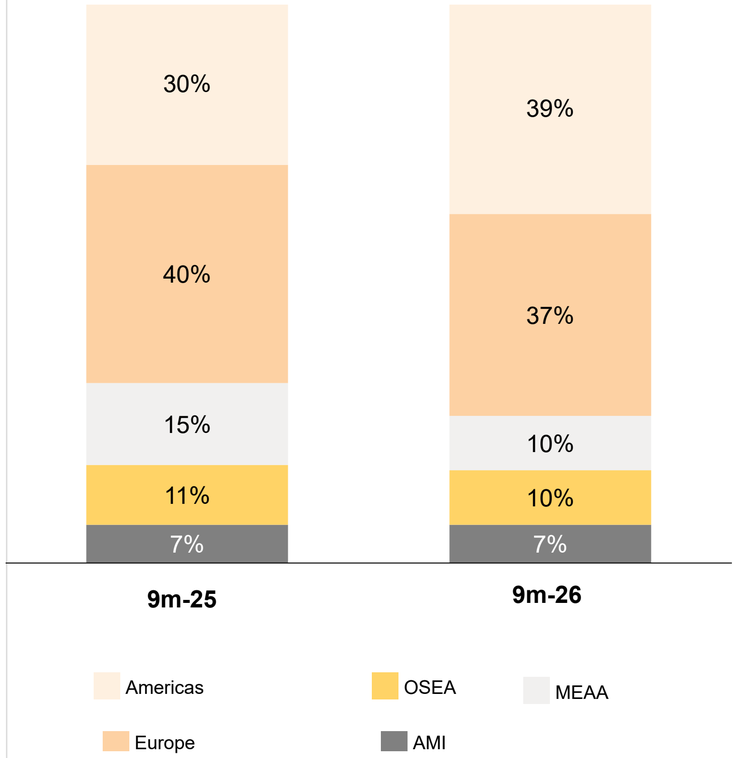
Menzies

Strong growth driven by G2 and new businesses supported by yield improvement

Summary $M



Revenue by Region $M



Product Details

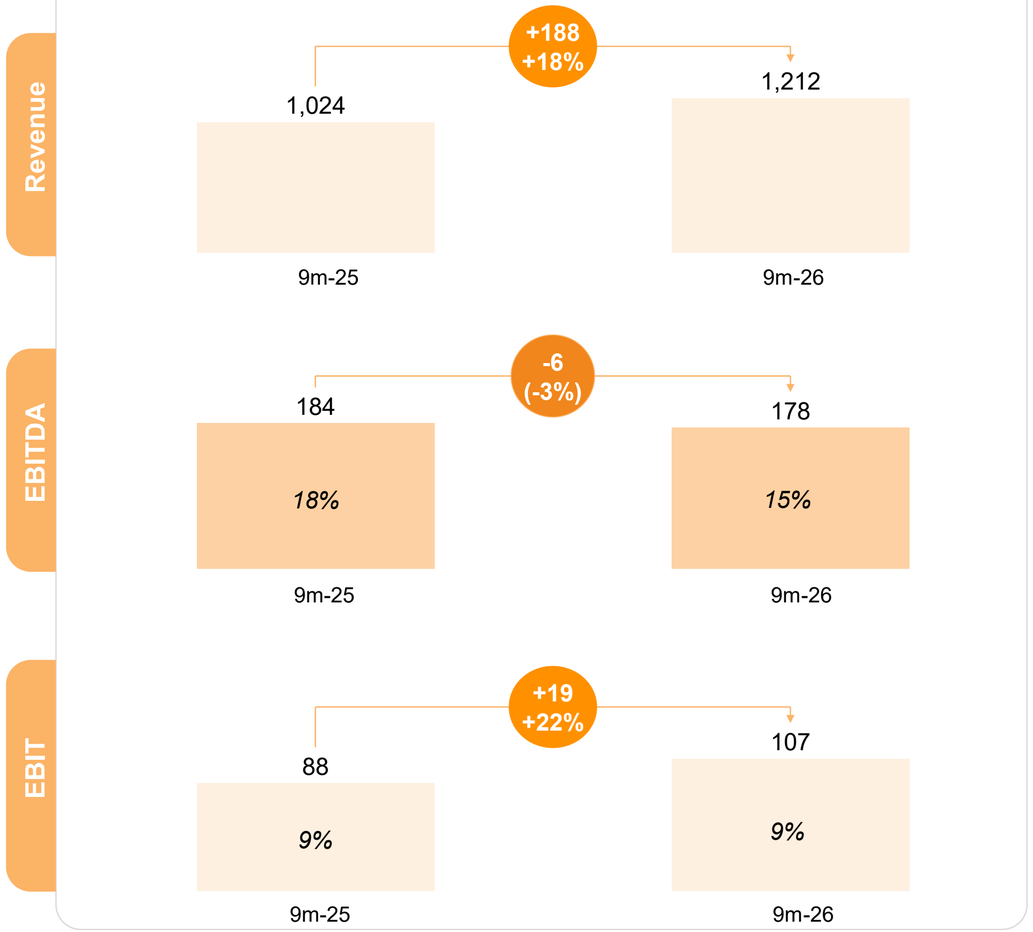
KPIs (000)	9m 25	9m 26	%
GH Turns	1,168	1,253	+7.2%
Cargo Tons	1,683	1863	+10.7%
Fuel Turns *	2,371	2,384	+0.6%
FF KGs	97,667	105,540	+8.1%

*LYR Fuel turns restated.

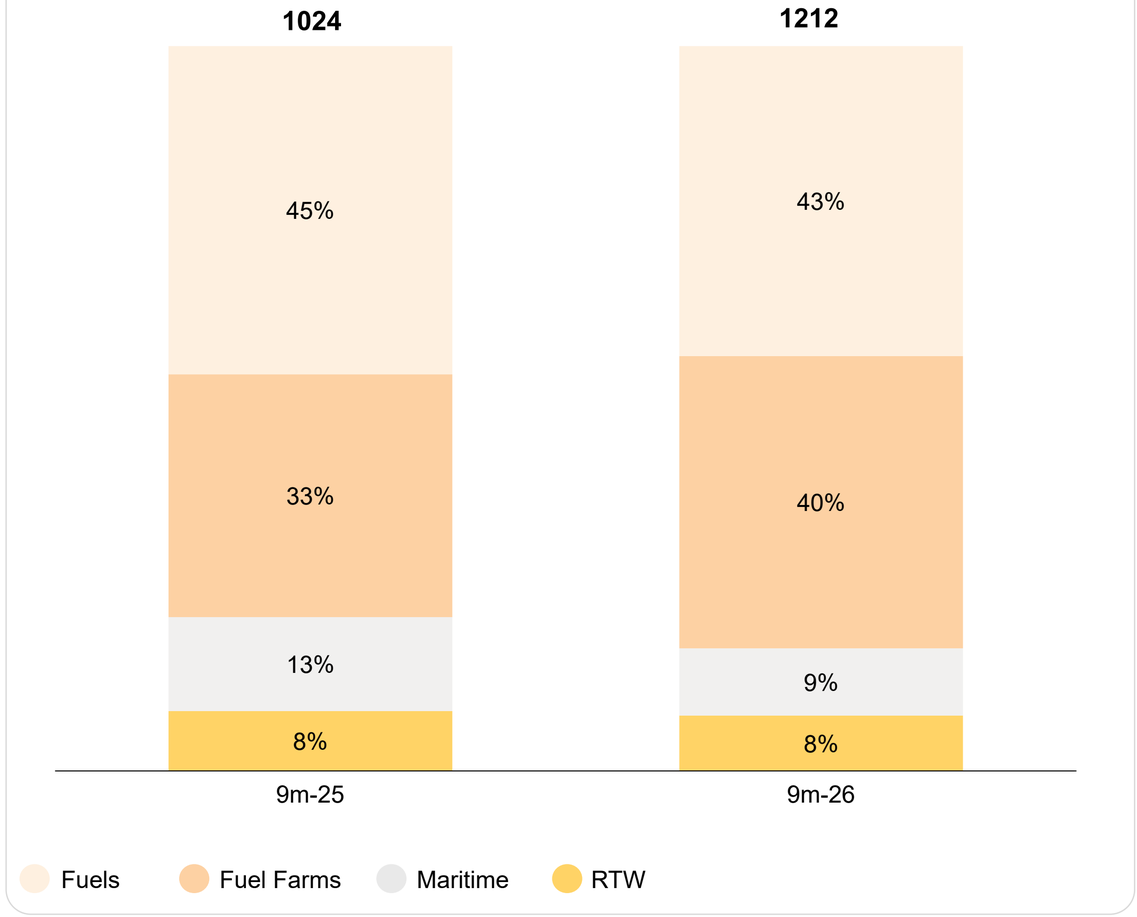
Tristar

Top-line growth driven by Retail Fuel growth, while EBIT outperformed through Maritime fleet optimization with reduced chartering exposure

Summary $M



Revenue by Product $M



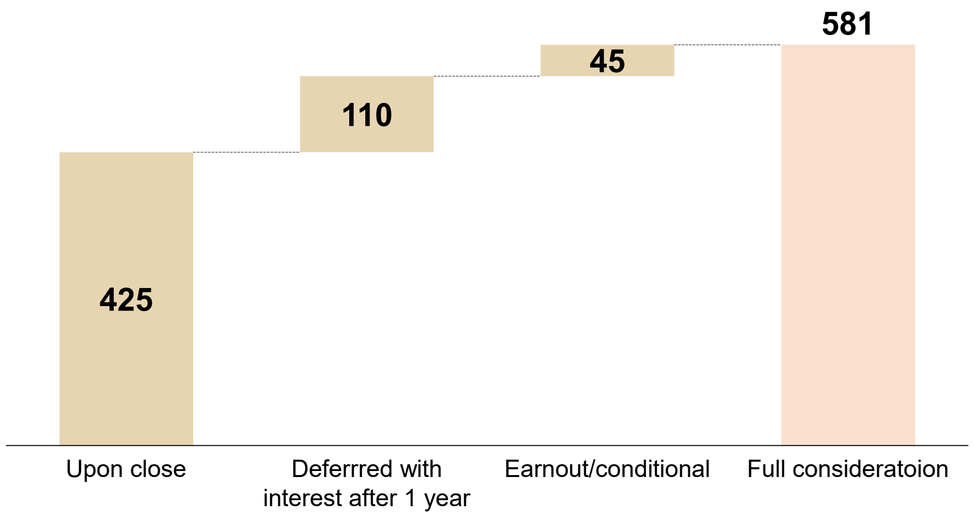
Tristar Sale

Agility’s patient capital and active management combined with Tristar’s visionary leadership have created strong returns

DEAL SUMMARY

ENTERPRISE VALUE	EQUITY VALUE	AGILITY' S PROCEEDS	EV / EBITDA	PRICE / BOOK RATIO	PE
$1.5 Billion	**$882 Million**	**$581 Million**	**6X**	**1.4X**	**13.9X**
		Allocation to be decided by the board at closing	*FY 2025*	*FY 2025*	*FY 2025*

AGILITY’S CONSIDERATION (MIn $)



VALUE CREATION FOR AGILITY’S FUEL BUSINESS

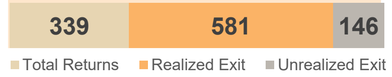
Initial investment 2003
$7 M

+

Investments next 7 years
$123 M

VALUE CREATED
$1,065 M

Value realized through dividends, capital returns and exit.

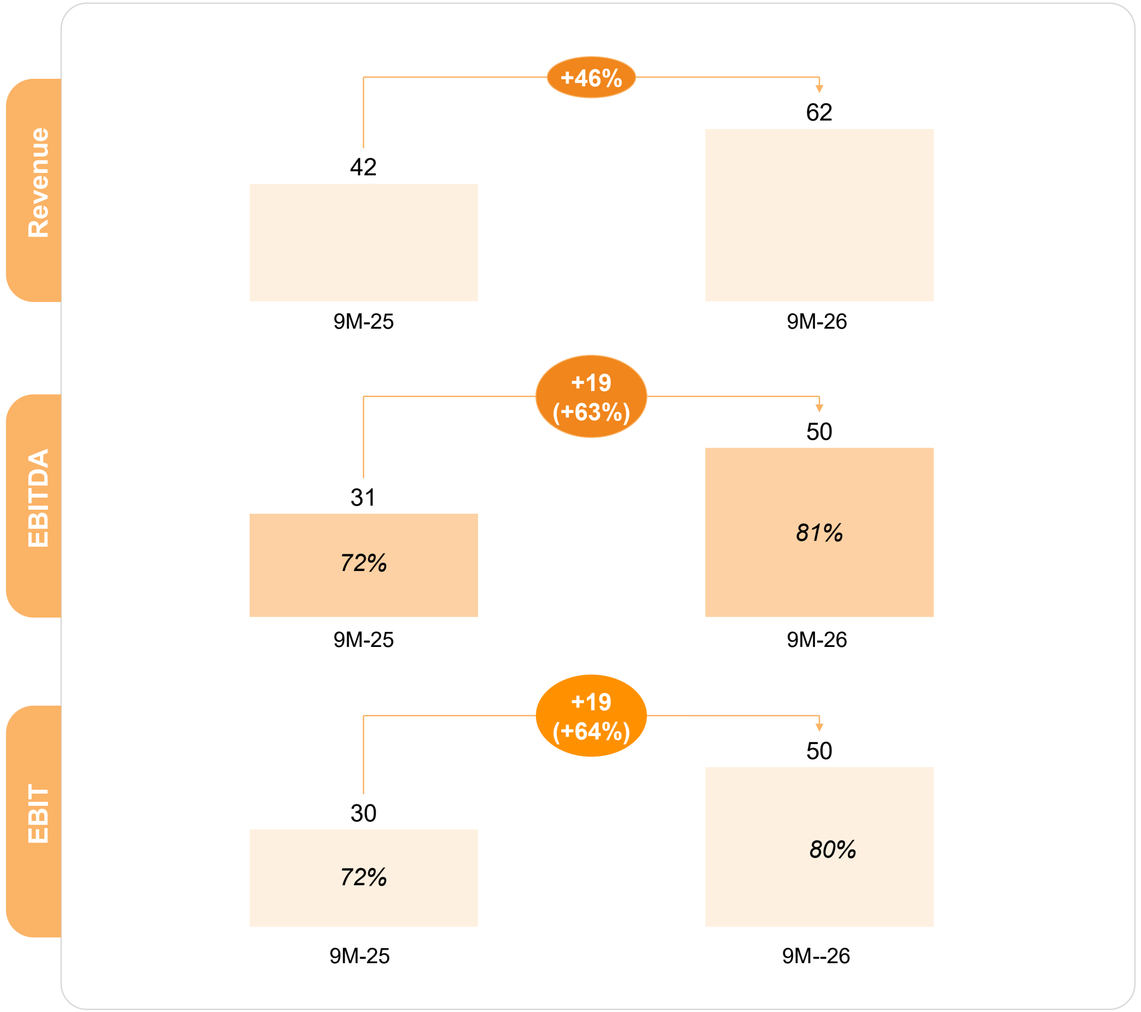


IRR generated across the investment journey. **16%**

Agility Logistics Parks

Growth was broad-based across all markets, with Saudi Arabia contributing the majority of the growth. Development execution remains solid.

Summary $M



Commentary

Revenue rose 46% year-on-year to $62 million, with all markets contributing to growth. Saudi Arabia accounted for most of the increase, supported by near-full occupancy, while an active development pipeline provides a platform for sustained growth.

Margins Reported EBIT margins expanded to 80% from 72% in 2025. Adjusting for the development costs, the operating business generates a margin of around ~87%.

Business update:

Occupancy: KSA and India we are operating at full occupancy and at around 80% for Africa up from 63% in 2025

KSA: 82k sqm of new developments coming online this year bringing the total built-up area to 960k sqm by 2026 (excl. Mezzanine), at an exit rate of **~$95M.**

The Development of the new land parcel in Riyadh is expected to commence in 2027.

Roshn development and Ardco legal and governance structure is coming to completion, and developments are expected to begin soon.

Investments

4

- DSV
- Reem Mall

DSV

#1 global leader in freight forwarding, supply chain solutions and road transportation

Agility Global Stake

19.3	Million shares
8.1%	Stake – Top 2 shareholders
$ 51 B	DSV's Total Market Cap^

DSV Market Share[1]

6%	Global market share
~40%	Market share of top 20 freight forwarders

Outlook

Consensus[(2)]

Median **1,818 DKK**

+27%

Market price **1,433 DKK**

(November 10. 2026)

FY 2026 Consensus[3]

	FY2026E (Consensus)	9M 2026 (Actuals)	9M 2025 (Actuals)	Management Guidance
Revenue	298,632	227,806	175,646	
Net Revenue	79,524	59,433	47,740	
NR margin	26.6%	26.1%	27.2%	
EBIT	**24,206**	**17,716**	14,019	**DKK 24bn – 25bn guidance narrowed**
Net Income	9,955	7,282	7,328	
Conversion	30.4%	29.8%	29.4%	

Key Quarterly Updates

- **Strong Q3 earnings:** EBIT before special items rose 19.5% to DKK 6.6bn, including DKK 300m in property gains. Air & Sea and Contract Logistics growth offset weaker Road performance.
- **Integration progressing:** The DKK 9bn synergy target remains unchanged, although approximately DKK 1bn shifts into 2027, with full run-rate expected in 2028. Road service quality is improving, but volume recovery will take longer.
- **Cash generation supports shareholder returns:** Adjusted free cash flow reached DKK 6.4bn, including DKK 3.2bn from property sales. DSV launched a DKK 1.5bn buyback and targets gearing towards 2.0x during 2027.

Sources: 1 – DSV FY2025 Annual Report, 2 – Capital IQ , 3 – DSV Investor Relations October 2026. ^Nov 10 closing.

Reem Mall

Momentum continues with record footfalls and sales

Project Profile

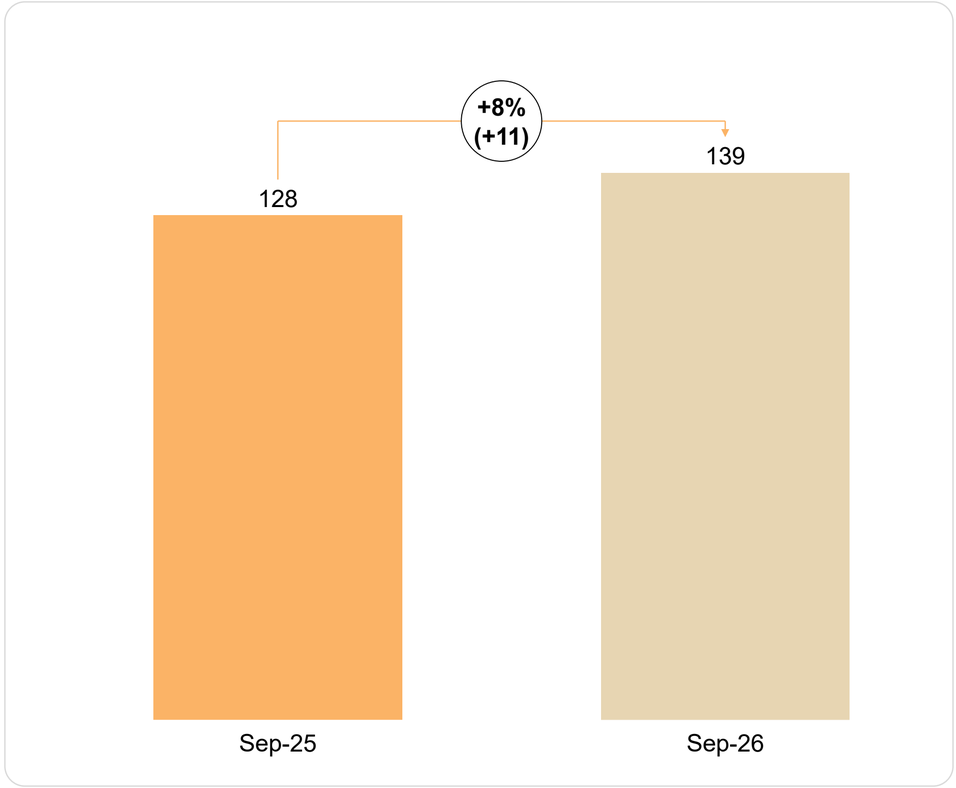
(not consolidated in Agility)

Ownership

Equity	20%
Convertible debt*	USD 871 M
187 K sqm	Leasable Area
~ 90%	Leased

Key figures

GLA Trading (000 sqm)



Key Quarterly Updates

- Reem Mall maintained strong momentum in Q3 2026, with significant year-on-year growth in footfall, tenant sales and sales productivity.
- Occupancy exceeded approximately 90% of GLA, supported by continued leasing activity and an improving tenant mix
- July and August were among the mall's strongest-performing months.

Key anchor customers

ZARA, Carrefour, Sharaf DG, bloomingdale's Beauty, homecentre, SEPHORA, EATALY, VOX

* Inclusive of accrued interest

Thank You