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Investor Presentation

FY & Q4'25 Results

05 March 2026

Agenda

01 Strategic Update

02 Key Financials

03 Dividends

04 Segment Performance

05 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



Recap: Our Strategic Vision to Become a Regional F&B Leader



**Becoming a
Regional F&B
Leader**

From...

-  UAE centric
-  Commoditized portfolio
-  Stable financial performance
-  Local organization mindset

To...

-  Footprint MENA+ & beyond
-  Value-add F&B brands
-  Strong shareholder returns
-  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



FY'25: Progress on Strategic Vision – To Date



Delivering Growth

- **Reported revenue declined 1.4% YoY;** driven by 11.2% decline in pricing/mix, which was offset by 9.8% volume growth.
- **Underlying revenue +3.5% YoY** excluding EGP devaluation impact and wheat trading activity in Q1'24
- **AED 208M** in revenue generated from strategic product **innovation** (4.3% of FY'25 sales, growing +31% vs. LY)
- Digital revenue reached **AED 309M** (6.4% of FY'25 sales, growing +20% vs LY)
- April 2025: **Completion of 100% acquisition of Riviere** in Home and Office Services (HOS) water delivery

Driving Efficiency

- **Net Productivity 1.1%** of COGS in 2025
- **Leveraging our Egyptian platform:** Strengthening our export-focused resources; AED 107.5M export revenue from Egypt in FY'25.
- **Head Office Cost Optimization Program:** Group-wide cost initiative launched to streamline support functions and improve overhead efficiency

Expanding Capabilities

- **Strengthened leadership team;** appointed Chief Innovation Officer
- **Accelerating our digital roadmap:**
 - Improved Home Office Services app driven positive user feedback.
 - Launched new website and AI WhatsApp chatbot for AI Ain water.
- **Progress across ESG agenda:**
 - 10% reduction in emission rate in FY'25 YoY
 - 95.5% of Packaging is recyclable or reusable
 - AED 10.0 M savings through 103 sustainability productivity projects
- **Investing in innovation:** see next slide



FY'25: Over AED 208M in Revenue Generated from Strategic Product Innovation

Snacking

Abu AUF: New Mazag-brand Turkish coffee blend tailored for the HORECA and catering segment, range of date paste, choco-dates variety, under Sahara brand as well as dates biscuit



BMB: New Freakin' Wholesome choco- and filled-dates, along with new "Thins" chocolate range



Protein & Frozen Veg

Egypt: New flavors and varieties of chicken strips as well as new bone-in chicken products with a refreshed packaging design to drive growth in the Tier-2 segment.



Jordan: New luncheon products to cater to the Iraqi market, including new chicken Mortadella varieties, as well as new flavored chicken strips and beef hotdog products for the local market.



Agri-Business

Flour: New Mushattalt and Badshah speciality flour, as well as new Italian Type flour tailored for artisanal pizza makers



Feed: New 30kg premium golden barley product



Water & Food

Al Ain Water: range of flavored and plain sparkling water in cans



Premium glass bottles: Still and sparkling water revamped packaging to further enhance visual appeal



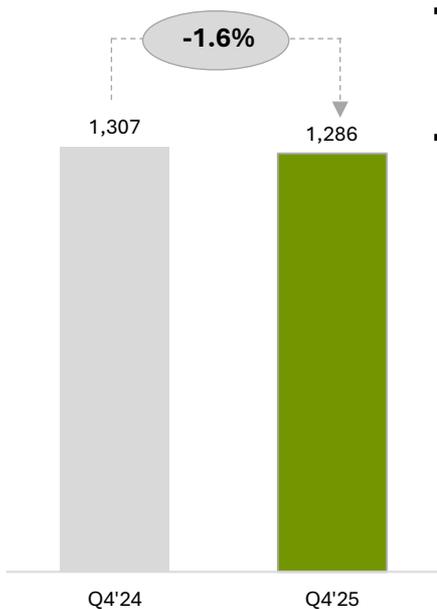
An aerial photograph of a vast desert dune. A caravan of camels, led by a person in a blue thobe, is walking across the sand. A large, circular logo is etched into the sand, featuring a stylized 'A' and 'B' intertwined. The scene is bathed in warm, golden light, creating long shadows.

Q4'25 Key Financials

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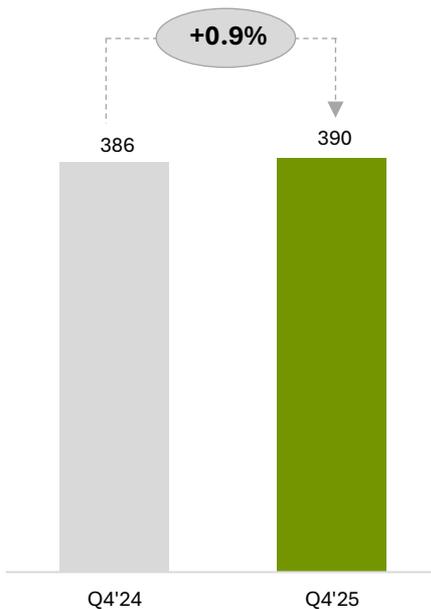
Q4'25: Group Headlines

Group Revenue, AED M



- Revenue declined 1.6% YoY to AED 1.29 B in Q4'25, driven by decline in pricing / mix, partially offset by volume growth.
- Segment performance Q4'25:
 - Water & Food led with +18.0% YoY
 - Protein & Frozen +9.4%
 - Agri-Business -0.2%
 - Snacking -18.7%

Group Gross Profit, AED M



- Gross Profit increased 0.9% YoY
- Gross Profit Margin expanded by 76bps to 30.3%, supported by stronger profitability in Water & Food, Agri-Business, and Protein, partially offset by margin pressure in Snacking segment.
 - **Water & Food:** GPM up +229bps, driven mainly by improved profitability in HOS business and UAE bottled water
 - **Agri-Business:** GPM +197bps, reflecting strong margin expansion in Feed, partially offset by pricing pressure in Flour
 - **Protein & Frozen:** GPM was flat, driven by GM improvement of Atyab and Nabil, which was partially offset by cost pressure from KSA facility
 - **Snacking:** GPM down 236bps, due to margin pressure from commodity volatility affecting BMB and Abu Auf

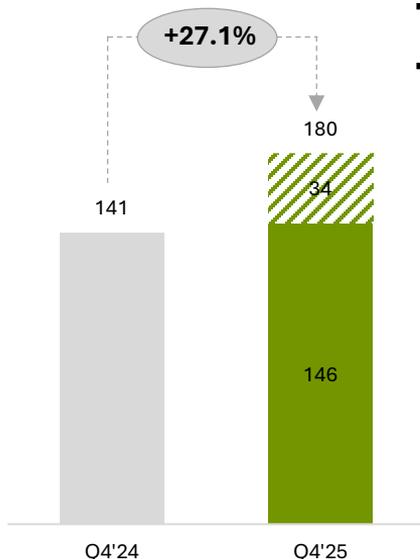
GP Margin 30.3%



Q4'25: Group Headlines



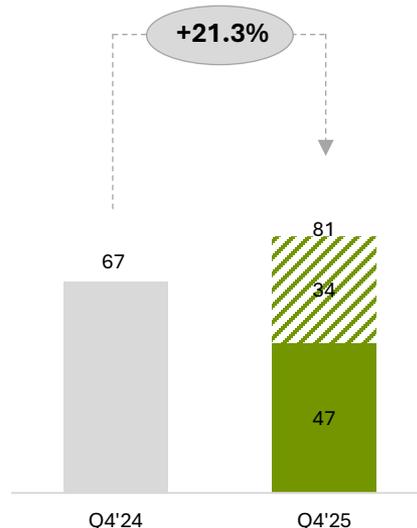
Group Underlying EBITDA, AED M



Underlying EBITDA Margin 14.0%

- **Group Underlying EBITDA +27.1% YoY** to AED 179.8 M,
- **Group Underlying EBITDA margin +317bps** to 14.0%
 - **Water & Food:** EBITDA up +10.8% YoY; driven by revenue growth; margin -100bps, as GP expansion was offset by higher SG&A and increased marketing investments in UAE
 - **Agri-Business:** EBITDA down -10.8% YoY; EBITDA Margin -198bps
 - **Snacking:** Underlying EBITDA up to AED 73.3 M; Abu Auf and BMB margins pressured, while Al Foah improved with new crop
 - **Protein & Frozen:** EBITDA down -39.5% YoY; 414bps margin decline driven by one-off transformation cost and KSA facility ramp-up
- **Reported EBITDA was impacted by one-off of 33.7M** related to legal enforcement initiated against one of the Al Foah commercial counterparty

Group Underlying Net Profit, AED M



Underlying NP Margin 6.3%

- **Group Underlying Net Profit increased** by 21.3% YoY, with a Net Profit Margin at 6.3%.
- The growth was in line with the EBITDA trend.
- **Reported Net Profit was further impacted by one-off impact of 33.7M** for provision recognized in connection with a commercial counterparty in Q4 2025

■ Reported ▨ Underlying

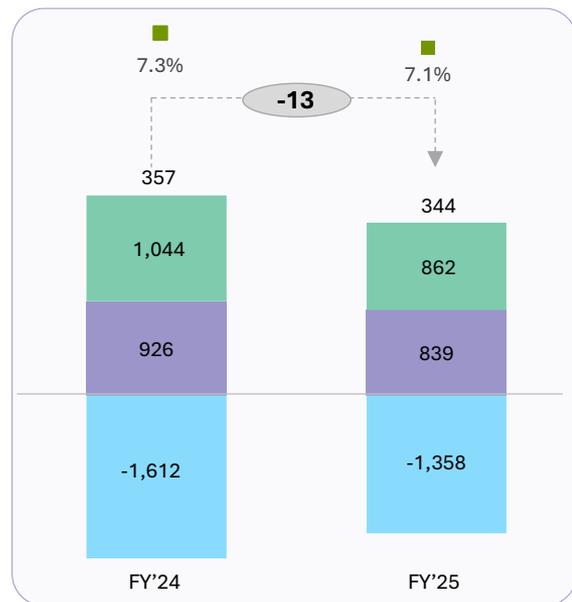


Net Working Capital: Discipline Delivering Improvement



NWC and NWC as % of Sales¹

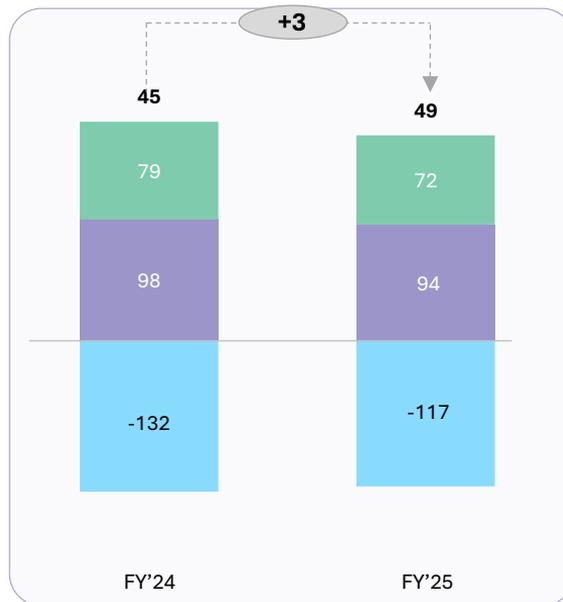
AED M



- Trade and Other Receivables
- Inventories
- Trade and Other Payables

Cash Conversion Cycle

CCC days



- DSO
- DIH
- DPO

Key Highlights

- Working capital as a % of sales edged down to 7.1%, with reductions in inventories and receivables partly offset by lower payables after scaling back supply chain financing.
- Cash conversion cycle increased from 45 days to 48 days, primarily due to lower utilization of SCF. CCC excluding SCF improved by 17 days vs. FY'24.



Free Cash Flow Analysis

Free Cash Flow Bridge, AED M



Key Highlights

FCF decreased by AED 178 M YoY, **reaching AED 318 M in FY'25**. The decline was primarily driven by:

- **EBITDA contraction of AED 216 M**, primarily due to challenges in the Dates business and the Protein & Frozen segment.
- **Lower utilization of Supply Chain Financing**, offsetting the improvement in Working Capital excluding SCF.
- **Net CapEx of AED 142 M**, reflecting a **YoY decrease of AED 45 M**, consistent with planned strategic capital investments.



Leverage Impacted by Operational Headwinds, M&As, and Shift Away from SCF



Net Debt / EBITDA¹

2.9x

Underlying 2.2x

FY Dec'24 - 1.5x

Interest Coverage²

4.9x

Underlying 6.4x

FY Dec'24 - 9.4x

Borrowing Capacity

0.5B

Underlying 1.1B

FY Dec'24 - 1.7bn

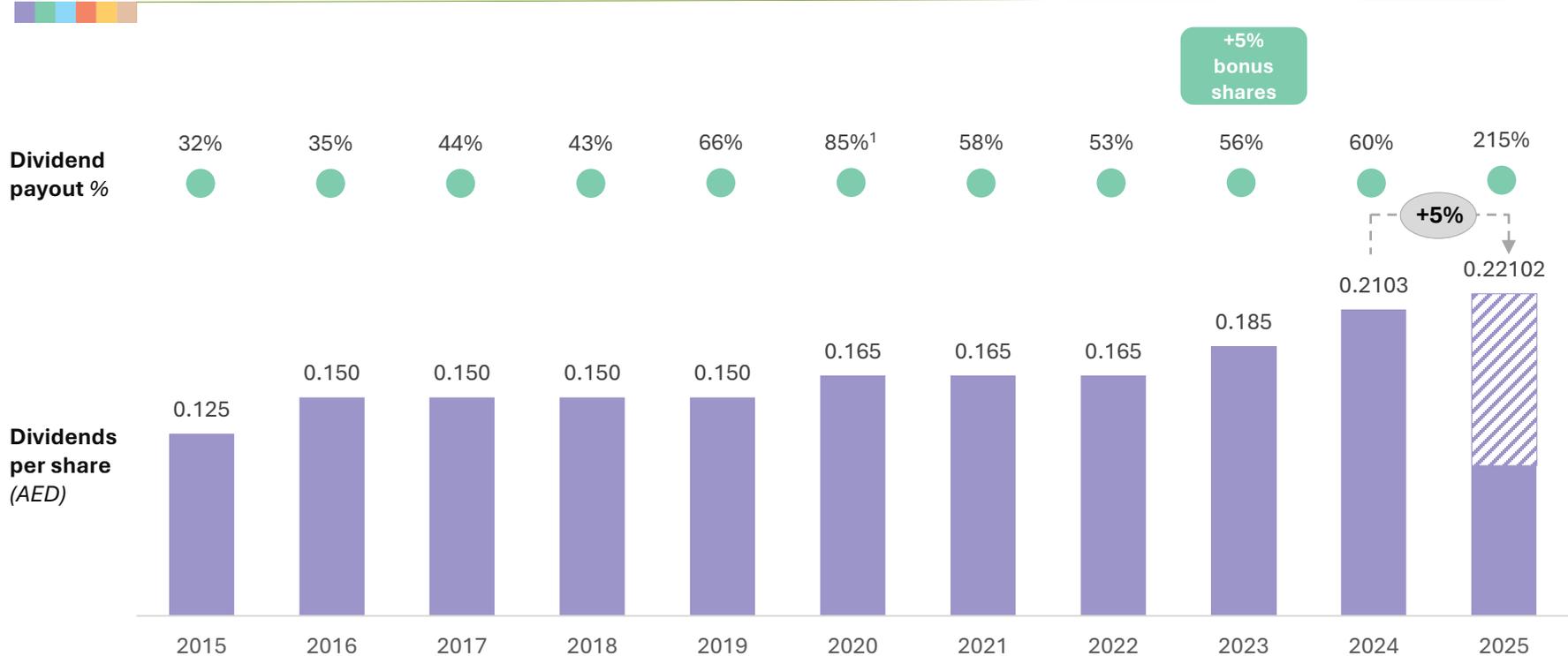
Avg Dividend Yield³

4.7%

FY'24 DPS = AED 0.210



BoD Recommended to Increase H2 2025 Dividend by +10% to 11.792 fils per share



FY 2025 dividend therefore increased by +5% to 22.102 fils per share, with a total payout of AED 183.7 M, comprising AED 85.7 M paid for H1 2025 and AED 98.0 M proposed for H2 2025, subject to AGM approval.



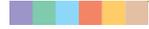


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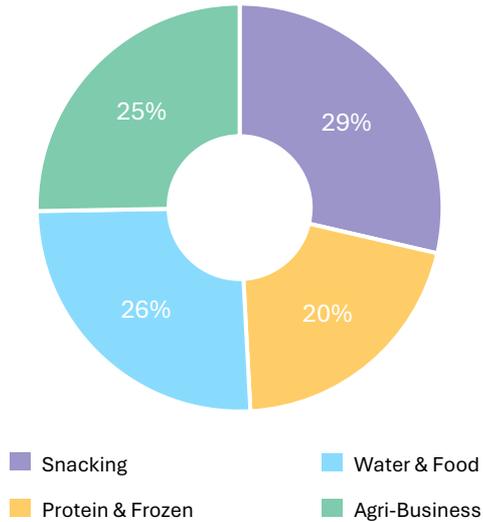


Segmental Performance

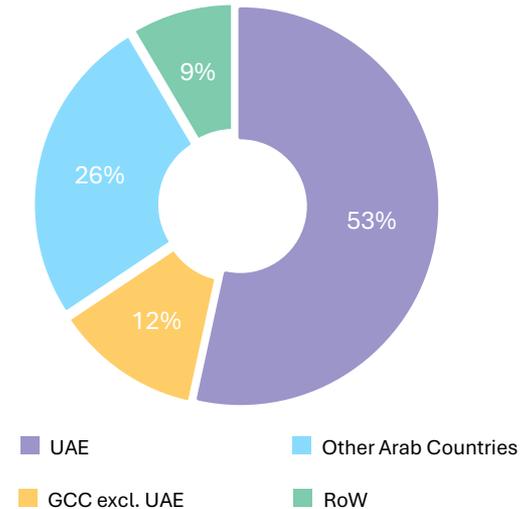
Diversified Growing Portfolio in Large Scalable Markets



Diversified Revenue by Segments...



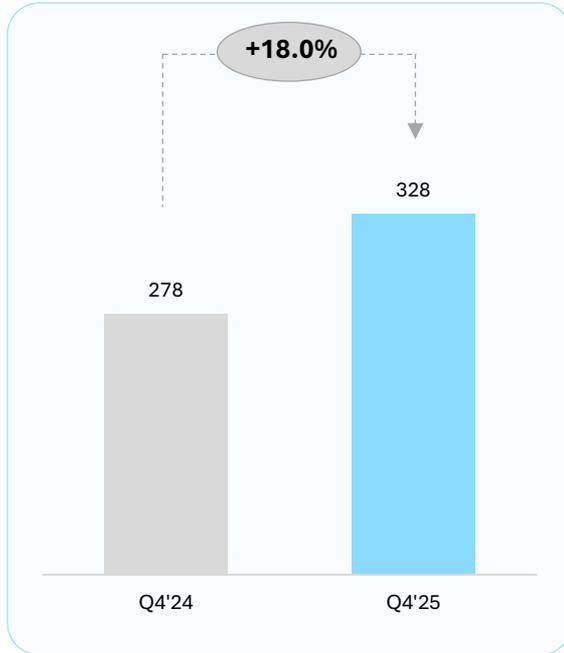
...and Geographies



Water & Food: Strong Growth Driven by UAE Water and M&A

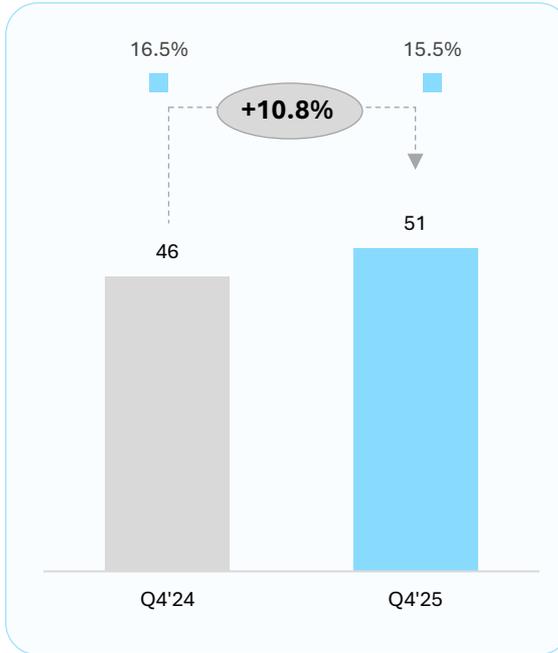


Revenue, AED M



EBITDA, AED M

EBITDA Margin



Q4'25 Highlights

Revenue

- **+18.0% YoY. LFL revenue +9.1% YoY** (excluding Riviere), driven by UAE water business
- International water delivered 2.3% revenue growth, driven by volume
- **UAE bottled water sales increased by 11.1%**, with Al Ain maintaining its market leadership, supported by continued growth in premium offerings, including glass bottles and 100% rPET
- **UAE HOS +7.8% YoY** (excluding Riviere)

EBITDA

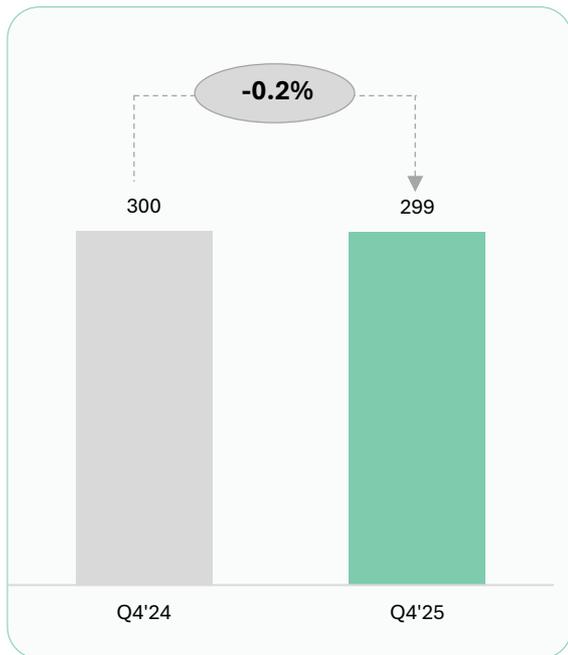
- **EBITDA +10.8% YoY**
- **EBITDA Margin** declined mainly due to higher selling and distribution expenses.



Agri-Business: Stable Growth While Navigating Intensified Competition

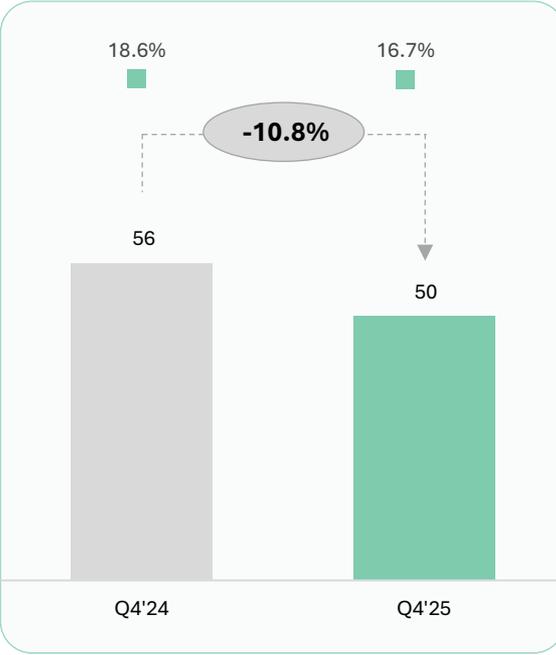


Revenue, AED M



EBITDA, AED M

EBITDA Margin



Q4'25 Highlights

Revenue

- **Segment revenue -0.2 YoY**
- **Flour sales grew 1.7% YoY**, driven by volume (+5.8%) while the price has negative impact due to the intensification of competition.
- **Feed sales -2.0%.**

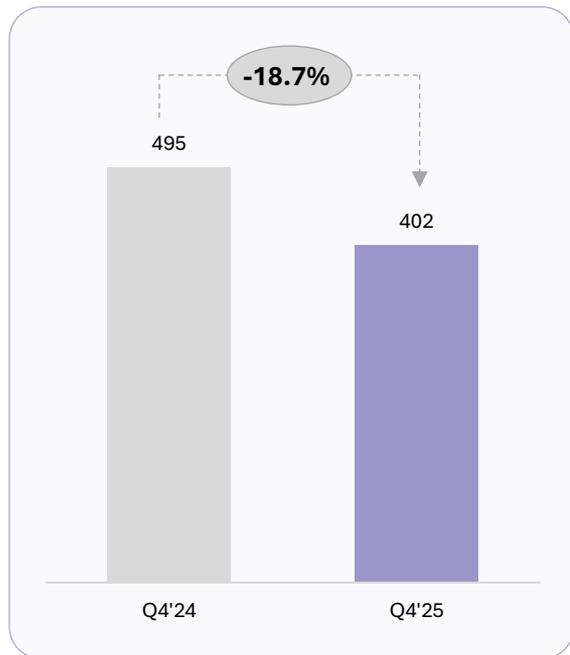
EBITDA

- **EBITDA -10.8% YoY**, with **EBITDA margin contracting by 198bps**, reflecting higher SG&A expenses.



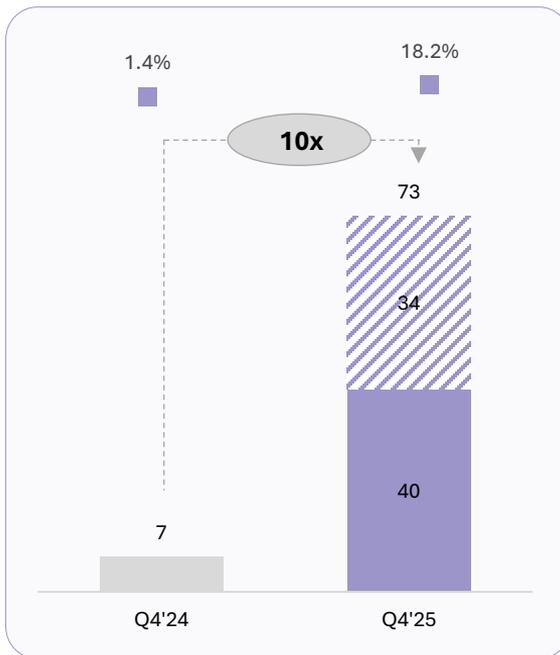
Snacking: Resilient Top-Line Performance with Mixed Profitability Trends

Revenue, AED M



EBITDA, AED M

EBITDA Margin



Q4'25 Highlights

Revenue

- **Revenue declined 18.7% YoY**
 - **Al Foah and BMB** sales came under pressure, reflecting the ongoing recalibration of the businesses as part of the Group's broader efforts to refine product portfolios and strengthen route-to-market capabilities.
 - **Abu Auf** delivered growth of 12.8% in AED terms, reflecting healthy consumer demand and strength of the brand (+67 new stores since Jan'25, net)

EBITDA

- **Underlying EBITDA reached AED 73 million**
 - EBITDA improvement was mainly driven by ongoing **Al Foah reset**
 - **Abu Auf and BMB** faced margin pressure during the quarter due to continued volatility in key commodity inputs.
- Reported EBITDA was impacted by a **one-off provision of AED 33.7 million**, recognized in connection with a commercial counterparty non-compliance.

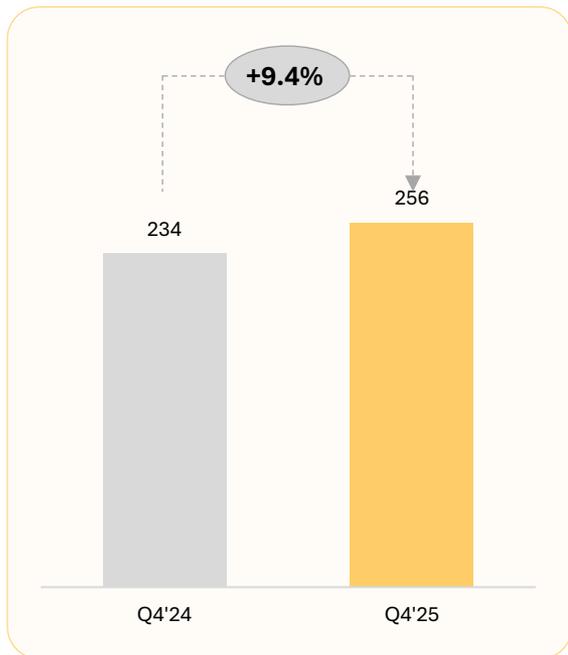
■ Reported ▨ Underlying



Protein & Frozen: Solid Revenue Growth Amid Margin Pressure and KSA Ramp-Up

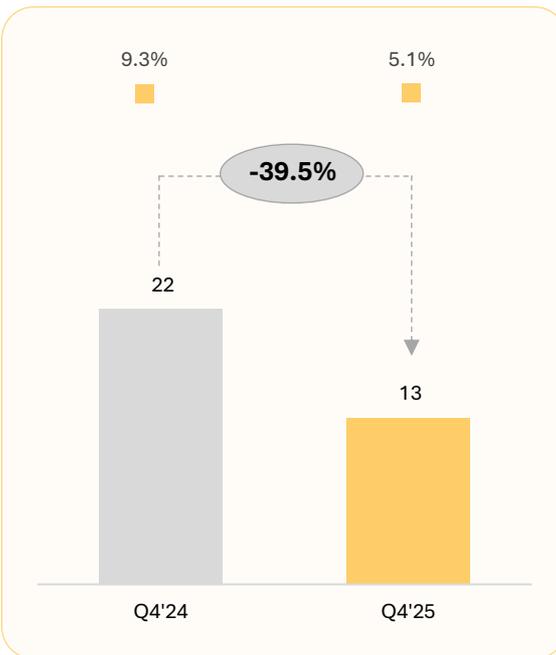


Revenue, AED M



EBITDA, AED M

EBITDA Margin



Q4'25 Highlights

Revenue

- **Revenue grew 9.4% YoY**
 - **Nabil** led the segment with strong revenue growth of **31.2% YoY**
 - **Frozen Vegetables & Tomato Paste (+2.8%) and Atyab (-2.1%)** delivered softer results, reflecting the ongoing business reset and operational realignment efforts underway in both units.

EBITDA

- **EBITDA declined 39.5% YoY**, driven by elevated marketing expenses and cost associated with the transformation office and the ramp up of the KSA facility



FY' 25: Underlying Performance Snapshot

Strong Underlying Performance

- **Revenue +3.5% YoY** excluding EGP devaluation impact and wheat trading activity in Q1'24
 - Water & Food Revenue +14.6% YoY
 - Agri-Business Underlying Revenue +1.1% YoY¹
- **Underlying EBITDA: AED 606.8M**, Underlying EBITDA Margin 12.5%
- **Underlying NP: AED 239.8M**, Underlying NP Margin: 4.9%
- **Final dividend of 10.72 fils** per share

One-Off Adjustments in FY'25

One-off adjustments reflect strategic steps **to enhance long-term financial health** and accountability

- **Provision linked to ongoing proceedings:** AED 92M

Recorded following the initiation of enforcement proceedings against a commercial counterparty in connection with a number of contractual breaches, including the under delivery of dates during the 2025 crop season

- **Bad debt provisions :** AED 47.1M
 - Water & Food: AED 37.7M
 - Snacking: AED 9.4M

One-off catch-up adjustment to rectify legacy exposures and reinforce financial discipline

- **Timarat JV exit** cost: AED 4.4 million

Strategic decision to exit a structurally unprofitable business and reallocate resources toward value-accretive growth



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



Capital Markets Day – 2 April, Abu Dhabi



Programme Highlights

A series of in-depth, investor-focused presentations on **our new Strategic Framework**. Hear directly from Agthia's senior leadership team - including the CEO, CFO, and business segments presidents.

The day will also feature an interactive live Q&A session, where investors can engage directly with the broader management team, followed by a networking reception.

Format : In-person attendance, with a simultaneous live webcast for remote participants.

April 1st 2026

Site Visits

Al Ain Water Factory
Al Foah Dates Factory
Agri-Business (Flour & Feed Mills)

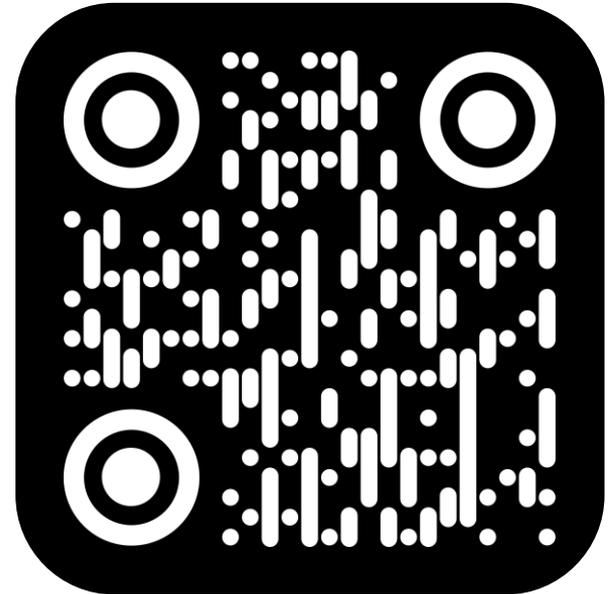
April 2nd 2026

Capital Markets Day

In-Person / Online Broadcast

Venue
Park Hyatt, Abu Dhabi

For more information, please scan below QR code or reach out to the IR team at ir@agthia.com





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Q&A



Appendix



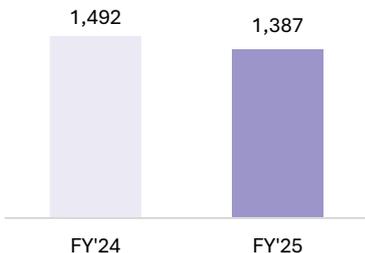
FY'25 Segment Performance



Snacking

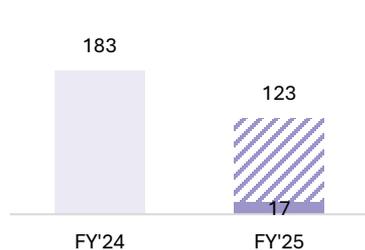
Revenue, AED M

-7.1% YoY



EBITDA¹, AED M

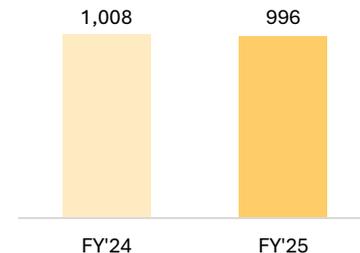
-33.1% YoY, EBITDA¹ margin -344bps



Protein & Frozen

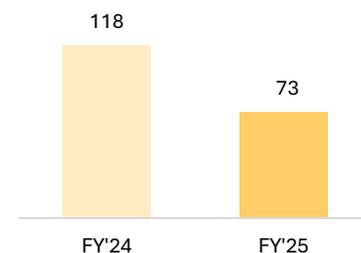
Revenue, AED M

-1.3% YoY



EBITDA, AED M

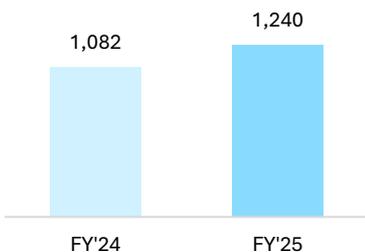
-38.4% YoY, EBITDA margin -441bps



Water & Food

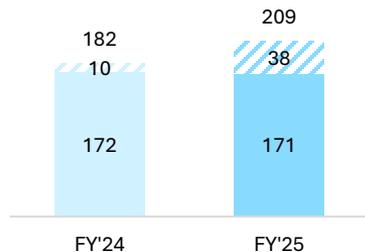
Revenue, AED M

+14.6% YoY



EBITDA¹, AED M

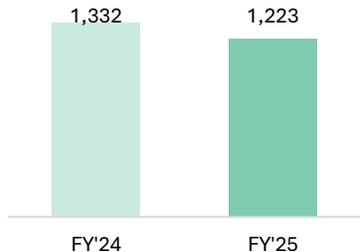
+14.3% YoY, EBITDA¹ margin -4bps



Agri-Business

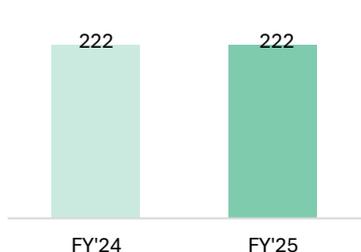
Revenue, AED M

-8.2% YoY (+0.9% excl. one-off in Q1'24)



EBITDA, AED M

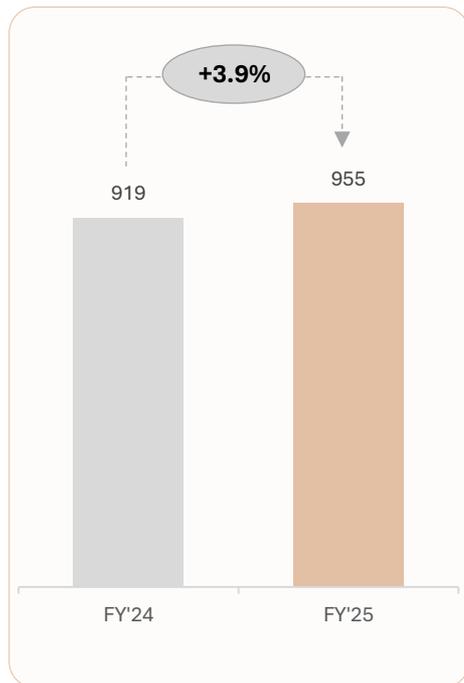
flat YoY, EBITDA margin +147bps



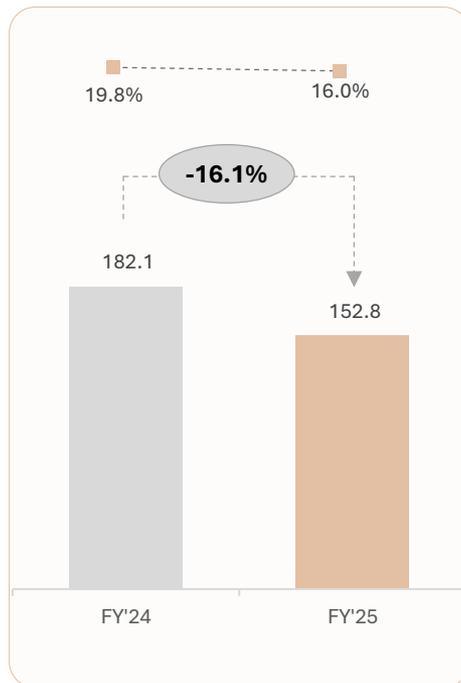
Egypt: Resilient Growth Supported by Exports and Auf Retail Expansion

FY'25: Resilient topline, margin held back by input cost pressure

Revenue, AED M



EBITDA, AED M & EBITDA Margin (%)



“Export Hub” Strategy

AED 107.5 M

Exports from Egypt in FY'25



- -9.4% AED revenue decline in FY'25
- AED EBITDA Margin at 11.6%



- Abu Auf AED revenue grew by 20.3% in FY'25
- +67 new stores (net) YTD



- Al Ain Egypt AED revenue down 6.1% in FY'25
- AED EBITDA Margin at 15.1%



Protein & Frozen: Expanding Capabilities and Portfolio Optimization

Continuous Portfolio Optimization

Egypt: Atyab and Chicketita launched several news products, including new flavors and varieties of chicken strips, while Chicketita launched new bone-in chicken products with a refreshed packaging design to drive growth in Tier-2 segment.



Jordan: Nabil launched new luncheon products specifically to cater to the Iraqi market, including new chicken Mortadella varieties (such as black pepper, olives, and other vegetables), as well as new flavored chicken strips and beef hotdog products for the local market.



Smart Social Media Campaigns

Capitalizing on strong and **strategic social media** presence to promote **product portfolio and packaging refresh**



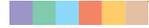
Expanding Capabilities in KSA

Combined KSA protein sales, including Nabil export volumes, grew **41.1% YoY in FY'25**, underscoring our strengthened market presence and expanding production capabilities in the region.

Phase 2 of KSA facility to launch in early 2026 with additional capacity \approx 5,500 tons/annum.



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 90M (Phase 1)
- Current capacity \approx 3,500 tons/annum
- \approx 50 SKUs (Phase 1)
- Phase 2: Expected launch in early 2026 with additional capacity \approx 5,500 tons/annum



Rationale

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



Water & Food: Strong Performance Driven by Marketing and Digitalization

Strong Performance of UAE Water and Food



Al Ain bottled water retaining its market leadership position (YTD value share +1.9pts to 30.8%¹)

Strong Sales in FY'25

- Bottled water: +7.9% YoY
- HOS: +7.8% YoY (excluding Riviere)



International Water Businesses performance in FY'25

- Turkey +7.4% YoY
- Oman +0.4% YoY
- KSA -1.0% YoY



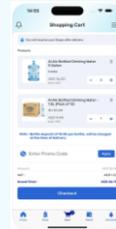
Food revenue +31.9% YoY in FY'25 on heels of new UAE local distribution agreements



Maintaining Leadership with Customer Centricity

Continuing to **strengthen market share** by:

- Rebranding to **Home Office Services (HOS)** from Home Office Delivery (HOD) to reflect ongoing commitment to delivering exceptional customer care and services
- Continuing enhancements to **new HOS mobile app** and **Al Ain Water website** to streamline client interaction. Al Ain App user base has increased by 24% YoY, while loyalty redemption have surged by 117%
- Maintaining **#1 in market share** (internal best estimates)



Connecting through Effective Marketing

Further **strengthening brand loyalty** through:

- Effective and strategic product placement in key modern trade account
- Continuously winning key HORECA accounts, including Fortune Group Hotels
- Al Ain became Agthia's first billion-dirham brand, surpassing **AED 1 billion** in sales in Q4 2025



Rivière - Leveraging Synergies with Al Ain HOS



Synergies



7% UAE household HOS market share¹

Cements Agthia's market leadership in UAE household HOS with 24% combined market share¹

17% UAE household HOS market share¹

Primary client base mostly comprises **mainstream consumer segment**

Triples Agthia's household customer base across nearly all market segments

Diversified client base, comprising mostly **high/premium market segment**

Operates **2 manufacturing facilities** and a fleet of **162 distribution vehicles**

- **Expands Agthia's operations** and distribution network strategically across UAE
- Increases production capacity to help meet future demand growth while **deferring major CAPEX investments**
- Integrating logistics and distribution networks will **enhance efficiency**, while procurement consolidation will **drive cost savings**

Operates **4 manufacturing facilities** and a fleet of **352 distribution vehicles**



Snacking: Innovation-Led Growth, Combined with Excellent Execution and Agility in Auf

Innovation Continues to Drive Growth

Al Foah & BMB Innovation Synergy:

- **Date Crown New Pack Format:** Top Bottom offering, a growing packaging format in GCC tailored to meet diverse usage occasions
- **Zadina Christmas Range:** Introduced Zadina Christmas range in our stores to capture seasonal demand



Abu Auf:

- **Medjool Coated & Filled Dates:** Introduced premium Medjool Delights to expand the value-added dates range.
- **Date Spread:** Launched 4 flavours to expand dates beyond fruit and grow the category.



Agility and Execution Excellence in Auf

Strong Results in FY'25

- AED Revenue +20.3% YoY
- AED 49.6M revenue from innovations and new product launches

Agility in Action:

67 New Stores Opened (in FY'25, net)



Summer Provides Platform to Engage

Abu Auf

“White Friday” campaign in stores and online has resulted in significant sales uplift ensuring the Abu Auf brand visibility



“Coffee x OKKA “Buy & Win Mega Collaboration”; partnering with OKKA, #1 Turkish coffee machine brand in region, with 200 lucky winners of Okka machines.



Al Foah

Exhibited at local dates festivals (Liwa, Dubai, Dhafra)



Agri-Business: Growing Together with Our Customers



Innovating to Secure Growth

Flour:

- **Mushattalt Flour and Badshah** to meet the needs of our customers
- **Patent Flour All Purpose:**
 - A premium product to drive growth and margin expansion.
 - Strengthens long-term brand equity through superior quality and performance.
 - Contains Vitamin D3 for everyday wellness.
 - Unlocks new growth opportunities across modern baking needs.



Animal Feed:

- **New Golden Barley Feed**
New 30kg premium golden barley animal feed product



Delivering on ESG Agenda:

Obtained 3 sustainable sourcing certificates “Sustainable Corn Exports” for our Grand Mills business



Agrivita: Accelerated Digital Revenue

Digitalization: Agrivita app Revamp

- Agrivita App Facelift - UI/UX upgraded
- More modern and visually appealing App
- Improved navigation and better accessibility to increase user satisfaction.
- Strengthen brand identity
- User experience enhanced:
 - Enjoy a fresh new design & functions
 - Pay with Apple Pay
 - Chat with us on WhatsApp



Agthia Sustainability Strategy Pillars



Environmental Integrity

- 95% increase in renewable energy generated on group level in 2025
- 69.3% recycled waste from the total waste generated
- 52% of Group Food Waste is recycled
- 10.7% reduction in Group Emission Rate
- 5.3% reduction in Water Usage Ratio
- AED 10.0 M savings through 103 sustainability productivity projects



Scaling Health and Wellness

- AED 1.7 M invested in community in 2025
- 100% of all suppliers assessed for environmental compliance & social risk
- 56.8% of total procurement sourced from locally registered suppliers
- 50 Supplier site audit conducted
- 500+ students engaged in internships, career fairs, Emiratization organizations & universities engagements



Fostering Positive Potential

- 71.0% reduction in Serious incident & Fatality rate
- 53.0% reduction in Lost Time Injury Frequency Rate
- 11.8% reduction in collision rate for vehicle accidents
- AED 2.7 M invested in training and development of employees
- 22.5% Increase in the Total number of training hours for total workforce
- 4.8% increase in Female Staff Participation & Female Senior Management



Shared Accountability

- 44.6% of Agthia employees completed Ethics and Human Rights Training
- 66.7% of Agthia sites certified ISO 14001 & 45001
- 42.9% of Agthia high energy intensity sites certified ISO 50001
- 25.0% of Agthia Water sites certified ISO 46001
- 18 sustainability awards



Board of Directors



	Chairman / Vice Chairman		Board Member						
									
	Khalifa Sultan Al Suwaidi	Gil Adotevi	Salmeen Al Ameri	Khamis Mohamed Buharoon Al Shamsi	Svet Varadzhakov	Ms. Mariam Ahmed Al Remeithi	Ms. Caitlin Nguyen	Ms. Sharmila Murat	Maurizio Patarnello
	Chairman	Vice Chairman							
Role:	Managing Partner, Lunate	Group Chief Investment Officer, ADQ	Managing Director & CEO, Agthia	Managing Director, Royal Capital	Executive Director, ADQ	Senior Equities Associate, ADIA	Head of Digital and Customer Engagement, Abbott Laboratories	Chief Commercial Officer, Bluebell Group	Board Member, HWB (Olayan Group)
	Vice Chairman, AD Ports, Vice Chairman, TAQA	Other board memberships*	Board member, Lulu Group	Other board memberships**	Board Member, Agthia Ventures				
Committee Membership:				Chairman – ARC	Chairman - SIIC ARC NRC	SIIC NRC	SIIC	Chairperson – NRC SIIC	SIIC

ARC: Audit and Risk Committee

NRC: Nomination and Remuneration Committee

SIIC: Strategy, Investment, and Innovation Committee

35 *Chairman, Unifrutti | Board Member, Lulu Group International/PJSC | Board Member, Louis Dreyfus Company | Board Member, Al Dahra Holding

**Supervisory Board Member, Priorbank | Chairman, Abu Dhabi National Takaful Co. | Chairman, Aram Group Company | Chairman, Multi Met Trading | Chairman, KFAC Investments | Board Member, Tawasal Information Technology



Strong Leadership Team with Track Record of Value Creation



	Group Functions								Business Segments			
	Salmeen Al Ameri	Jeroen Nijs	Ramy Merdan	Hala Hobelcho Katounas	Abdulrahman Al Barguthi	Patrick Higgins	Mahammad Amro	Edward Norder	Ahmad Yahya	Chantal Charbel	Nizar Kayali	
	Managing Director & Chief Executive Officer	Chief Financial Officer	Chief Operating Officer	Head of M&A	Acting Chief Digital Officer	Chief People Officer	Group General Counsel	Chief Innovation Officer	President – Water & Food	President – Snacking	President – Agri-Business	President – Protein & Frozen
Total Experience:	20 Years	28 Years	35 Years	25 Years	25 Years	24 Years	28 Years	29 Years	29 Years	20 Years	20 Years	
Previous Notable Experience:	 	 	 	 	 		 	 	 			



Summary Profit & Loss Statement

AED'000	FY'25	FY'24	YoY
Revenue	4,845,621	4,914,644	-1.4%
Cost of sales	-3,437,219	-3,448,429	0.3%
Gross profit	1,408,402	1,466,215	-3.9%
Selling and distribution expenses	-669,645	-611,930	-9.4%
General and administrative expenses	-518,438	-449,223	-15.4%
Research and development cost	-7,909	-7,620	-3.8%
Other income, net	15,064	46,771	-67.8%
Operating profit	227,474	444,213	-48.8%
Finance income	11,808	17,026	-30.6%
Finance expense	-106,954	-81,293	-31.6%
Share of profit/ (loss) from investment in JV/associate	2,190	3,734	-41.3%
Profit for the period before income tax and zakat	134,518	383,680	-64.9%
Income tax and zakat expenses	-33,920	-61,846	45.2%
Reported Profit for the period	100,598	321,834	-68.7%
Attributable to:			
Owners of the Company	85,516	291,274	-70.6%
Non-controlling interest	15,082	30,560	-50.6%
Basic and diluted reported EPS (AED)	0.103	0.356	-71.1%



Summary Balance Sheet Statement

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



Summary Cash Flow Statement

AED'000	FY'25	FY'24	YoY
Profit for the period	100,598	321,834	-68.7%
<i>Adjustments for:</i>			
Depreciation & Amortization	233,335	223,151	4.6%
Provisions & Allowances	146,091	143,324	1.9%
Others	132,152	126,392	12.7%
<i>Change in:</i>			
Inventories	38,918	-60,346	-164.5%
Trade and other receivables	84,082	-8,266	-
Due from / to a related party	12,770	-15,030	-
Trade and other payables	-224,569	4,819	-
Deferred government grant	-3,439	-42,465	-55.7%
Other provisions	519,938	693,413	-25.0%
Others	-86,677	-37,395	131.8%
Net cash generated from operating activities	433,261	656,018	-34.0%
Purchase of PPE (CAPEX)	-152,477	-193,706	-21.3%
Investment in fixed deposits, net	165,544	130,192	27.2%
Others	-252,132	-198,741	-26.9%
Net cash generated from/(used in) investing activities	-239,065	-262,255	-8.8%
Dividend paid to shareholders	-174,830	-166,829	-4.8%
Bank borrowings, net	174,734	277,999	-37.1%
Others	-174,400	-374,608	53.4%
Net cash (used in)/generated from financing activities	-174,496	-263,438	33.8%
Increase in cash and cash equivalents	19,700	130,325	-84.9%
Effect of foreign exchange	11,067	-40,664	-
Beg. Cash & Equivalents balance	367,369	277,708	32.3%
End. Cash & Equivalents balance	398,136	367,369	8.4%



EBITDA and NP Reconciliation

AED M	Q4'25	Q4'24	FY'25	FY'24
Reported EBITDA	146.1	141.4	463.4	678.8
Provision related to a legal case with a commercial counterparty	33.7	-	92.0	-
Bad debt provisions for legacy receivables ¹ , including:	-	-	47.1	-
- <i>Water & Food</i>	-	-	37.7	-
- <i>Snacking</i>	-	-	9.4	-
Timarat JV exit	-	-	4.4	-
Yoplait Closure	-	-	-	10.0
Underlying EBITDA	179.8	141.4	606.8	688.8

AED M	Q4'25	Q4'24	FY'25	FY'24
Reported Net Profit	47.4	66.9	100.6	321.8
Provision related to a legal case with a commercial counterparty	33.7	-	92.0	-
Bad debt provisions for legacy receivables ¹ , including:	-	-	47.1	-
- <i>Water & Food</i>	-	-	37.7	-
- <i>Snacking</i>	-	-	9.4	-
Timarat JV exit	-	-	4.4	-
Yoplait Closure	-	-	-	10.0
Tax on non-underlying items	-	-	-4.2	-0.9
Underlying Net Profit	81.1	66.9	239.8	330.9





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Thank You
