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Analyst and Investor Call

Q3’22 / 9M’22 Results

09 November 2022

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Agenda

1 Strategic Vision

2 Executive Summary

3 Key Financials

4 Segmental performance

5 Key Operational Highlights

6 Appendix

Our strategic vision: A regional F&B leader by 2025

Becoming a regional F&B leader by 2025

From…		To…
UAE centric	›	Footprint MENAP & 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

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Executive Summary

Continued progress in integrating acquired companies, leveraging synergies, and maintaining a profitable core

Delivering Growth

- **Strong, quality and profitable growth**

  - Q3 YoY

  - Revenue +20%; price +12%, volume +8%

  - EBITDA +23%, Net Profit +14%

  - 9M YoY

  - Revenue +40%; price +13%, volume +27%

  - EBITDA +50%, Net Profit +54%
- 74% of YTD revenues from **focus categories** (vs 67% in 9M’21)
- 51% of YTD revenues from **international markets** (vs 38% in 9M’21)

Driving Efficiency

- **Effective pricing** and **revenue growth management**
- Focus on **productivity enhancement**: YTD AED 39m (AED 112m since Jan’21)
- **International date sourcing and contract farming program** to accelerate growth
- **Strategic exit of two loss making businesses** (UAE Frozen Bakery and Palmera dates JV)
- **Integration focus:**

  - Full UAE back-office integration

  - Protein BU integration for Egypt/Jordan

Expanding Capabilities

- Finalized comprehensive 5-year **digital** roadmap
- Continued progress across our **sustainability agenda**
- **Growth workshops** identified short and medium-term opportunities for our expanded Snacks platform (i.e. incl Abu Auf)
- **Marketing/Innovation:**
  - **Al Ain:** Shift to consumer promotions vs price, with increased focus on Food and HOD to support profitability
  - **Date Crown:** Revamped portfolio, new packaging rollout, product range and pack size revamp to address market needs

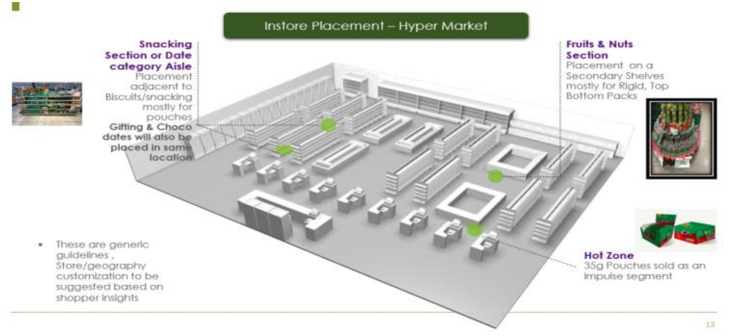
Al Foah Success Story

Profit doubled YoY with strong double-digit topline growth: Revenue +19%; Net Profit +93%

Execution Excellence – UAE Modern Trade Activations

New Packaging

Perfect Store



Expansion of portfolio

Travel Retail

Choco Date Range

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Key Financials

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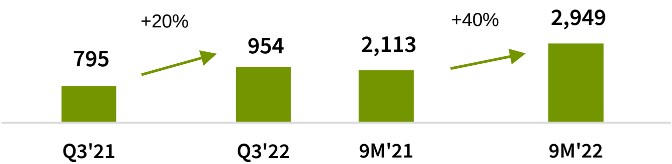
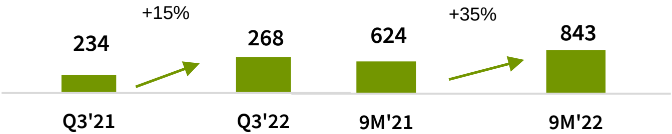
Quality and profitable growth in a challenging macroeconomic environment

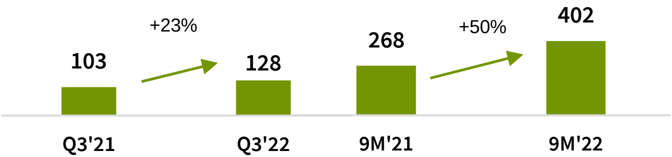
Revenue
(AED MN)



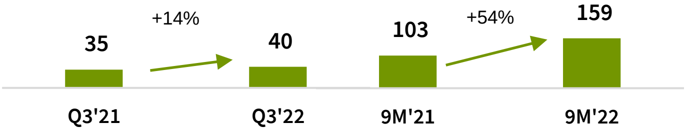
Gross Profit
(AED MN)



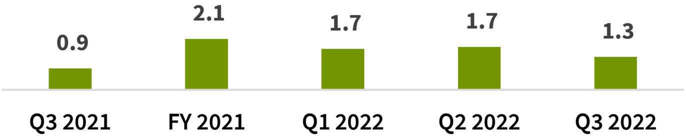
EBITDA[1]
(AED MN)



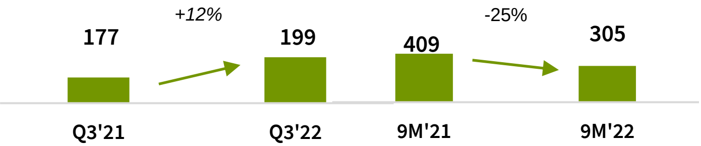
Net Profit[2]
(AED MN)



Net Debt[3]/ EBITDA
(x)



FCF
(AED MN)



- Strong topline growth driven by Protein and Snacking
- Gross profit growth broadly in line with revenue despite significant raw material inflation
- EBITDA growth outpacing revenue with strong cost discipline and productivity gains

- Robust balance sheet with cash & equivalents of AED 1.2bn and liquidity of AED 1.9bn
- Good profit to cash conversion in Q3’22 reflecting proactive management of working capital

[1]EBITDA excludes share of profit from JV / associates. [2]Net profit attrubited to shareholders [3]Net Debt excludes Auf debt

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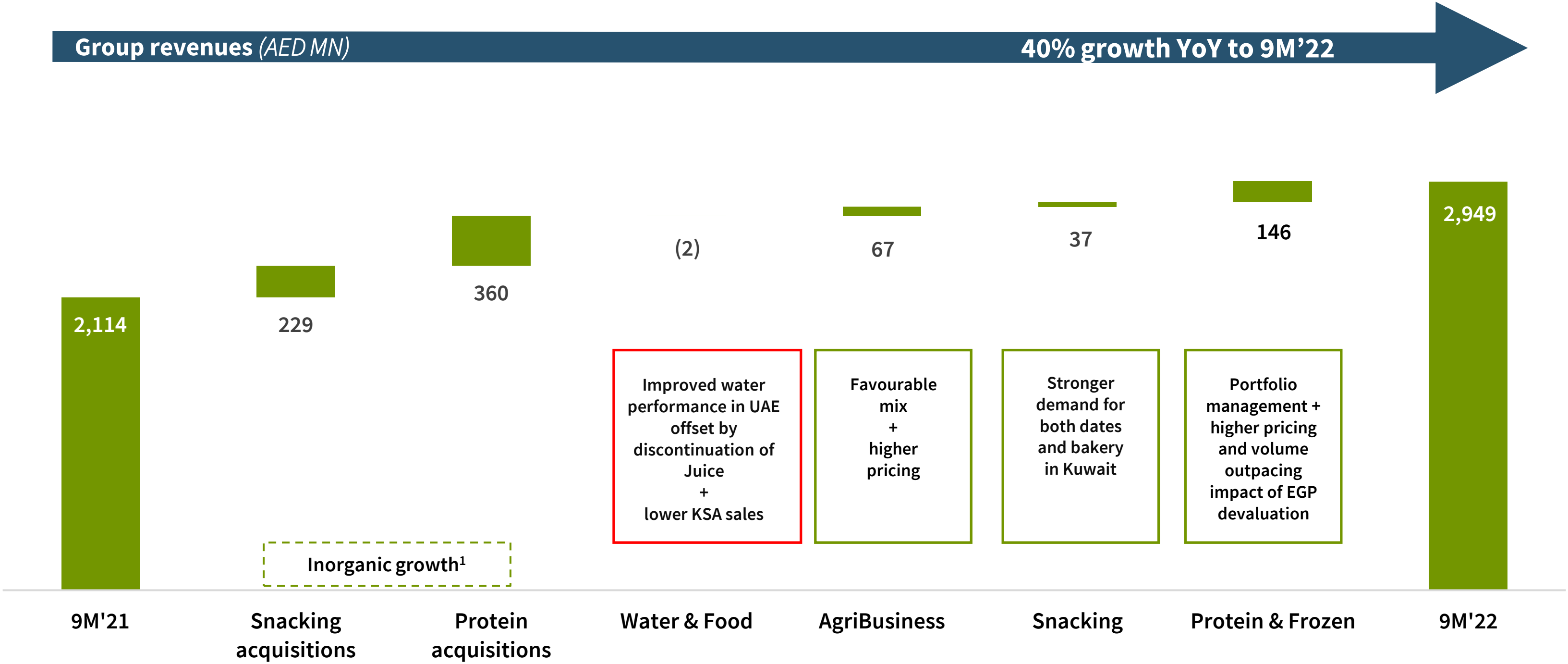
Strong topline growth driven by key Protein and Snacking segments

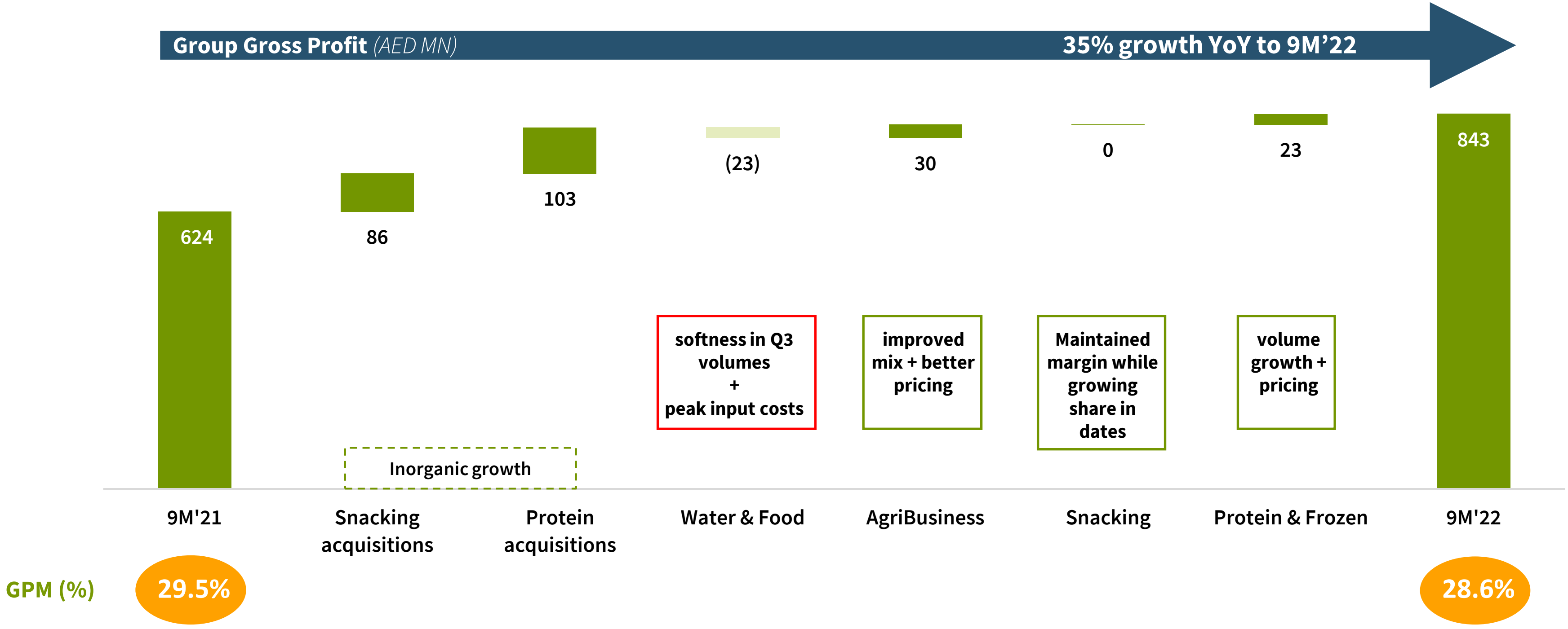
Year-to-date revenue growth +40% YoY, with 13% from pricing and 27% from volume



[1] *Snacking acquisitions (inorganic growth) includes Al Faysal (1-27 Jan'21) + BMB (9M'21)*

Protein acquisitions (inorganic growth) includes Nabil (Q1'21) & Atyab (H1'21 + July'21)

Gross profit growth broadly in line with revenue despite significant raw material price inflation



Clear focus on efficiency generation and cost discipline with operating cost to sales ratio -333bps YoY

Group OPEX *(AED MN)*

OPEX (%) SALES

9M'21	9M'22
25.1%	21.8%

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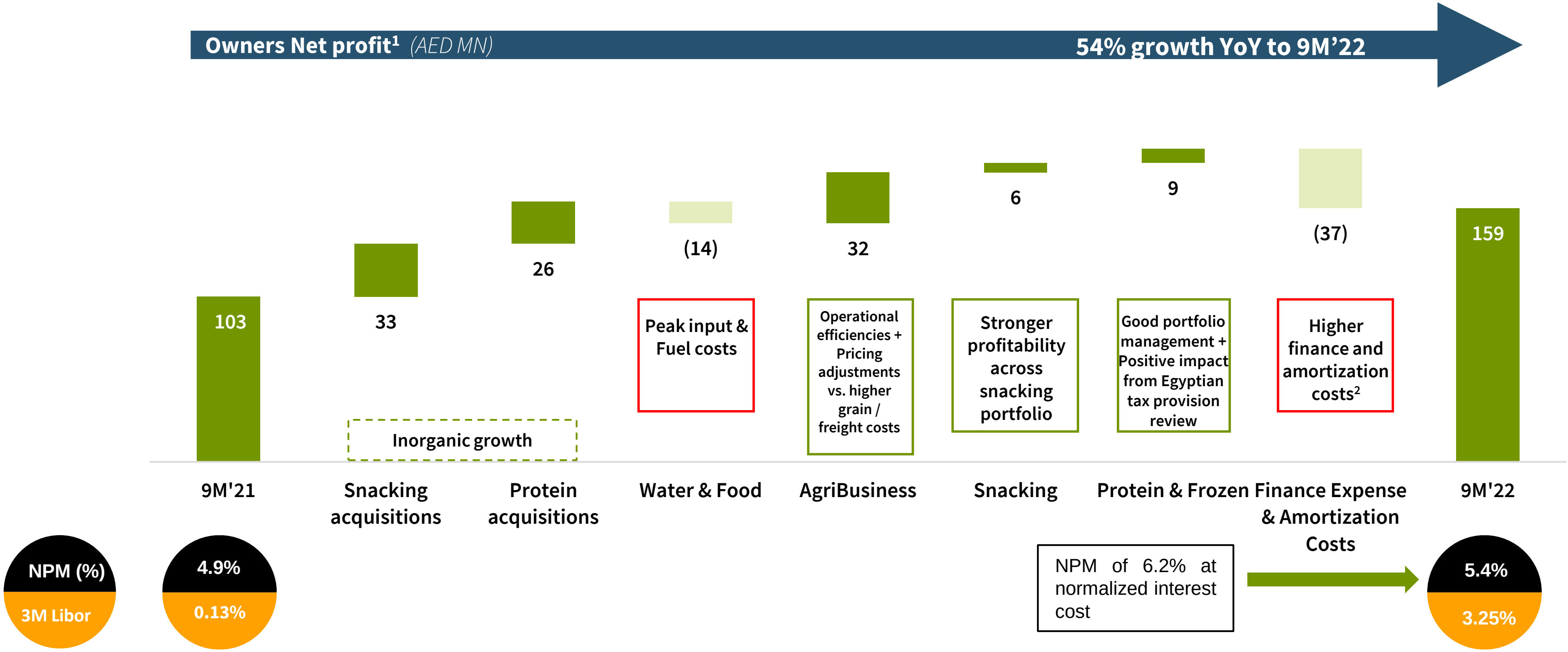
Net profit growth ahead of revenue despite higher interest rate environment

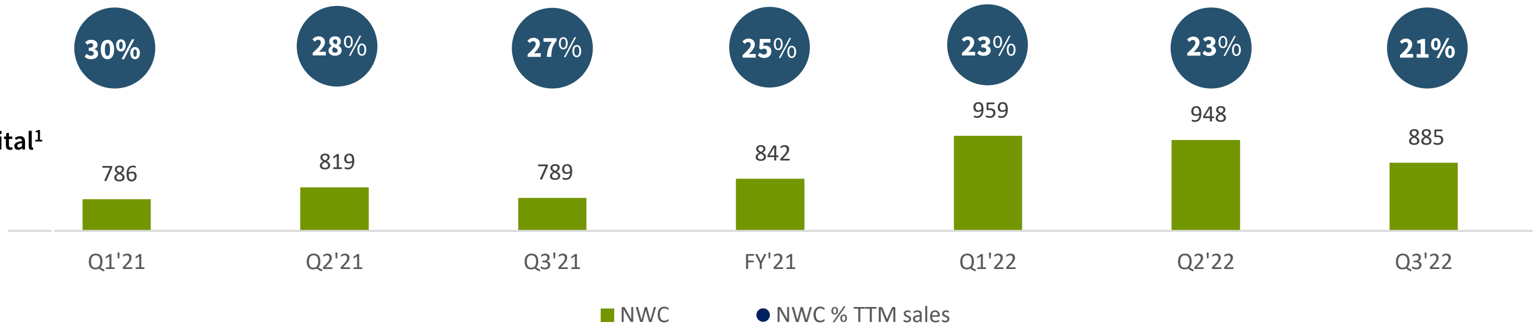


[1] *Net profit attributable to shareholders*

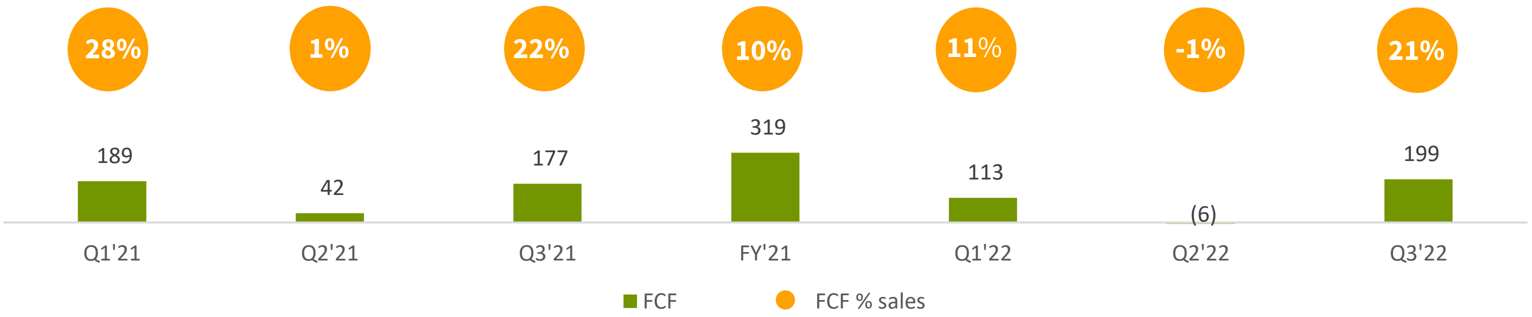
[2] *9M'22 include AED 16.3MN amortization of intangibles + AED 27.4MN finance costs related to M&A debt*

Proactive working capital management helps underpin good cash conversion

Net Working Capital[1]
(AED MN)



Free Cash Flow[2]
(AED MN)



- **NWC % sales improved by 547bps YoY reflecting good inventory and supplier management: 8 days improvement in cash conversion cycle**
- **Q3'22 Free Cash Flow of AED 199m vs. EBITDA of AED 128m driven by strong profitability, proactive management of working capital and prudent capital expenditure**

[1] *Net Working Capital based on internal parameters*
[2] *Free Cash Flow = EBITDA after tax - Changes in Net Working Capital - CAPEX*

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Robust balance sheet with low leverage

Net Debt	Net Debt / TTM EBITDA	Liquidity
AED 785 MN	1.3x	AED 1.9 BN
• Cash balance of AED 1.2bn • Operating cashflow of AED 360m YTD	• Low leverage notwithstanding 5 completed acquisitions to date • H1’22 dividend of 8.25fils	• Undrawn credit facilities of AED 0.7bn • Supportive network of credit providers

Segmental performance

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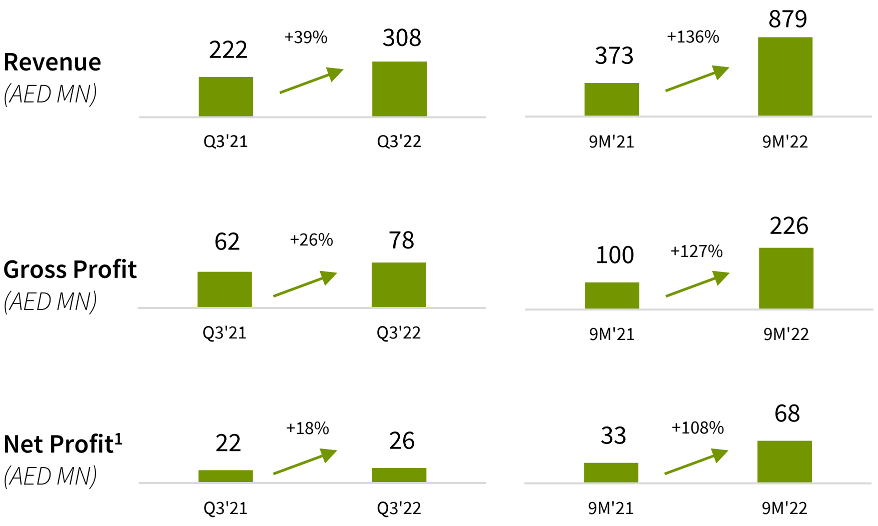
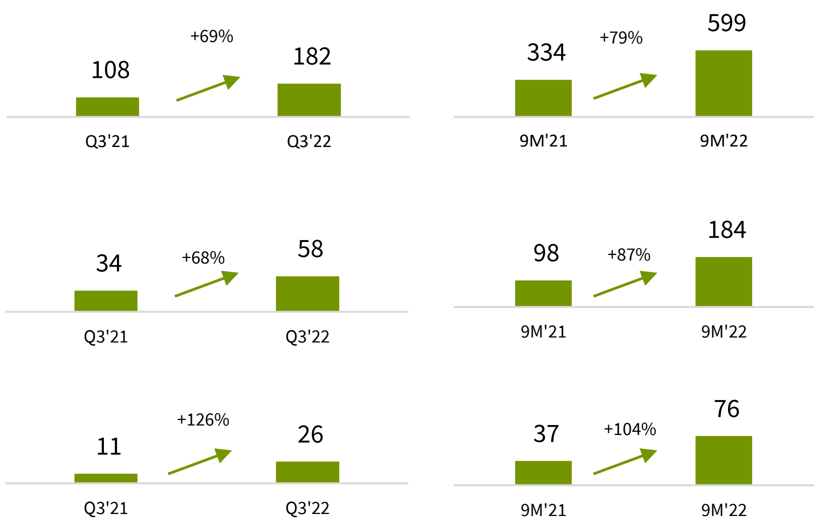
Strong and continuing momentum in margin accretive Protein and Snacking

Protein & FV



Snacking



Q3 commentary:

- Revenue and gross profit growth driven by pricing & volume (CCB basis, Q3 sales growth + 56% YoY)
- Gross margin contraction (-257bps) balancing higher input costs and market share

Q3 commentary:

- Revenue and gross profit growth driven by stronger demand for dates and consolidation of BMB snacks
- Gross margin maintained in line with PY despite higher raw material / freight costs
- Net profit margin +352bps reflecting good cost discipline

[1]Net profit attrubited to shareholders

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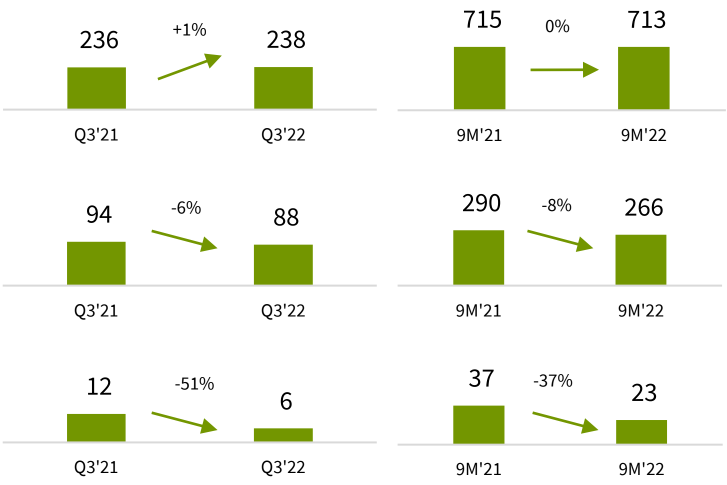
Leadership retained in UAE water and resilient Agri performance despite higher outbound travel and adverse commodity price impact in Q3

Water & Food

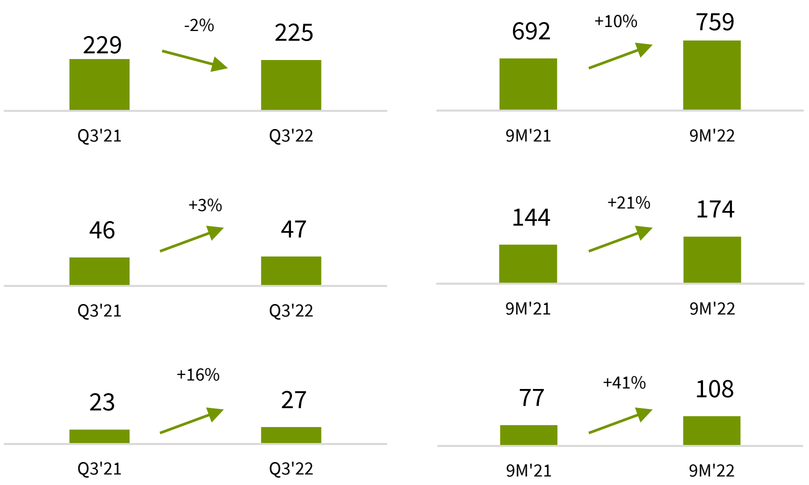
Revenue *(AED MN)*

Gross Profit *(AED MN)*

Net Profit¹ *(AED MN)*



Agribusiness



Q3 commentary:

- Lower aggregate demand across the UAE over summer months
- Growth in Food Service and 5-gallon; subdued CSD; HSD growth in international markets; KSA restructuring benefits to materialize in 2023
- Gross margin contraction (-280bps) on peak input costs (PET and fuel)

Q3 commentary:

- Revenue marginally down YoY with stronger profitability on proactive mix management and pricing

[1] Net profit attrubited to shareholders

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Key Operational Highlights

Driving efficiencies: mitigating industry wide inflationary pressures

Revenue growth

- **Broad-based** pricing
- **Proactive management** of mix and channels
- Focus on **innovation and premiumization**
- Route-to-market **optimization**

Synergy capture

- 9M'22 **efficiency gains** of AED 39m through automation and route-to-market synergies
- Sourcing of dates beyond UAE to **improve selection and variety**
- Ongoing post M&A integration:
  - **Unified management** structure in Protein
  - Support functions (IT, HR, Treasury)
  - **Integrated reporting** structure (BMB)

Improving asset utilization

- **Relocating** BMB Jebel Ali facility to Abu Samra
- Long-term **lease agreement** on UAE Frozen Bakery business with bakery group La Lorraine
- **Divested share** in loss-making Palmera Joint Venture in Jordan

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Expanding in-house capabilities to futureproof our growth

People & Organization

- **5-year digital roadmap** finalized
  - Consumer centric mindset and capabilities
  - Digital ecosystem to help drive brand equity
  - Leverage data as a strategic asset
  - Digital tools to optimize operational and process synergies
- **Route-To-Market Taskforce** with continued focused on unlocking revenue synergies across Business Units and channels

Culture & Know-how

- Formed **Central Innovation Team** to drive innovation pipeline
- Simplified UAE Consumer Division structure to **optimize cost and drive focus** across priority channels
- Identified short and medium-term growth, operational and cost **synergies** relating to Abu Auf acquisition (pending customary and regulatory approvals)
- Progressed our **sustainability-focused** partnership with RECAPP; finalizing 5-year sustainability plan

Case study: Acquisition of 100% of Al Foah in Jan'21

Our strategy is to acquire attractive consumer-centric businesses in value-add categories, optimize and integrate them into our Group, and create value through leveraging scale economies and platform synergies

Acquire attractive businesses in value-add categories

- High margin, world-leading exporter of branded dates and date-based products to 40+ countries globally
- Entry into fast-growth superfood category, tapping into growing consumer demand for healthy snacking

Optimize and integrate into Agthia Group

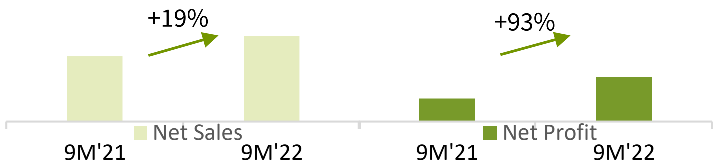
- Structure optimization, simplifying systems, and removing duplicate processes
- Co-location of manufacturing and distribution assets; product/packaging redesign, better process control to optimize product cost
- Improved range assortment supported by international sourcing to reduce reliance on UAE dates
- Increase focus on retail vs bulk to de-seasonalize the business – through rebranding and portfolio design
- Defined 5-year strategic plan on where to play and how to win
- Built one UAE team mentality and culture

Leveraging scale economies and platform synergies

- Al Foah as a key platform to future proof growth in Agthia's snacking business
- Scale economies: Al Faysal (Kuwait); BMB (UAE); Abu Auf (Egypt)
- Platform synergies: sourcing and packaging (Egypt)

Value creation

- Focus on product and channel mix to reduce seasonality and increase post acquisition profitability
- Share growth in UAE from improved marketing and alignment with Agthia RTM
- Leverage procurement team to secure non-UAE dates via contract farming and strategic purchasing
- 2022 YTD: YoY 19% growth in revenue; 93% growth in Net Profit



Our Sustainability Agenda: adopting a “4 P” approach

Packaging

- Target **packaging material reduction** of 3,000 tons by year-end
- Five-fold increase in **PLA** volumes vs 2021 YTD
- Committed to launching **rPET** products once GCC legislation permits
  - Agthia one of only two companies with contractual offtake commitments with Veolia for planned PET recycling plant in UAE

Processes

- **3.3% reduction in water usage ratio** for Agthia Group (YTD Sept)
- 5.17% reduction in water usage for Water BU (YTD Sept)
- **4.67% reduction in GHG scope 2 emissions** vs last year (YTD Sept)
- Increased **recycled waste** to 91.68% (YTD Sept)
- Further **reduction in waste to landfill**: 8.3% in 2021 vs. 12% in 2020
- **Food waste reduction** to 5.7 kg per ton of production from 6.2 kg in the last 2 years

Partnerships

- **RECAPP partnership**: innovative digital service developed by Veolia to provide a free door-to-door collection service for recyclables
  - YTD recyclables collected: 356 tons with 23,415 users

People

- **Consumers:**
  - Packaging optimization, recyclable products, innovative sustainable products
  - Key advocate on sustainability and circular economy
- **Employees:**
  - Upskill workforce to transform and accelerate innovation and sustainability

Experienced leadership team with proven track record of value creation

								
	Alan Smith CEO	Niraj Jain Acting CFO	Mubarak Al Mansoori Chief Human Capital & Corporate Services Officer	Ramy Merdan Chief Operating Officer	Dr. Rabih Kamleh Chief R&D and QA Officer	Ahmad Yahya EVP - Growth & Categories	Declan Bennett EVP - Food & Feed	Mujtaba Hussain SVP - M&A
Total Experience	**29 Years**	**25 Years**	**21 Years**	**30 Years**	**24 Years**	**29 Years**	**31 Years**	**13 Years**
Previous Notable Experience								

A forward-looking company

- Dynamic and expanding portfolio of value-add brands
- Integrated business model with strong cost discipline
- Organic and acquisitive growth throughout MENAP
- Robust financial foundations to support growth

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Q&A

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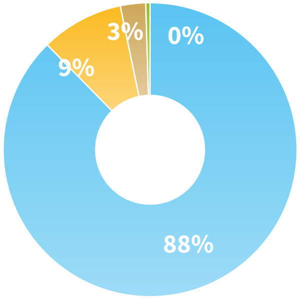
Appendix

Diversification into large, growing and scalable markets

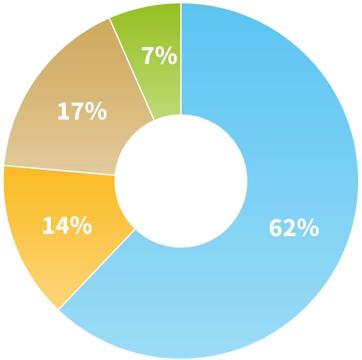
9M 2020

Revenues AED 1.6BN



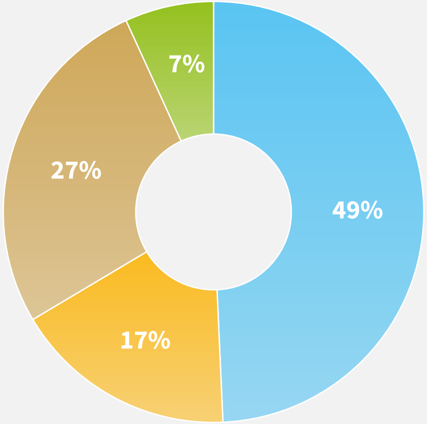
9M 2021

AED 2.1BN



9M 2022

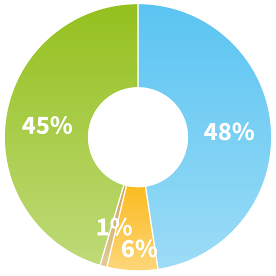
AED 2.95BN (2x 9M'20)

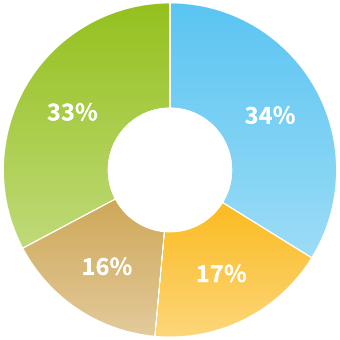


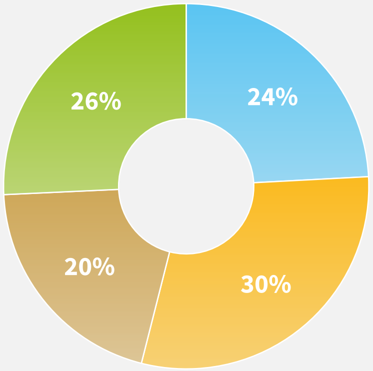
	YoY Rev Growth
UAE	+10%
GCC excl UAE	+68%
Other Arab Countries	+119%
RoW	+44%

Shift into margin-accretive categories

	9M 2020	9M 2021	9M 2022
Revenues	AED 1.6BN	AED 2.1BN	**AED 2.95BN (2x 9M'20)**
EBITDAm	7.0%	12.7%	**13.6% (+660bps vs. 9M'20)**



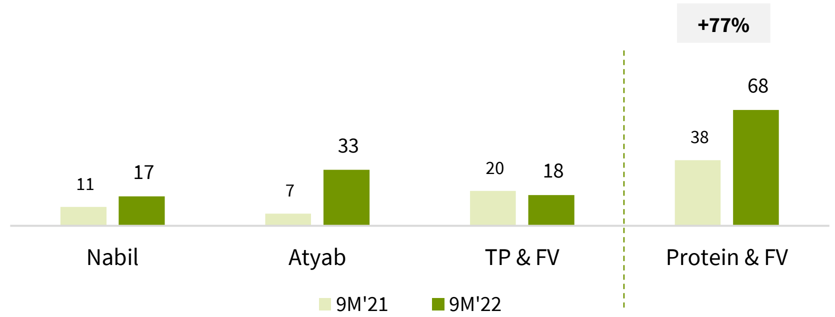




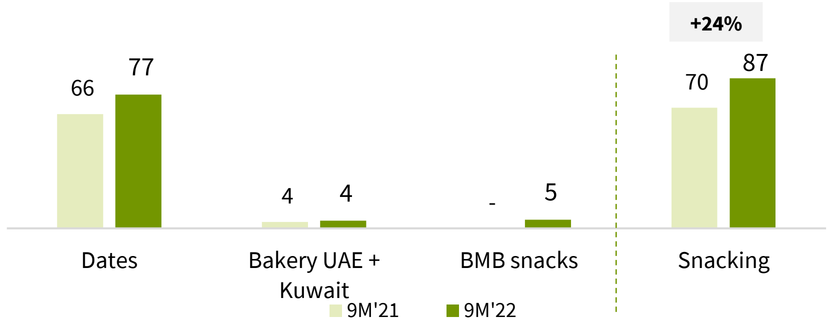
	YoY Rev growth	NPM (%)
Protein & Frozen Veg	+136%	7.8%
Snacking	+79%	12.7%
Water &Food	0%	3.3%
AgriBusiness	+10%	14.3%

Volume Growth: low elasticity across faster-growing categories

Protein & Frozen *('000 tons)*

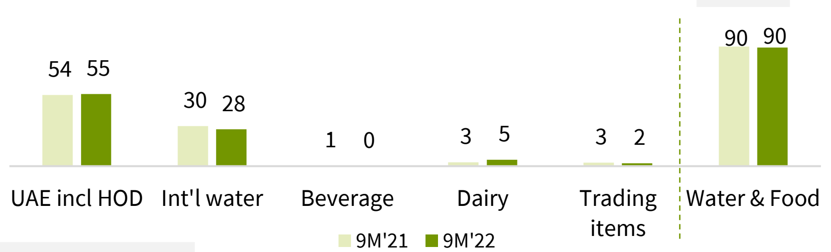


Snacking *('000 tons)*



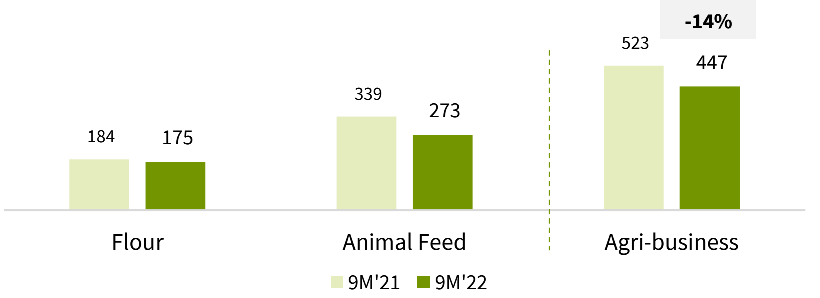
Water & Food

(MN cases, HOD in MN bottles, Dairy in '000 tons, Trade in MN units)



YoY growth

Agri *('000 tons)*



[1] *Al Foah (Jan'21), Al Faysal (27 Jan'21), Nabil (Apr'21), Atyab (Aug'21) and BMB (Jan'22)*

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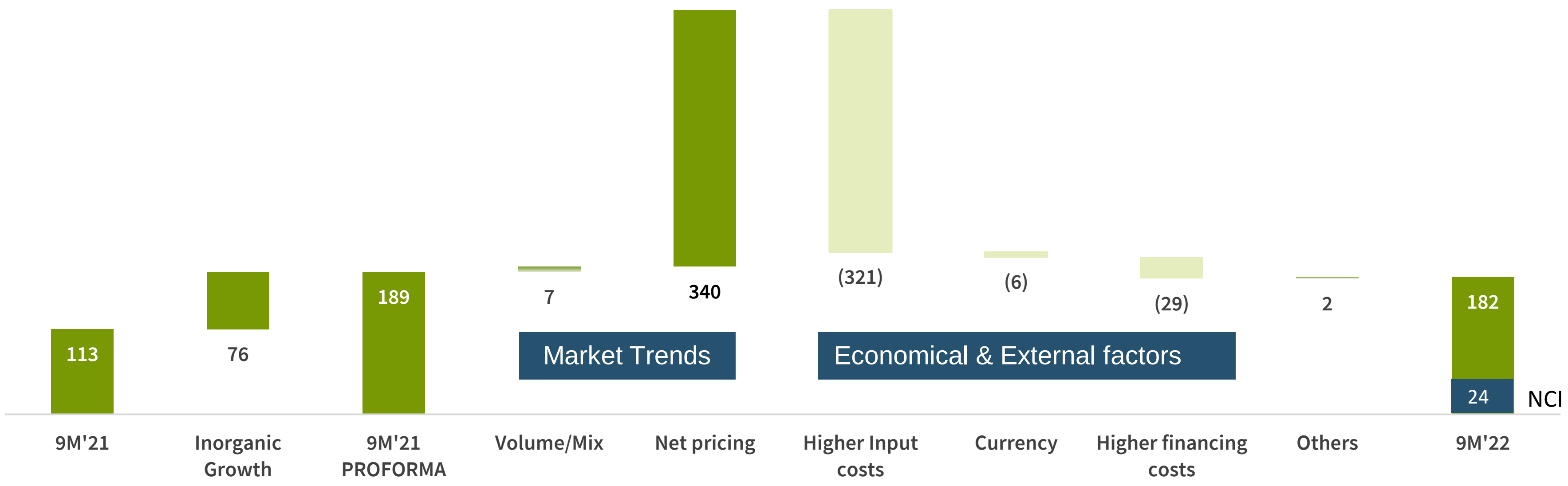
Diversified operations enable us to mitigate industry-wide inflationary pressures

Group Net Profit[1] *(AED MN)*



[1]Net profit for Agthia Group including non-controlling interest

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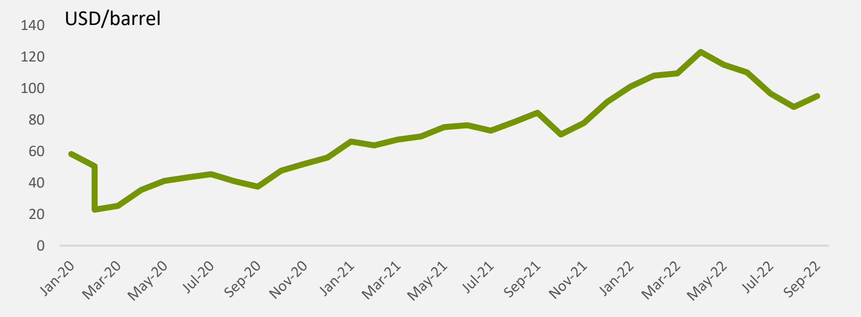
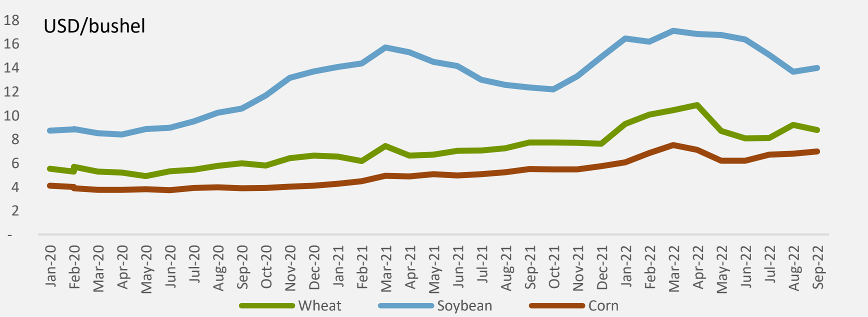
Softening of key input costs albeit remaining above historical averages

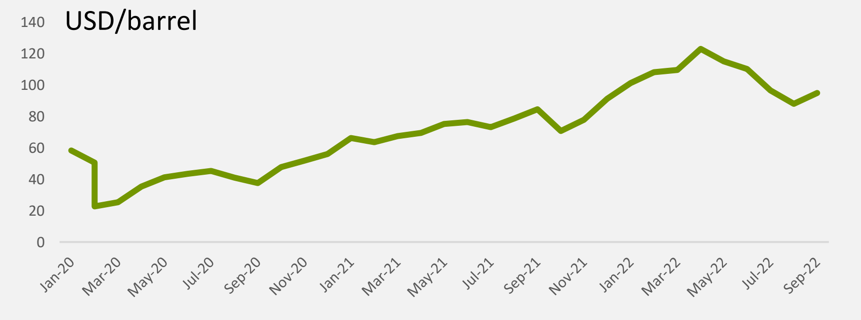
Oil prices down from April peak but +12% YoY



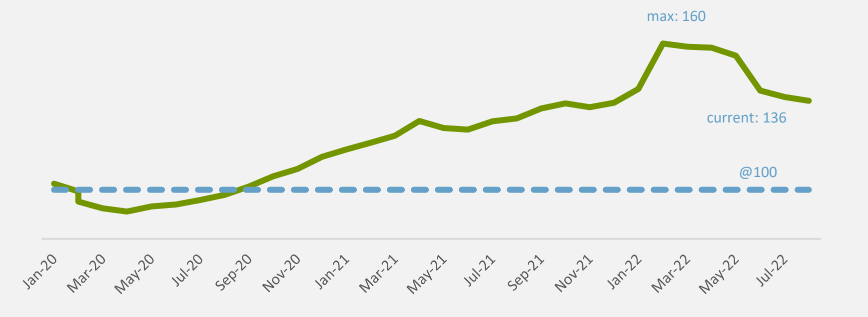
Key commodity prices remain elevated versus history



Global poultry prices down from May peak but +41% YoY



FAO Food Price Index remains above 100



Source: Bloomberg

Summary Profit & Loss Statement

AED'000	Q3'22	Q3'21	YoY	9M'22	9M'21	YoY
Revenue	**953,543**	**795,137**	*20%*	**2,949,164**	**2,113,504**	*40%*
Cost of sales	(685,483)	(561,251)	*22%*	(2,105,917)	(1,489,536)	*41%*
Gross profit	**268,060**	**233,886**	*15%*	**843,247**	**623,968**	*35%*
Selling and distribution expenses	(127,446)	(116,396)	*9%*	(385,719)	(322,755)	*20%*
General and administrative expenses	(82,920)	(74,816)	*11%*	(249,866)	(201,916)	*24%*
Research and development cost	(2,149)	(2,336)	*-8%*	(6,986)	(6,861)	*2%*
Other income, net	14,500	9,528	*52%*	32,379	32,396	*0%*
Operating profit	**70,045**	**49,866**	*40%*	**233,055**	**124,832**	*87%*
Finance income	7,599	4,063	*87%*	18,443	12,080	*53%*
Finance expense	(23,388)	(5,895)	*297%*	(49,153)	(13,557)	*263%*
Share of profit/ (loss) from investment in JV/associate	914	(574)	*-259%*	2,507	(3,316)	*-176%*
Profit for the period before income tax and zakat	**55,170**	**47,460**	*16%*	**204,852**	**120,039**	*71%*
Income tax and zakat expenses	(7,992)	(5,360)	*49%*	(22,443)	(7,197)	*212%*
Profit for the period	**47,178**	**42,100**	*12%*	**182,409**	**112,842**	*62%*
Attributable to:						
Owners of the Company	**40,456**	**35,377**	*14%*	**158,556**	**103,297**	*53%*
Non-controlling interest	6,722	6,723	*0%*	23,853	9,545	*150%*
Basic and diluted EPS (AED)	**0.051**	**0.045**	*13%*	**0.200**	**0.139**	*44%*

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Summary Balance Sheet Statement

AED'000	9M'22	FY'21
Property, plant and equipment	1,439,522	1,500,436
Intangible assets & Goodwill	2,065,663	2,085,142
Others	98,196	133,695
Total non-current assets	**3,603,381**	**3,719,273**
Inventories	918,173	708,241
Trade and other receivables	860,944	823,327
Cash and bank balances	1,218,173	1,123,257
Others	13,751	14,778
Total current assets	**3,011,041**	**2,669,603**
Total assets	**6,614,422**	**6,388,876**
Bank borrowings	1,430,176	1,636,953
Others	178,588	226,864
Total non-current liabilities	**1,608,764**	**1,863,817**
Bank borrowings	573,258	422,224
Trade and other payables	1,314,147	976,283
Others	137,128	168,033
Total current liabilities	**2,024,533**	**1,566,540**
Total liabilities	**3,633,297**	**3,430,357**
Total equity	**2,981,125**	**2,958,519**
Equity attributable to the owners of the Company	2,770,068	2,759,893
Non-controlling interests	211,057	198,626
Total equity and liabilities	**6,614,422**	**6,388,876**

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Summary Cash Flow Statement

AED'000	Q3'22	Q3'21	YoY	9M'22	9M'21	YoY
Profit for the period	***47,178***	***42,100***	*12%*	***182,409***	***112,842***	*62%*
Adjustments for:						
Depreciation & Amortization	57,469	54,132	*6%*	169,440	146,251	*16%*
Provisions & Allowances	3,761	10,093	*-63%*	18,359	25,498	*-28%*
Others	22,372	7,115	*214%*	48,179	11,243	*329%*
Change in:						
Inventories	-323,592	-87,537	*270%*	-211,284	-10,318	*1948%*
Trade and other receivables	2,221	-71,140	*-103%*	-14,528	156,726	*-109%*
Government compensation receivable	6,594	25,529	*-74%*	-28,342	-22,817	*24%*
Due from / to a related party	8,328	199	*4085%*	1,027	3,204	*-68%*
Trade and other payables	414,834	264,068	*57%*	239,788	78,602	*205%*
Deferred government grant	-2,188	-2,840	*-23%*	-6,747	-8,555	*-21%*
Others	-10,529	-3,326	*217%*	-37,886	-10,741	*253%*
Net cash generated from operating activities	**226,448**	**238,393**	*-5%*	**360,415**	**481,935**	*-25%*
Purchase of PPE (CAPEX)	-21,603	-32,682	*-34%*	-92,513	-80,699	*15%*
Investment in subsidiaries, net of cash	0	-551,693	*-100%*	0	-718,363	*-100%*
Others	-224,290	14,513	*-1645%*	-79,082	-102,002	*-22%*
Net cash generated from/(used in) investing activities	**-245,893**	**-569,862**	*-57%*	**-171,595**	**-901,064**	*-81%*
Dividend paid to shareholders	0	0		-65,305	-118,800	*-45%*
Bank borrowings, net	-151,550	559,741	*-127%*	-141,162	800,278	*-118%*
Others	-26,562	-15,360	*73%*	-71,848	-37,633	*91%*
Net cash (used in)/generated from financing activities	**-178,112**	**544,381**	*-133%*	**-278,315**	**643,845**	*-143%*
Increase in cash and cash equivalents	**-197,557**	**212,912**	*-193%*	**-89,495**	**224,716**	*-140%*
Effect of foreign exchange	-2,593	-249	*941%*	-7,801	-1,894	*312%*
Beg. Cash & Equivalents balance	**330,717**	**165,630**	*100%*	**227,863**	**155,471**	*47%*
End. Cash & Equivalents balance	**130,567**	**378,293**	*-65%*	**130,567**	**378,293**	*-65%*

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Thank you

09 November 2022