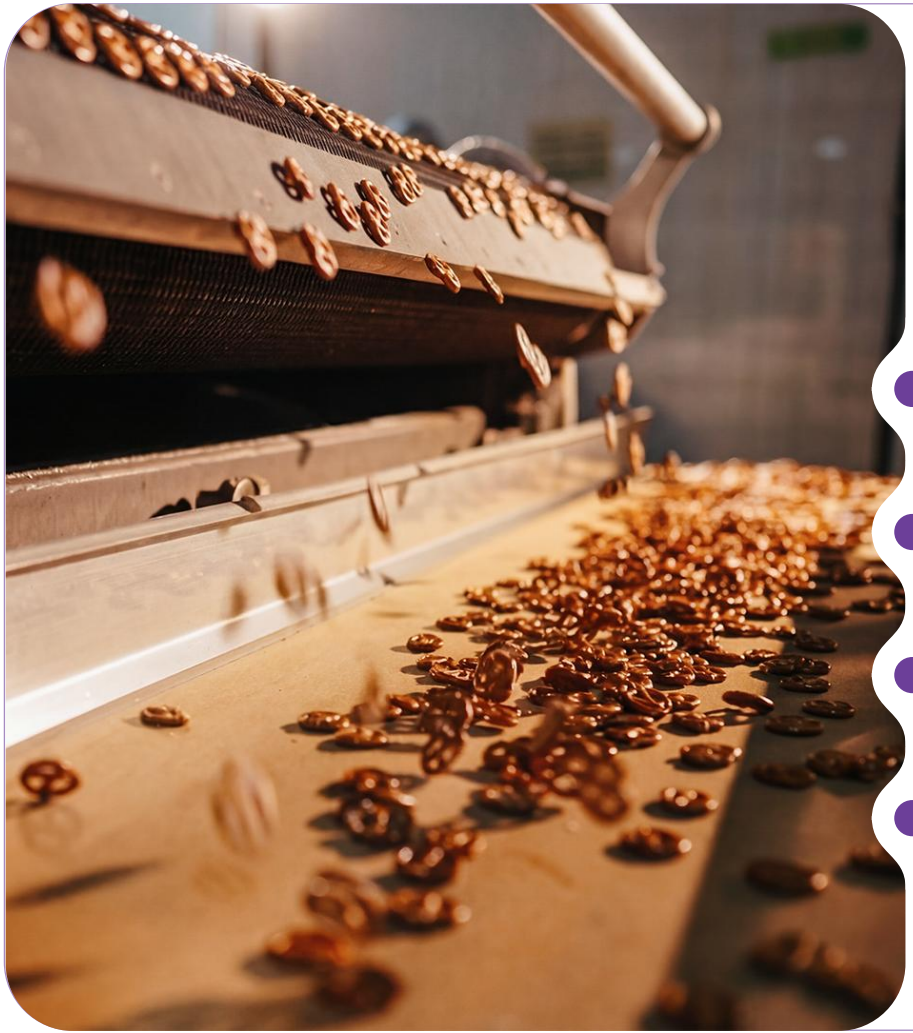


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Investor Presentation Q3'26 Results

5 November 2026



Agenda

- Strategic Update
- Key Financials
- Segment Performance
- Q&A

Disclaimer

Agthia Group PJSC and its management may make certain statements that constitute "forward-looking statements" with respect to the financial condition, results of operations and business of the Group. These statements can be identified by the fact that they do not relate strictly to historical or current facts. Forward-looking statements often use words such as "anticipates," "targets," "expects," "hopes," "estimates," "intends," "plans," "goals," "believes," "continues" and other similar expressions or future or conditional verbs such as "will," "may," "might," "should," "would" and "could."

Forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Agthia Group PJSC to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements. Examples of such statements include, but are not limited to, comments with respect to: 1. outlook for the markets for products; 2. expectations regarding future product pricing; 3. outlook for operations; 4. expectations regarding production capacity and volumes; 5. objectives; 6. strategies to achieve those objectives; 7. expected financial results; 8. sensitivity to changes in product prices; 9. sensitivity to key input prices; 10. sensitivity to changes in foreign exchange rates; 11. expectations regarding income tax rates; 12. expectations regarding compliance with environmental regulations; 13. expectations regarding contingent liabilities and guarantees; 14. expectations regarding the amount, timing and benefits of capital investments.

Although Agthia Group PJSC believes it has a reasonable basis for making these forward-looking statements, readers are cautioned not to place undue reliance on such forward-looking information. By its nature, forward-looking information involves numerous assumptions, inherent risks and uncertainties, both general and specific, which contribute to the possibility that the predictions, forecasts and other forward-looking statements will not occur.

These factors include, but are not limited to: 1. assumptions in connection with the economic and financial conditions in the UAE, Middle East, and globally; 2. effects of competition and product pricing pressures; 3. effects of variations in the price and availability of manufacturing inputs; 4. various events which could disrupt operations, including natural events and ongoing relations with employees; 5. impact of changes to or non-compliance with environmental regulations; 6. impact of any product liability claims in excess of insurance coverage; 7. impact of future outcome of certain tax exposures; 8. effects of currency exposures and exchange rate fluctuations. The above list of important factors affecting forward-looking information is not exhaustive.

Additional factors are noted elsewhere and reference should be made to the other risks discussed in filings with UAE securities regulatory authorities. Except as required by applicable law, Agthia Group PJSC does not undertake to update any forward-looking statements, whether written or oral, that may be made from time to time by or on behalf of the Company, whether as a result of new information, future events or otherwise, or to publicly update or revise the above list of factors affecting this information.

Business Continuity Update



Continuity

Focus on maintaining customer service and supply reliability



Flexibility

Diversified footprint and sourcing support operational agility

Preparedness

Contingency planning and active monitoring across logistics and commodities

Strategic Vision to Become a Regional F&B Leader

Becoming a Regional F&B Leader

From...		To...
UAE centric	›	Footprint MENA+ & beyond
Commoditized portfolio	›	Value-add F&B brands
Stable financial performance	›	Strong shareholder returns
Local organization mindset	›	Consumer-centric & performance-driven

Three Strategic Pillars to Deliver on the Vision

Growth

Pursue disciplined expansion plan focused on M&A

Efficiency

Protect the core business and get leaner

Capability

Ensure our organization is set-up to deliver our strategy

9M'26: Progress on Strategic Vision

Delivering Growth

- **Reported revenue up 9.6% YoY**; driven by a strong performance in Protein & Frozen, Agri-Business, and Water & Food Segments and further amplified by participation in the UAE food-security program
- **Underlying revenue +1.2% YoY** excluding food security program sales
- **AED 165.8M** in revenue generated from **product innovation** (4.6% of 9M'26 underlying revenue)
- **Digital revenue reached AED 266.8M** (7.4% of 9M'26 underlying sales, growing +16.4% vs LY)

Driving Efficiency

- **Leveraging our Egyptian platform:** Strengthening our export-focused resources; AED 76.5M export revenue from Egypt in 9M'26 (+3.6% YoY).
- **Head Office Cost Optimization Program**
- **Net Productivity** 1.3% of COGS in 9M 2026

Expanding Capabilities

- **Accelerating our digital roadmap:**
  - Appointed single e-commerce agency, creating a consistent view of digital performance across the Group
  - Group-wide digital shelf monitoring solution rolled out to enhance e-commerce shelf excellence
  - Group advanced Data & AI capabilities through foundational data and Sales AI initiatives
- **9M'26 Progress across ESG agenda:**
  - AED 10.2M savings through sustainability productivity projects
  - 8.4% reduction in Electricity Ratio (kWh/FP tn) YoY
  - 10.7% reduction in Emission Ratio (tnCO2/FP tn) YoY
  - 12.0% reduction on Water Ratio (m3/FP tn) YoY
- **Investing in innovation:** see next slide

9M'26: AED 166M in Revenue Generated from Strategic Product Innovation

Snacking

Abu Auf: Expansion in convenience and indulgence range through single serve Turkish coffee sachets, Mejdool Delights coated dates range, new flavours of Sweet Popcorn, Veggie Puffs, Pistachio Kunafa and Chocolate Truffles, Wafer Biscuits and Date Bites



Al Foah: broadened the Zadina portfolio through date-sweetened truffles, and choco-dates



BMB: Freakin' Awesome date-based snacks packed with premium nuts and dipped in rich chocolate



Water & Food

FUELL: Launch of UAE's First Energy Drink sweetened with dates



Al Ain Water: Alkaline Water and glass bottle SKU extensions, as well as Sparkling Lemon flavoured can



Al Ain Food: Launched Frozen Mixed Berries, value-added French Fries, Spicy Protein, Malabar Paratha and a comprehensive 16-SKU portfolio of sauces and condiments



Protein & Frozen Veg

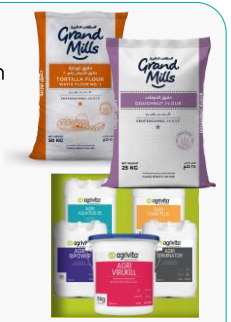
New launches included burger formats, appetizers, coated products, cooked and ready-to-eat chicken, as well as additional protein formats tailored to different consumption occasions and customer needs

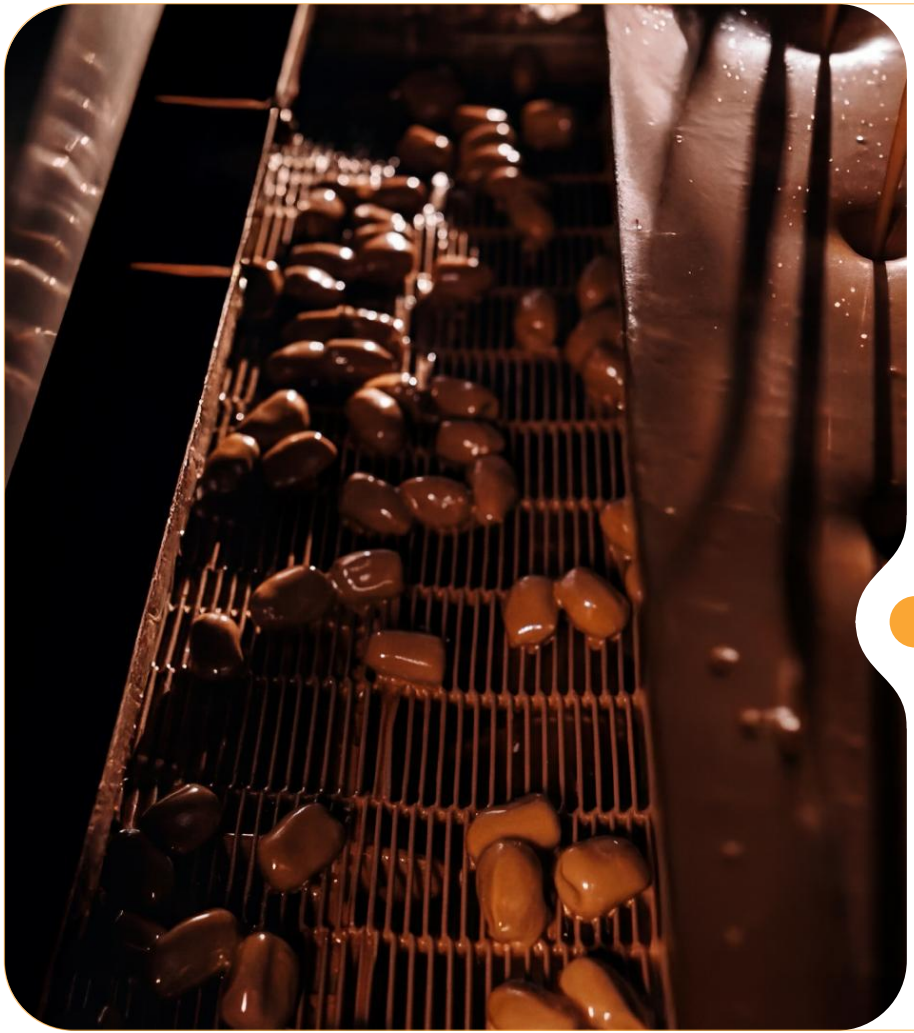


Agri-Business

Flour: New Tortilla flour and Doughnut flour supporting both industrial and consumer demand for tailored flour solutions

Animal Feed: Launched a comprehensive cleaning and disinfection range for animal facilities, available through Agrivita stores and the Agrivita App



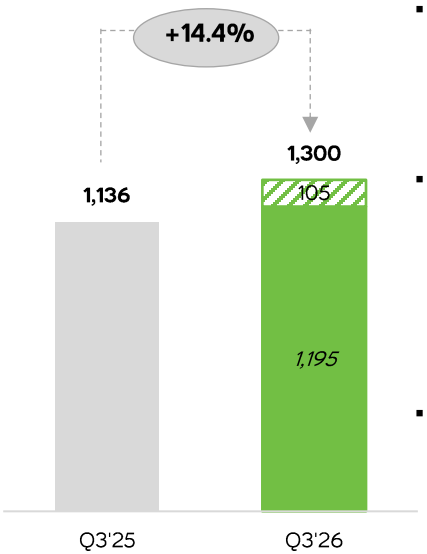


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Q3’26
Key Financials

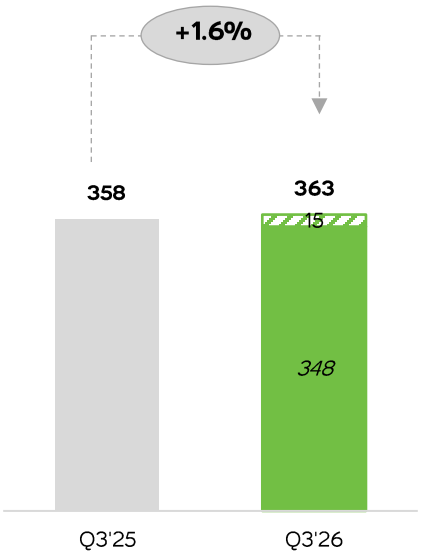
Q3'26: Group Headlines

Group Revenue, AED M



- **Reported revenue grew 14.4% YoY to AED 1.3B**, driven by a strong performance in Protein & Frozen and Agri-Business Segments and further supported by food security order one-off.
- **Segment performance Q3'26:**
  - Water & Food led with +36.7% YoY (+2.5% excl. one-off activity)
  - Protein & Frozen +25.1% YoY
  - Agri-Business +10.5% YoY
  - Snacking -14.7% YoY
- **Underlying revenue** (excl. Water & Food one-off) **+5.2% YoY**

Group Gross Profit, AED M



GP Margin 27.9%
-353bps YoY

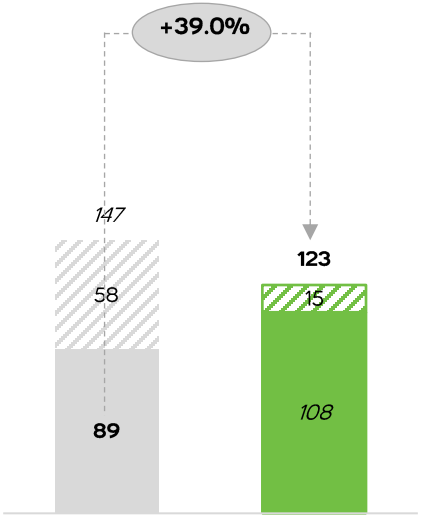
- **Gross Profit increased 1.6% YoY**
- **Gross Profit Margin stood at 27.9% (-353bps),** improved profitability of Snacking segment was offset by cost pressure in Water & Food, Protein & Frozen, and Agri segments.
  - **Snacking:** GPM up 613bps, driven by margin expansion across all businesses.
  - **Agri-Business:** GPM down 787bps, as pre-conflict inventory was gradually consumed and replaced at higher costs.
  - **Protein & Frozen:** GPM down 248bps, due to higher input costs, particularly in beef.
  - **Water & Food:** GPM down 885bps, due to higher PET costs and lower margin one-off food security order.

One-Offs

*Please refer to Appendix for Reconciliation of Underlying Revenue

Q3'26: Group Headlines

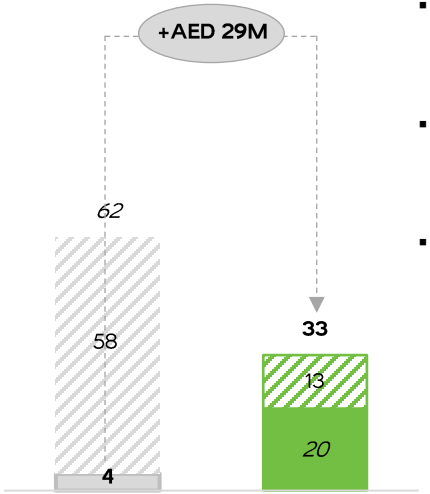
Group EBITDA, AED M



EBITDA Margin 9.5%
+167bps YoY

- **Group Reported EBITDA +39.0%** YoY
- **Group Reported EBITDA margin +167bps** to 9.5%
- **Segment Performance:**
  - **Water & Food:** EBITDA up 0.6% YoY; strong sales growth was offset by input cost and SG&A pressure.
  - **Agri-Business:** EBITDA down 39.3% YoY; EBITDA Margin -807bps
  - **Protein & Frozen:** EBITDA down 1.0% YoY; margin declined 180bps; margin improvement in KSA facility was offset by lower profitability across other businesses.
  - **Snacking:** EBITDA increased to AED 23.8M compared to AED -30.2M in Q3'25, driven by Al Foah reset and strong Abu Auf performance.
- **Underlying EBITDA** decreased by 26.2% YoY, with Underlying EBITDA Margin down 386bps

Group Net Profit, AED M



NP Margin 2.6%
+220bps YoY

- **Group Reported Net Profit reached AED 33.2M** vs. Reported Profit of AED 4.1M in Q3'25, with a Net Profit Margin at 2.6%
- EBITDA growth was further amplified by lower net finance cost which was offset by higher income tax and zakat expense.
- Underlying Net Profit was down by 67.8% YoY

One-Offs

*Please refer to Appendix for Reconciliation of Underlying EBITDA and Net Profit

Net Working Capital: Strengthening Working Capital Efficiency

NWC and NWC as % of Sales[1]

AED M



Cash Conversion Cycle

CCC days



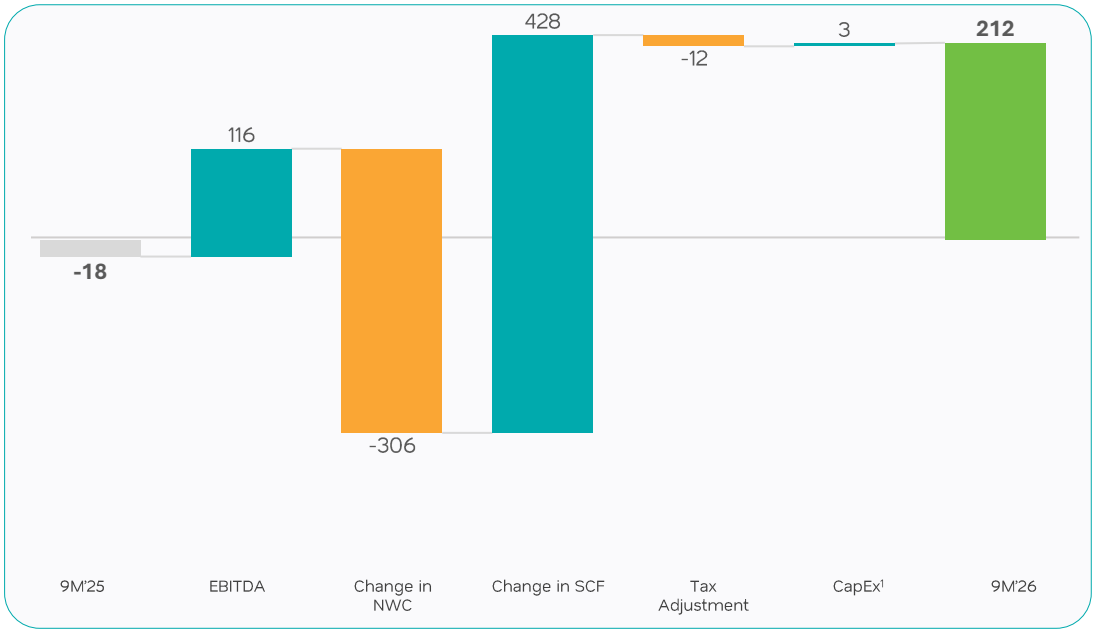
Key Highlights

- **Working capital as a percentage of sales declined to 8.8%,** primarily driven by higher payables and lower inventory levels, partially offset by an increase in receivables.
  - Higher payables, driven by higher accrued expenses mainly related to Agri-Business
  - Lower inventory resulted mainly from delays in Agri-Business shipments
  - Group receivables increased as a result of higher advances in Al Foah ahead of the harvest as well as receivables related to the UAE food security program
- **Cash conversion cycle improved by 14 days** down to 46 days in YTD Sep'26, supported as well by additional one-off sales

[1]Net Working Capital as % of Sales is based on the closing numbers for the period divided by annualized sales.

Free Cash Flow Analysis

Free Cash Flow Bridge, AED M



Key Highlights

FCF improved by AED 230M YoY, **reaching AED 212M in YTD Sep'26**. The improvement was primarily driven by:

- **AED 116 M improvement in EBITDA**
- **No repeat of the negative cash outflow related to supply chain financing program,** which significantly pressured FCF in the prior-year period
- **Lower Net CapEx** (at AED 84M for 9M'26), in line with planned strategic capital investments

Improvement was partially offset by negative change in NWC of AED 306M driven by higher receivables mainly related to food security order and higher Tax as result of higher Net Profit.

[1] CAPEX net of proceeds from the sale of Property, Plant, and Equipment

Stronger Balance Sheet Supports Long-Term Value Creation

Net Debt / EBITDA[1]

2.4x

FY Dec'25 - 2.9x

Interest Coverage[2]

7.2x

FY Dec'25 – 4.9x

Borrowing Capacity

1.0B

FY Dec'25 – 0.5B

Avg Dividend Yield[3]

6.1%

FY'25 DPS = AED 0.221

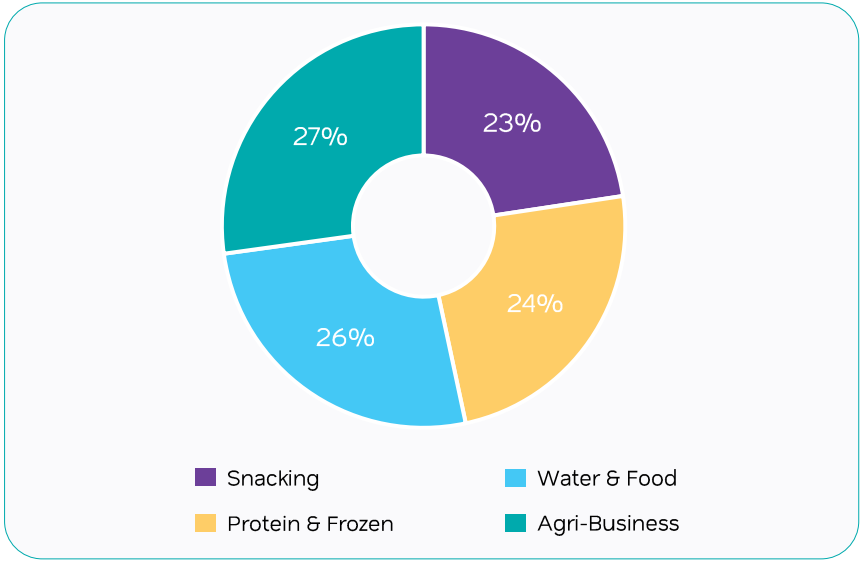
[1] Net debt as on 30 Sep 2026 divided by LTM EBITDA. [2] YTD Sep'26 EBITDA divided by net interest in YTD Sep'26. [3] Total LTM dividend is 22.10 fils paid from Oct'25 till Sep'26.



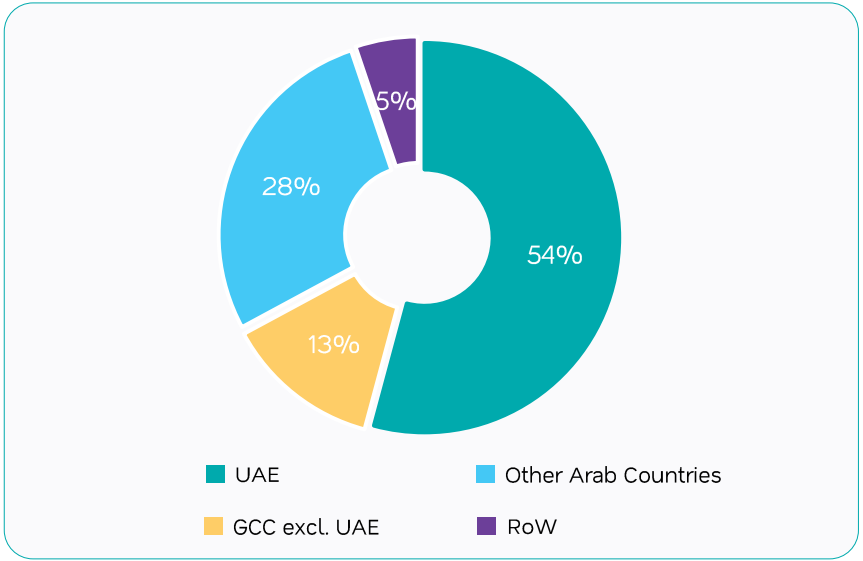
Segmental Performance

Diversified Growing Portfolio in Large Scalable Markets

Diversified Revenue by Segments...



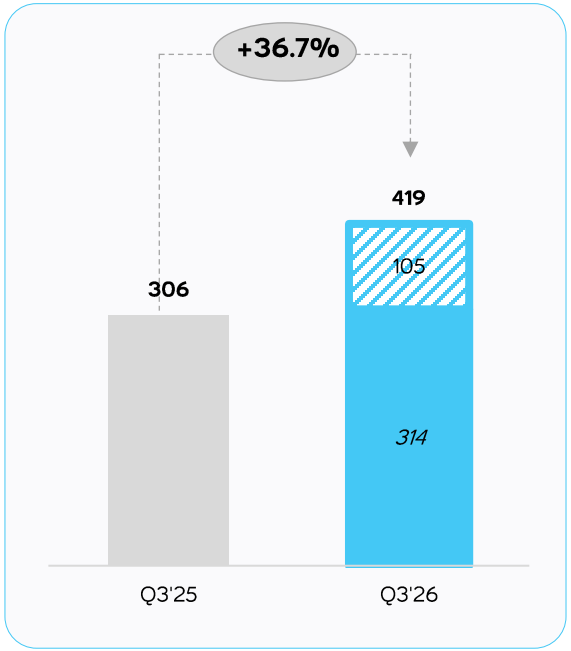
...and Geographies



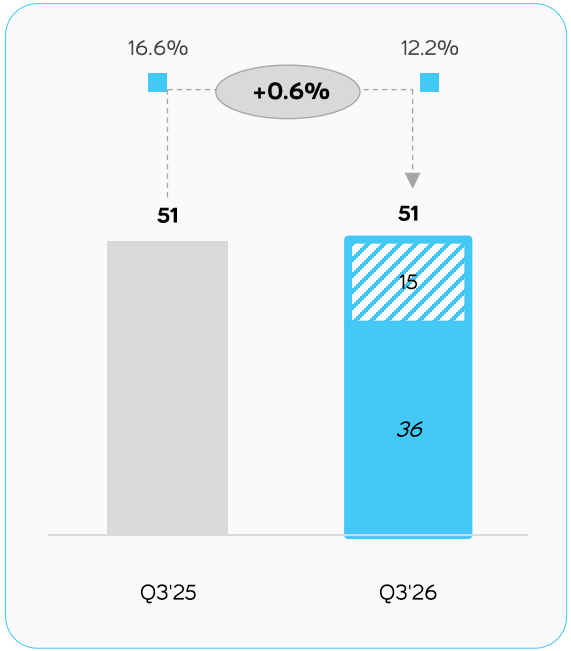
*Based on 9M'26 sales, excluding one-off activity in Agri-Business and Water & Food

Water & Food: Strong Revenue Growth Supported by One-off activity

Revenue, AED M



EBITDA, AED M



One-Offs

Q3'26 Highlights

Revenue

- **Revenue +36.7% YoY**, supported by AED 104.7M of one-off food security sales; excluding these, segment revenue grew 2.5%.
- UAE Water (excluding food-security sales) grew by 8.0%, driven by strong performance in **HOS (+12.9% YoY) and Bottled Water (+4.9% YoY). Al Ain gained 0.8 p.p. market share YoY.**
- International water sales **+1.2%** driven by growth in Turkey & Kuwait.
- **Food revenue declined 17.1%** due to the municipality store model change; excluding municipality stores, **food revenue grew 29.0%**

EBITDA

- **EBITDA +0.6% YoY**
- **Underlying EBITDA declined 28.4% YoY**, driven by increased cost pressures in the UAE, and elevated freight costs and regional logistics disruptions.

[1]Based on ePOS data ending Sept.'26. Δ = YTD Sept'26 Value Market Share % - YTD Sept'25 Value Market Share %
*Please refer to Appendix for Reconciliation of Underlying Revenue and EBITDA

Water & Food: Strong Performance Driven by Brand and Channels

UAE Leading with Strong Performance

Al Ain bottled water retaining its market leadership position (YTD value share +0.8 p.p. to 31.2%[1])

Strong Sales in 9M'26

- Bottled water: +5.7% YoY (excl. food security one-off)
- HOS: +4.8% YoY (excluding Riviere)

International Water Businesses performance in 9M'26

- Kuwait +11.7% YoY
- KSA -12.4% YoY
- Oman -11.6% YoY
- Turkey +15.0% YoY

Performance was mainly impacted by logistics routes disruption in the region

Food revenue -18.2% YoY in 9M'26 reflecting the transfer of municipality stores operations to a third-party operator, excl. municipality stores revenue was up 23.5%

Winning Across Channels

Retail:

- **UAE modern trade sales up +11.9% YTD** with water brands growing by 18.6%
- **Strong E-com Pure Player's performance** with Water growing 24% YTD.
- Al Ain Water ranks #1 on Noon, Amazon & Careem

Home & Office Services (HOS):

- **9M'26 HOS NR grew 27.7%** (+4.8% LFL excl. Riviere), driven by the continued strength of Al Ain brand, supported by the successful integration of the Riviere
- Agthia (Al Ain + Riviere) **domestic base** has increased to **over 390k households** (reaching ever highest customer count)

Food Services (FS):

- Geopolitical tensions impacted FS performance, leading to YTD sales decline. Moderate growth was seen in Q3 2026 vs Q3 2025.

Impactful Consumer Engagement

WATER: Market share gain, sales growth & brand equity strengthening driven by digital/social media engagement, on ground activations and partnerships

- Sparkling Flavored Water Cans continues QoQ share gain trajectory, hitting 30% Market Share, making Al Ain Water #2 Sparkling Water Cans Brand across the category fueled by strong trade execution and eCom partnerships.
- Alkaline crosses 20% market share in the segment in Q3, just 8 months into the launch, aided by strong digital execution
- Core communication for Al Ain Water (Better is a Sip Away)
- Ongoing HOS customer acquisition campaign



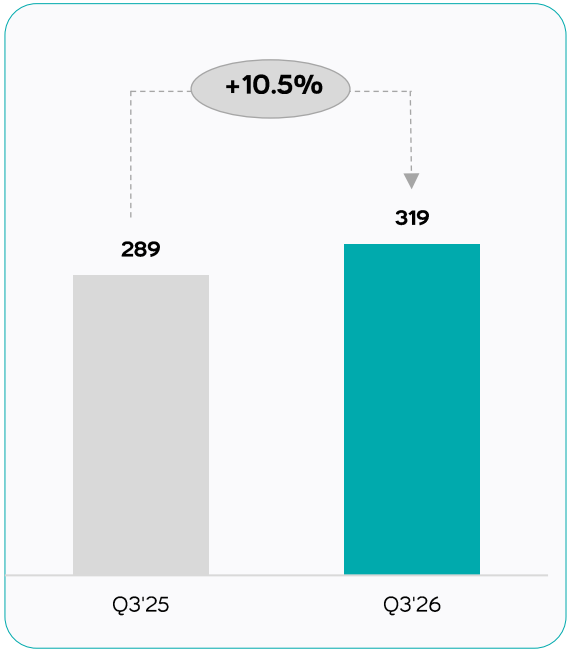
FOOD:

- Launch of the all-new Sauces & Condiments range in June
- Activated 12 macro influencers to demonstrate sauce usage across multiple Al Ain Food products and everyday meal occasions.
- Delivered heavy e-commerce investment for the BTS period
- Sampling across Top Key accounts, cities and stores

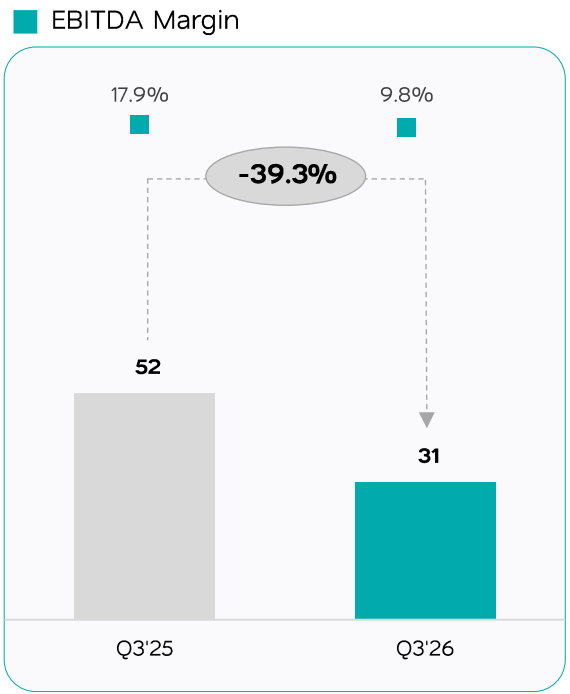
[1]Based on ePOS data ending Sep'26 Δ = YTD Sep'26 Value Market Share % - YTD Sep'25 Value Market Share %

Agri-Business: Strong Revenue Growth, Intensifying Margin Pressure

Revenue, AED M



EBITDA, AED M



Q3'26 Highlights

Revenue

- **Segment revenue +10.5% YoY**
  - **Feed sales +18.3% YoY,** driven by strong Feed Open Market activity
  - **Flour sales +1.5% YoY**, driven by an increase in volume.

EBITDA

- **EBITDA decreased 39.3% YoY**
- **EBITDA margin down by 807bps**, reflecting higher input costs due to logistics disruptions, together with elevated distribution expenses.

Agri-Business: Sustainable Growth through Innovation, Engagement and Digital Adoption





Digital Consumer Engagements

- Expanding Grand Mills' digital ecosystem to strengthen consumer engagement and support e-commerce growth.



Export Market Development

- Strengthened presence in Qatar through deeper customer relationships and a broader product offering
- Continued portfolio development to support sustainable growth across export markets



B2B Customer Expansion

- Expanded the B2B customer base through new customer wins, including Four Masters Tortilla Factory and Spinneys' bakery supplies.



Agrivita Biosecurity Solutions

- Expanded Agrivita's offering from feed solutions into integrated feed and farm solutions.
- Launched a comprehensive cleaning and disinfection range for animal facilities.
- Supporting customer adoption through education, product trials and technical training.



Agrivita Mobile App:

- Supporting digital growth and farmer engagement.
- Recorded its highest-ever monthly sales during Ramadan.



Riaya Farm Care Program

Providing integrated farm-care solutions focused on animal health, productivity and farm profitability

Using AI in Day-to-Day

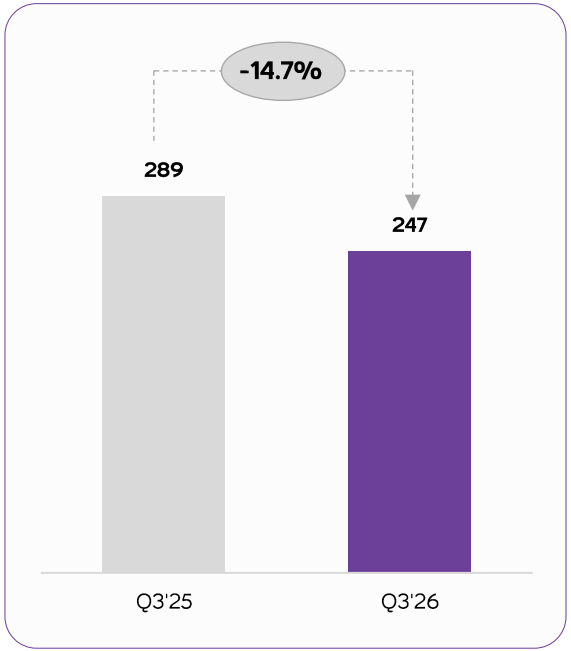
10.5 **man-hours saved per day through AI-enabled processes**

Automated replenishment planning across 21 feed retail outlets, saving approximately 10 hours of manual effort per day.

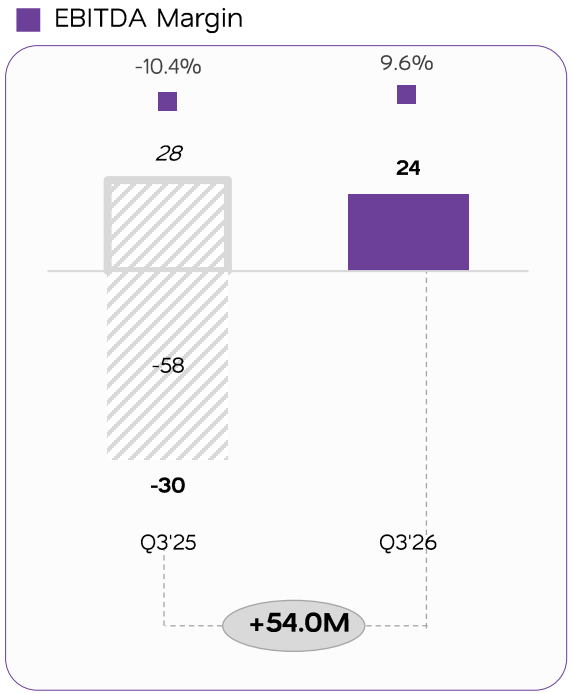
Automated the monthly Grand Mills S&OP cycle across 400 SKUs, saving approximately 20 hours of planning effort per month.

Snacking: Improving Margin as Transformation Progresses

Revenue, AED M



EBITDA, AED M



One-Offs

Q3'26 Highlights

Revenue

- **Revenue declined 14.7% YoY**, as strong **Abu Auf growth (+21.7%)** was offset by weakness in Al Foah and BMB during their ongoing business reset and the disruption in logistic routes
- **Abu Auf continued to expand its footprint**, adding **69 net new stores YTD** (468 total stores), while reaching **ground coffee market share of 12.5%** [1].

EBITDA

- **EBITDA reached AED 23.8M** in Q3'26, vs. **negative AED 30.2M** in Q3'25, with **margin up 2,008bps**, driven mainly by the absence of one-off impairment and Abu Auf strong performance.
- **Abu Auf margins increased (+287bps)** following gross profit improvement.
- **BMB margins were impacted** by lower sales and weaker fixed-cost absorption, as logistics disruptions constrained sales across its export-oriented business

[1]MAT figure based on NilsenIQ data ending Aug'26 MAT
*Please refer to Appendix for Reconciliation of Underlying Revenue and EBITDA

Snacking: Strengthening Brands, Expanding Reach

Abu Auf: Initiative Focused

Summer Buy & Win PS5 Campaign



Launched to drive basket growth and engagement, **offering customers chances to win a PS5.** Supported by digital content, in-store activations, and toll station sampling, the campaign delivered a **20% uplift** in higher-value baskets.

Back-to-School Festival





Launched in collaboration with **Bravo (Stationery)** and **Halo (Rice Cakes),** introducing exclusive seasonal bundles with value-driven offers and dedicated packaging. Available across stores and e-commerce platforms.

Coffee Market Share Milestone

Abu Auf gained **+1 p.p. in value share vs. YAGO, reaching 12.5% on MAT August 2026[1].** Abu Auf continued to gain market share versus competitors, further narrowing the gap with the category leader and strengthening its position on the path toward market leadership.

BMB: Reset in Motion

Freakin' Awesome & Freakin' Wholesome: Growth Pipeline



- **Freakin' Awesome Date Candy** (September 2026), now also listed in Air Arabia in-flight menu.
- **THINS:** Launched in Spinneys and Dubai Duty Free.
- **UAE Distribution:** Distributor appointed to accelerate market expansion.

E-Com Activations

Pushing conversion for trials **20k users reached**

talabat Careem



Thins | Launched In US

Sampling across

65+ Costco US locations



Al Foah: Recovery Underway

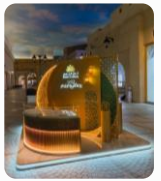
New Products Launched

- Chocodate Spread
- Syrup
- PPA Range



Ramadan Campaign

- Activations in Yas & Ibn Batuta Mall
- Social media amplification with Lovin Dubai



Pop-up Candylicious



zadina THE DATE MASTER

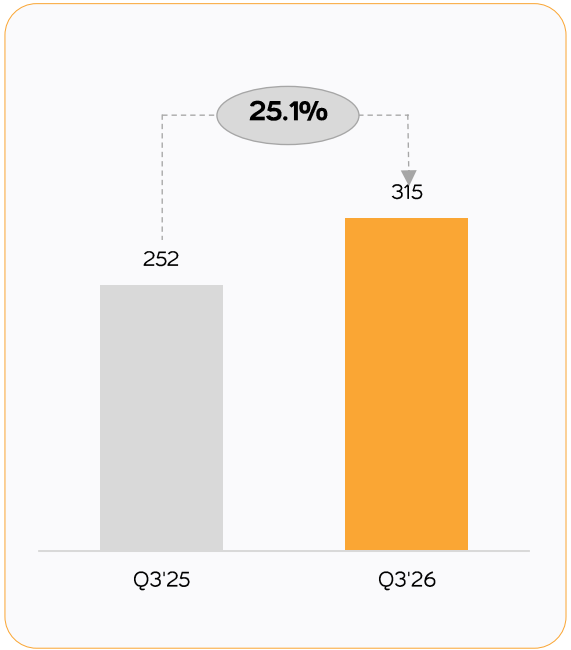
Special Packs | Ramadan & Valentine's Day



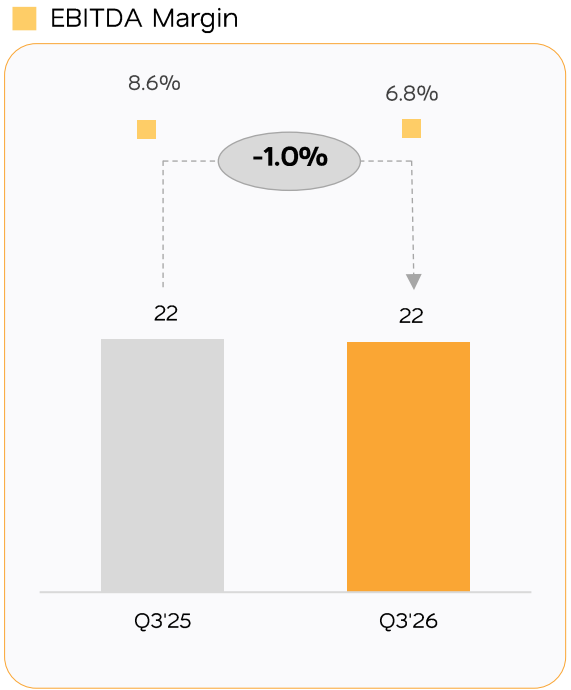
[1]Based on NielsenIQ data ending Aug'26

Protein & Frozen: Revenue Growth Sustained as Reset Progresses

Revenue, AED M



EBITDA, AED M



Q3'26 Highlights

Revenue

- **Revenue grew 25.1% YoY**, supported by continued progress in transformation initiatives and broad-based growth across all of portfolio.
- **Nabil (+25.3%), Frozen Vegetables & Tomato Paste (+14.0%), and Atyab (+13.8%)**, while the Phase II expansion of the KSA facility supported **282.7% growth in KSA facility sales.**

EBITDA

- **EBITDA declined 1.0% YoY, with EBITDA margin contracting 180bps to 6.8%.**
- **Margin improvement in the KSA facility** was offset by weaker profitability in **Atyab, Nabil, and Frozen Vegetables & Tomato Paste**, driven by gross margin pressure and transformation-related costs in Atyab.

Driving Growth Through Strong Brands & Commercial Excellence

EGYPT: Winning the Market Through Growth, Innovation & Superior Execution

Atyab

CHICKETITA

Introducing economical pack





Nationwide promo Everyone is a winner













Introducing Appetizers range



Introducing STRIPSO (formed strips)



Chicketita new packaging launch



- **Strong 9M 2026** performance, with **Atyab outperforming** the market
- **Value share** in FPP Chicken reaching **27.9%**
- Growth fueled by **promotions, wider distribution, and stronger execution**
- Well-positioned for **continued growth** through innovation and premiumization

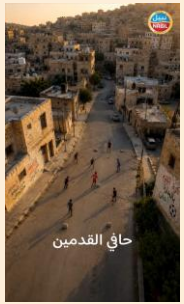
JORDAN & GCC: Sustaining Leadership Through Brand Strength, Innovation & Commercial Excellence

NABIL

Nabil means NOBILITY
Brand Campaign



2026 WORLD CUP
Supporting Jordanian National Team







New Products
Launched



CSR
Planting 100 Trees



- **Gained market share** despite category contraction, reinforcing market leadership. **FPP Chicken value share** gain, reaching **36.2%**
- Growth driven by **strong distribution, improved availability** and **disciplined execution**
- Well-positioned for **growth** through **innovation, premiumization, export expansion, and RTM excellence**

[1]Based on ePOS data ending Aug'26

A Forward-Looking Company



Market leading position across key categories and geographies



Growing portfolio of consumer-centric brands in large, scalable markets



Growth-oriented mindset focused on leveraging synergies, innovation and digitization



Attractive economics with clear strategy for continued value creation



Financial strength and resilience



Experienced leadership team with proven track record

أغذية
agthia
For The Better • من أجل الأفضل



Q&A

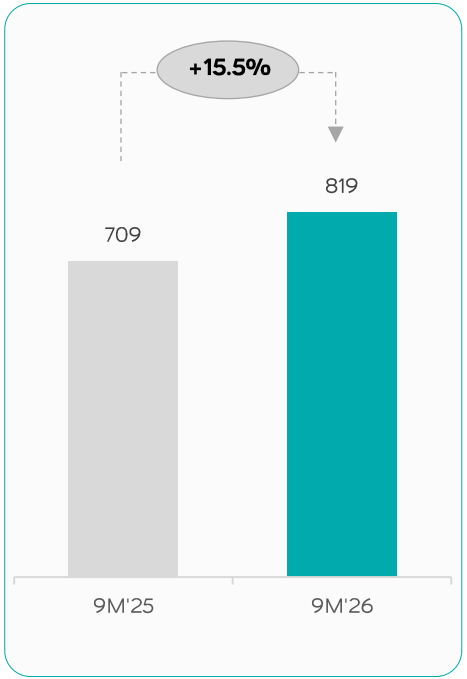

Atyab
WHOLE دجاجة كاملة
CHICKEN
FRIED 9 PIECES
٩ قطع
FULLY COOKED

Appendix

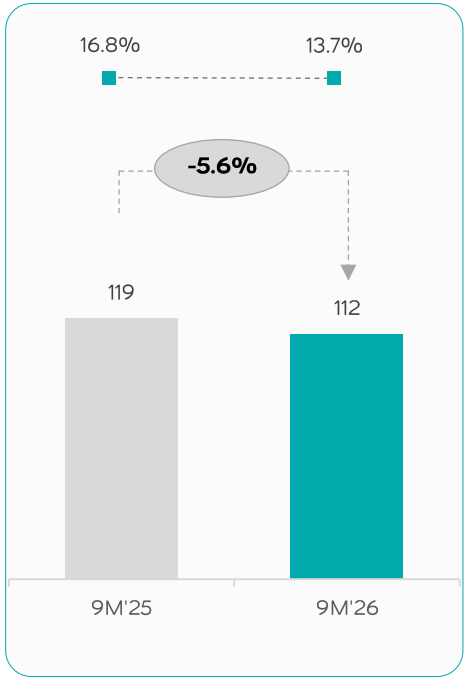
Egypt: Resilient Growth Supported by Exports and Auf Retail Expansion

Resilient topline, margin held back by input cost pressure

Revenue, AED M



EBITDA, AED M & **EBITDA Margin** (%)



"Export Hub" Strategy

AED 76.5 M

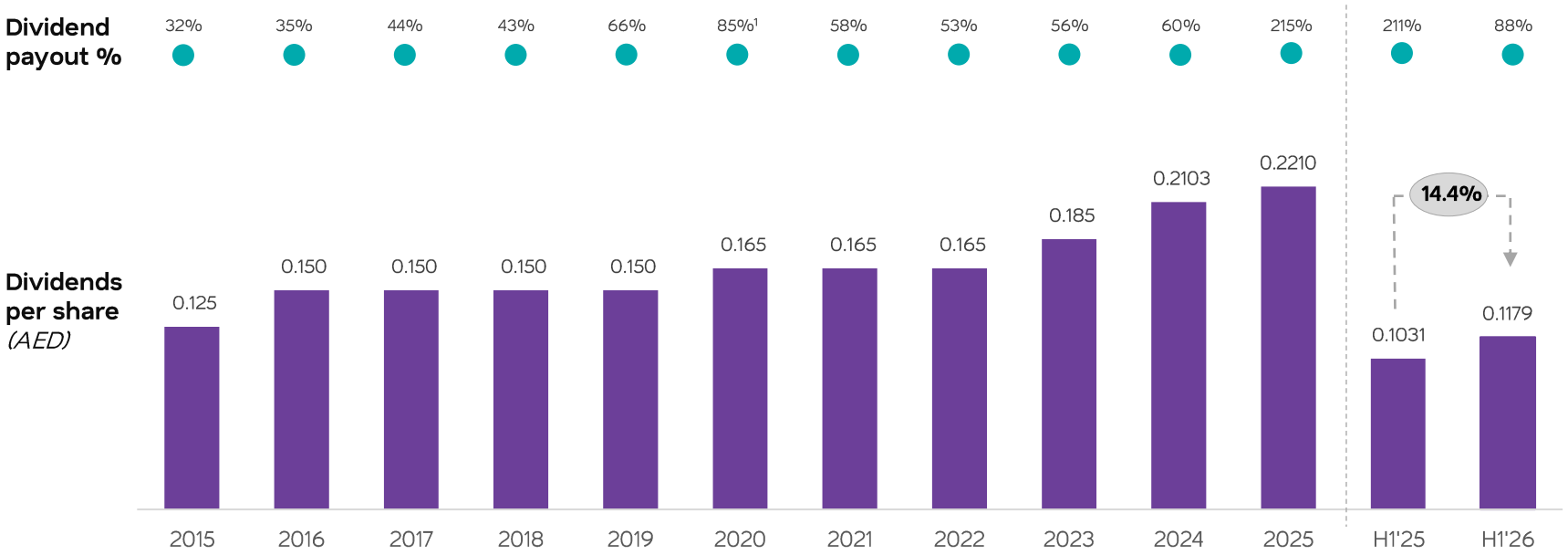
Exports from Egypt in 9M'26

- +8.6% AED revenue growth in 9M'26
- AED EBITDA Margin at 6.5%

- Abu Auf AED revenue +24.3% in 9M'26
- +69 new stores (net) YTD, bringing the total store count to 468 stores as of 9M'26.

- Al Ain Egypt AED revenue +0.9% in 9M'26
- AED EBITDA Margin at 12.9%

General Assembly Approved 14.4% Increase in Interim Dividends for H1 2026



Maintain interim dividend unchanged at 11.792 fils vs. H2 2025. Interim Dividend paid at AED 98.0M

[1] Normalized EPS for 2020. *Dividend payout is calculated as DPS divided by EPS, and may differ from the payout ratio based on total dividends paid divided by net profit attributable to owners

Market Leading Brands in Key Categories and Geographies

Category (Geography)	Rank	Value Share %	YTD'26 vs. YTD'25	FY'25 vs. FY'24
Flour B2B (UAE)	1	47.9%	+0.9pts	0.0pts
Animal Feed B2B (UAE)	1	49.6%	+5.1pts	+2.2pts
Bottled Water (UAE)	1	31.2%	+0.8pts	+1.9pts
Atyab FPP (Egypt)[1]	1	21.6%	+1.3pts	-3.5pts
Nabil FPP (Jordan)[1]	1	35.4%	0.0pts	-1.6pts
Auf Ground Coffee (Egypt)	2	12.5%	+0.3pts	+1.0pts
Date Crown (UAE)	5	6.8%	-5.4pts	-3.7pts












Source: Water and dates ePOS data ending Sep'26, EGY Protein & Coffee NIQ Retail Audit data ending Aug'26, Jordan Protein NIQ Retail Audit Data ending Aug'26
[1] FPP refers to the combination of FPP Meat and FPP Chicken.

Investing in Growth: Protein Expansion in KSA

Project Overview

- Location: Jeddah, KSA
- Available land 9,436 sqm; Built-up area 6,600 sqm
- Capex c. AED 110M
- Current capacity ≈ 8,000 tons/annum





Rationale

- Strengthen footprint in KSA
- Strong local demand; leverage strong QSR relationships
- Drive growth of key protein vertical





9M'26: Agthia Sustainability Strategy Pillars Highlights

Environmental Integrity

8.4%
Reduction in Electricity Ratio YoY (kWh/FP tn)

10.7%
Reduction in Emission Ratio YoY (tn CO2/FP tn)

12.0%
Reduction in Water Ratio YoY (m3/FP tn)

10.2M AED
Savings through sustainability productivity projects

Scaling Health & Wellness

0.6%
Growth in glass bottles usage

10,000+
Families across the UAE supported in partnership with NE'MA the presidential food waste & loss initiative during Ramadan

26,000 dates boxes
Donated in partnership with the Emirates Red Crescent

Fostering Positive Potential

63%
Reduction in near misses identified by AI Smart Cameras

1.16
LTIFR as of Sep'26 vs 0.91 as of Sep'25

85.9%
Group HSE Audit Score

Shared Accountability

Audits
Completed 10 internal sustainability data audits

Champion
of the Inaugural UAE Food Cluster Awards across 2026 Sustainability, Food Safety and Innovations.

Leader
Agthia's CEO named as Sustainability Leader of the Year at Gulf Business Awards

Board of Directors



Khalifa Sultan Al Suwaidi

Chairman

- Managing Partner, Lunate
- Vice Chairman, AD Ports, Vice Chairman, TAQA



H.E. Dhafer Al Qasimi C

Vice Chairman

- Group CEO, Silal
- Chairman, SAFCO | Chairman, Al Bakrawe Group | Board Member, National Agriculture Center



Salmeen Alameri

Managing Director

- CEO Agthia Group
- Board member, Lulu Group



Svet Varadzhakov C

Board Member

- Associate Director, ADQ
- Chairman, LuLu Strategy & Transformation Committee | other board memberships*



Hamad Al Shehhi

Board Member

- Senior Investment Manager & Director, ADQ
- Board Member at Louis Dreyfus Company, Odeabank, ADSS, QMM



Faisal Al Hammadi

Board Member

- Managing Partner, Further Asset Management
- Chairman, ZeroTwo



Louay Abou Chanab C

Board Member

- Group Chief Digital & AI Officer, ADQ



Reem Abdulaziz Aldarwish

Board Member

- Executive Director, Investment Affairs, Abu Dhabi Department of Finance



Magdi Batato

Board Member

- Senior Advisor, Boston Consulting Group
- Board Member, Carlsberg

C Chairman of the Committee

Audit and Risk Committee

Nomination and Remuneration Committee

Strategy, Investment, and Innovation Committee

*Director & Investment Committee Member, Agthia Ventures Observer, Louis Dreyfus Company Observer, LuLu Chairman, LuLu Strategy & Transformation Committee Director &Investment Committee Member, Equity for Africa Group Director & Investment Committee Member, EFTA Director, LAFCo Director, ORI Meats

Strong Leadership Team with Track Record of Value Creation

11 senior executives | Avg. **26** years of experience | Blue-chip FMCG leadership and MENA operating expertise

Group Functions



Salmeen Alameri
Managing Director & Chief Executive Officer
21 years experience



Jeroen Nijs
Chief Financial Officer
30 years experience

Chief Operating Officer - *Vacant*



Edward Norder
Chief Innovation Officer
30 years experience



Patrick Higgins
Chief People Officer
24 years experience



Hala Hobeiche Katounas
Head of M&A
26 years experience



Abdulrahman Al Barguthi
Chief Digital Officer
26 years experience



Mohammad Amro
Group General Counsel
29 years experience

Business Segments



Ahmad Yahya
President – Water & Food
30 years experience



Nizar Kayali
President – Agri-Business
21 years experience



Chantal Charbel
President – Snacking
21 years experience



Ola Fayed
President – Protein & Frozen
25 years experience

Summary Profit & Loss Statement

AED'000	9M'26	9M'25	YoY
Revenue	**3,901,870**	**3,559,974**	**9.60%**
Cost of sales	-2,741,317	-2,541,385	7.87%
Gross profit	**1,160,553**	**1,018,589**	**13.94%**
Selling and distribution expenses	-568,852	-483,687	17.61%
General and administrative expenses	-350,838	-403,563	-13.06%
Research and development cost	-6,329	-5,749	10.09%
Other income, net	21,920	18,496	18.51%
Operating profit	**256,454**	**144,086**	**77.99%**
Finance income	19,331	7,763	149.01%
Finance expense	-83,802	-79,928	4.85%
Share of profit/ (loss) from investment in JV/associate	166	1,935	-91.42%
Profit for the period before income tax and zakat	**192,149**	**73,856**	**160.17%**
Income tax and zakat expenses	-37,532	-20,702	81.30%
Reported Profit for the period	**154,617**	**53,154**	**190.88%**
Attributable to:			
Owners of the Company	**139,262**	**41,390**	**236.46%**
Non-controlling interest	15,355	11,764	30.53%
Basic and diluted reported EPS (AED)	**0.168**	**0.050**	**236.00%**

Summary Balance Sheet Statement

AED'000	Sep'26	FY'25	FY'24	FY'23	FY'22
Property, plant and equipment	1,375,150	1,437,052	1,428,985	1,460,821	1,446,027
Intangible assets & Goodwill	2,478,212	2,489,238	2,394,815	2,408,106	2,421,885
Others	205,793	154,755	147,918	128,038	104,521
Total non-current assets	**4,059,155**	**4,081,045**	**3,971,718**	**3,996,965**	**3,972,433**
Inventories	801,162	839,122	925,505	926,834	847,275
Trade and other receivables	1,006,080	844,890	1,003,593	1,071,413	931,900
Cash and bank balances	536,229	530,719	672,691	629,958	1,042,502
Due from related parties	17,440	17,402	30,172	15,142	14,694
Total current assets	**2,360,911**	**2,232,133**	**2,631,961**	**2,643,347**	**2,836,371**
Total assets	**6,420,066**	**6,313,178**	**6,603,679**	**6,640,312**	**6,808,804**
Bank borrowings	1,615,546	1,644,417	1,507,602	1,229,603	1,710,816
Others	288,058	258,205	248,316	244,573	195,109
Total non-current liabilities	**1,903,604**	**1,902,622**	**1,755,918**	**1,474,176**	**1,905,925**
Bank borrowings	287,351	222,051	181,849	320,496	675,651
Trade and other payables	1,426,475	1,316,473	1,541,982	1,606,889	990,121
Others	83,402	84,447	130,702	45,204	151,214
Total current liabilities	**1,797,228**	**1,622,971**	**1,854,533**	**1,972,589**	**1,816,986**
Total liabilities	**3,700,832**	**3,525,593**	**3,610,451**	**3,446,765**	**3,722,911**
Total equity	**2,719,234**	**2,787,585**	**2,993,228**	**3,193,547**	**3,085,893**
Equity attributable to the owners of the Company	2,548,212	2,628,786	2,824,624	2,909,777	2,813,274
Non-controlling interests	171,022	158,799	168,604	283,770	272,619
Total equity and liabilities	**6,420,066**	**6,313,178**	**6,603,679**	**6,640,312**	**6,808,804**

Summary Cash Flow Statement

AED'000	9M'26	9M'25	YoY
Profit for the period	**154,617**	**53,154**	**190.9%**
Adjustments for:			
Depreciation & Amortization	181,412	171,661	5.7%
Provisions & Allowances	53,458	82,026	-34.8%
Others	96,832	135,797	-28.7%
Change in:			
Inventories	31,819	35,176	-9.5%
Trade and other receivables	-193,532	-56,231	244.2%
Due from / to a related party	-38	21,102	
Trade and other payables	-3,454	-321,957	-98.9%
Deferred government grant	-7,056	-4,469	57.9%
Cash generated from operating activities	**314,058**	**116,259**	**170.1%**
Others	-51,719	-81,000	-36.2%
Net cash generated from operating activities	**262,339**	**35,259**	644.0%
Purchase of PPE (CAPEX)	-83,882	-87,326	-3.9%
Investment in fixed deposits, net	19,376	128,069	-84.9%
Others	9,786	-137,876	
Net cash generated from/(used in) investing activities	**-54,720**	**-97,133**	**-43.7%**
Dividend paid to shareholders	-98,010	-174,830	-43.9%
Bank borrowings, net	20,261	356,042	-94.3%
Others	-104,366	-251,882	-58.6%
Net cash (used in)/generated from financing activities	**-182,115**	**-70,670**	**157.7%**
Increase in cash and cash equivalents	**25,504**	**-132,544**	
Effect of foreign exchange	-16,786	8,657	
Beg. Cash & Equivalents balance	**398,136**	**367,369**	**8.4%**
End. Cash & Equivalents balance	**406,854**	**243,482**	**67.1%**

Results Reconciliation

AED MN	Q3 2026	Q3 2025	9M'26	9M'25
Reported Revenue	**1,299.6**	**1,136.0**	**3,901.9**	**3,560.0**
Water & Food one-off	104.7	0.0	246.9	0.0
Agri-Business one-off	0.0	0.0	51.4	0.0
Snacking one-off	0.0	0.0	0.0	0.0
Underlying Revenue	**1,194.9**	**1,136.0**	**3,603.6**	**3,560.0**
Reported EBITDA	**123.1**	**88.6**	**433.6**	**317.2**
Water & Food one-off	14.7	0.0	33.2	-37.7
Agri-Business one-off	0.0	0.0	12.5	0.0
Snacking one-off	0.0	-58.3	0.0	-72.0
Underlying EBITDA	**108.3**	**146.8**	**387.9**	**427.0**
Reported NP	**33.2**	**4.1**	**154.6**	**53.2**
Water & Food one-off	13.1	0.0	29.6	-34.3
Agri-Business one-off	0.0	0.0	11.1	0.0
Snacking one-off	**0.0**	**-58.3**	**0.0**	**-71.2**
Underlying NP	**20.1**	**62.3**	**113.9**	**158.7**



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Thank You