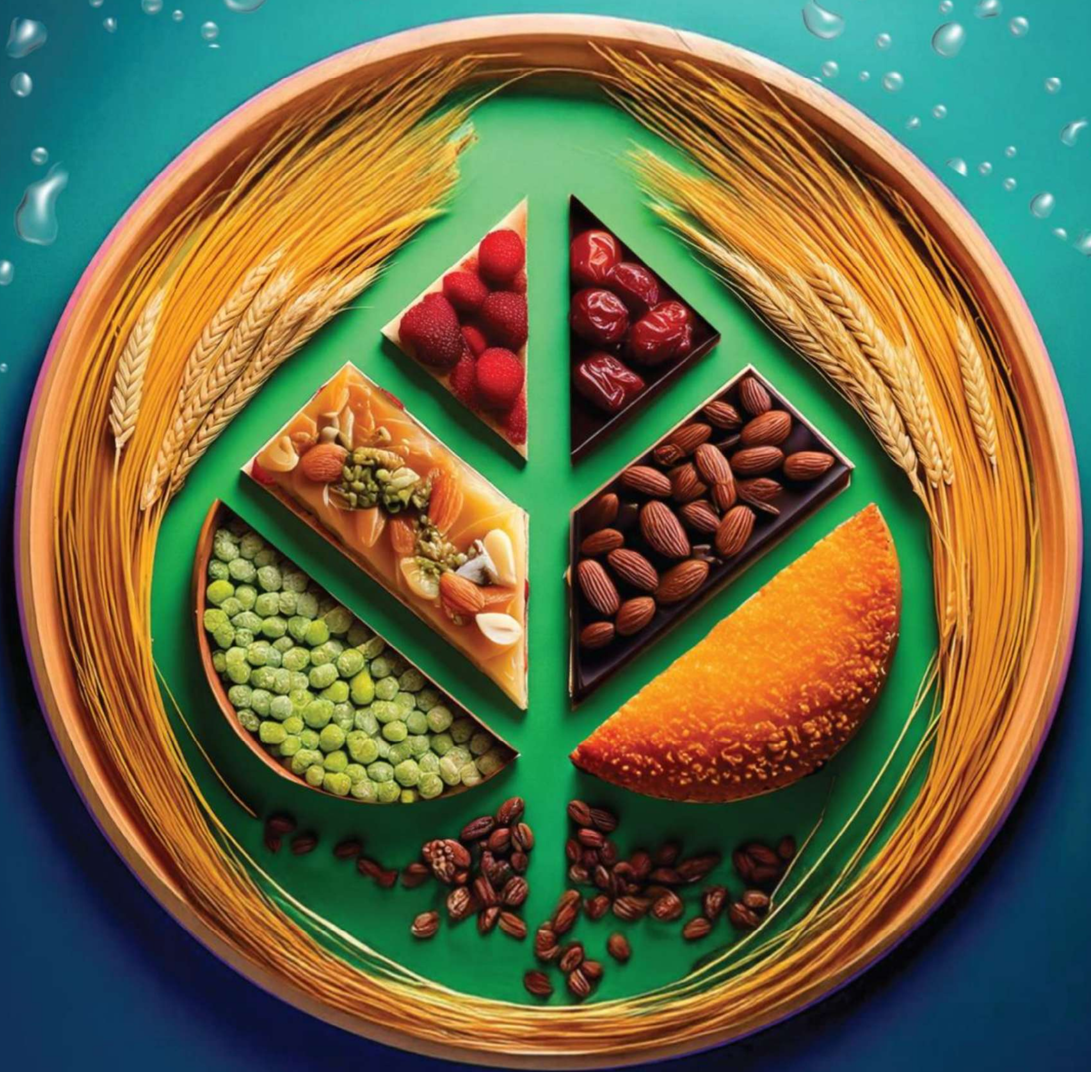

FY 2025 Results

Management Discussion & Analysis Report

3 March 2026

agthia أغذية

For The Better • من أجل الأفضل

Agthia Maintains Disciplined Shareholder Returns; Board Recommends H2 2025 Cash Dividend Increase by 10%

FY 2025 Audited Financial Results

- Group Net Revenue stood at AED 4.85 billion down -1.4% year-on-year
- Group Underlying EBITDA at AED 606.8 million with a margin of 12.5%
- Group Underlying Net Profit at AED 239.8 million; Net Profit Margin at 4.9%
- BoD recommended 2025 full-year cash dividend of 22.102 fils per share. Subject to AGM approval, Agthia will pay a cash dividend of 11.792 fils per share for the second half of 2025, 10% increase vs. H2 2024

Khalifa Sultan Al Suwaidi, Chairman of Agthia's Board, commented*: "2025 saw disciplined progress in strengthening Agthia's business and its operational backbone to support long-term sustainable growth. The Board's recommended increased dividend for the second half of the year reflects our confidence in the Group's direction and our commitment to balanced capital allocation, supporting consistent shareholder value creation while maintaining the ability to continue investing responsibly in future growth priorities."*

Salmeen Alameri, Managing Director and Chief Executive Officer of Agthia Group, added: *"2025 was defined by sharper choices, stronger execution, and a more consistent operating rhythm across the Group. I want to thank our teams across all markets for their commitment and resilience, and our shareholders for their continued trust and support. With strong operations, scaled innovation, digital enablers, and improving performance through the year, we enter 2026 with clarity, confidence, and the determination to accelerate the growth."*

Agthia Group PJSC (AGTHIA: UH) today announces its audited results for the period ending 31 December 2025.

Financial Highlights

Figure 1: Key Financial Highlights – Period Ending 31 December 2025

(AED MN)	FY 2025	FY 2024	YoY % Change
Revenue	4,845.6	4,914.6	-1.4%
Reported EBITDA	463.4	678.8	-31.7%
Underlying EBITDA[1]	606.8	688.8	-11.9%
Underlying EBITDA[1] Margin	*12.5%*	*14.0%*	*-149 bps*
Reported NP	100.6	321.8	-68.7%
Underlying NP[1]	239.8	330.9	-27.5%
Underlying NP[1] Margin	*4.9%*	*6.7%*	*-179 bps*

Group Revenue reached AED 4.8 billion, reflecting a year-on-year decline of -1.4%. Excluding last year's one-time wheat trading activity (AED 120.0 million) and the impact of the Egyptian pound (EGP) devaluation (AED 118.9 million), Group Underlying Revenue would have grown of 3.5% year-on-year.

[1] Underlying Group EBITDA and Underlaying Group Net Profit excludes the impact of non-recurring items, as well as loss related to exit from Timarat joint venture and closure of Yoplait business. Please refer to Appendix 1 for reconciliation.

Group Underlying EBITDA totalled AED 606.8 million, a -11.9% decline year-on-year, with an Underlying EBITDA Margin at 12.5%. EBITDA decline was mainly attributable to the ongoing transformation of the Snacking and Protein & Frozen segments.

Group Underlying Net Profit stood at AED 239.8 million, down -27.5% year-on-year.

Financial Position

We maintain AED 530.7 million in cash and equivalents, with Net Debt at AED 1.3 billion and Net Debt-to-EBITDA ratio of 2.9x (up from 1.5x in December 2024). The increase in leverage was mainly driven by the decrease in EBITDA but also impacted by cash outflow related to acquisitions of Riviere and minority stake in Abu Auf, as well as lower utilization of supply chain financing. Our debt is USD and AED-denominated, and we continue to achieve favorable borrowing terms by leveraging our strong balance sheet and network of leading banks.

In line with IFRS requirements, management completed its annual goodwill impairment assessment during the period. The assessment was supported by an independent third-party valuation review of the relevant cash-generating units and confirmed that carrying values remain recoverable. Accordingly, no impairment was identified or recognized.

Group Cash Flow

In FY 2025, the **net cash generated from operating activities** stood at AED 433.3 million, compared to AED 656.0 million in the same period last year. The decline was primarily driven by lower profit before tax.

The cash outflow related to changes in **working capital** was mainly attributable lower trade and other payables, which was partially offset by lower inventory level and reduction in trade in other receivables following the clean-up of legacy receivables.

Net Capital expenditure in FY 2025 remained disciplined at AED 142.1 million (2.9% of revenue), aligned with our strategic investment priorities. Spending during the period was focused on capacity optimization, innovation, and efficiency enhancement across core production facilities.

In Q1 2025, the Group increased its stake in Abu Auf from 70% to 80%, deepening integration within the Snacking segment and reinforcing our confidence in its long-term growth potential. In May 2025, we completed the acquisition of Riviere, a home and office water delivery business in the UAE, expanding our Water & Food footprint and strengthening our position in the high-margin direct-to-consumer channel. Total cash outflow related to these two transactions amounted to AED 257.1 million during 2025.

Free cash flow for FY 2025 stood at AED 317.9 million compared to AED 495.6 million in FY 2024. Agthia continues to maintain a prudent capital allocation approach, with a clear focus on operational discipline, working capital optimization, and maintaining strategic flexibility to support long-term growth.

Dividends

Agthia's board of directors has recommended a 2025 full-year cash dividend payment of 22.102 fils per share. This represents a total dividend amount of AED 183.7 million. Subject to AGM approval, Agthia will pay a cash dividend of 11.792 fils per share for the second half of 2025, aligning with the Group's semi-annual dividend policy. The Group has already paid an interim cash dividend of 10.31 fils per share (AED 85.7 million) for the 6 months ending on 30 June 2025.

Segment Reporting

Sales Analysis

Group revenue declined slightly year-on-year in FY 2025. Water & Food delivered strong growth, reflecting sustained momentum in the core business and the consolidation of Riviere. Agri-Business reported a decline, driven by the absence of the prior-year one-off wheat trading activity, while underlying like-for-like revenue was up. Snacking revenue declined as the segment continued to progress through its reset and transformation. Protein & Frozen was marginally down for the full year; however, performance improved notably in Q4, reflecting early benefits from the ongoing transformation.

Figure 2: Reported Revenue by Segment – Period Ending 31 December 2025

Revenue (AED MN)	FY 2025	FY 2024	YoY % Change
Water & Food	1,240.3	1,082.2	14.6%
LFL Sales[2]	*1,176.0*	*1,082.2*	*8.7%*
Agri-Business	1,223.2	1,332.2	-8.2%
Snacking	1,386.5	1,491.8	-7.1%
Protein & Frozen	995.6	1,008.5	-1.3%
Total Group	**4,845.6**	**4,914.6**	**-1.4%**

- **Water & Food:** The Water & Food segment delivered strong revenue growth of 14.6% year-on-year in 2025. Excluding Riviere, consolidated since May 2025, Water & Food LFL revenue grew 8.7% year-on-year in FY 2025, reflecting sustained organic momentum.

  Total UAE water revenue (excluding Riviere) increased 7.8% during the year, with Al Ain bottled water maintaining its market leadership. Our Home and Office Services (HOS) business (excluding Riviere) grew +7.7% in FY, supported by our continued focus on operational excellence and customer service.

  International water operations delivered positive volume growth during the year (+7.2%), which was offset by pricing pressure in select markets, resulting in a 1.2% year-on-year decline in revenue.

  The food portfolio, largely composed of trading food, recorded 31.9% for FY 2025, supported by continued strong performance in SunRice and solid execution across distribution network.

  Notably, Al Ain became Agthia's first billion-dirham brand, surpassing AED 1 billion in sales in Q4 2025, a major milestone that underscores the strength of our portfolio and commercial capabilities.

- **Agri-Business:** Revenue in the Agri-Business was up +0.9% in FY 2025 on a like-for-like basis, excluding the wheat trading activity recorded in Q1 last year.

- **Snacking:** Revenue declined by -7.1% in FY 2025. Continued strong performance in Abu Auf (+20.3 % in FY 2025), supported by solid consumer demand and the brand's established position in Egypt, was offset by declines in Al Foah and BMB. Both businesses faced pressure during the year, reflecting the ongoing transformation of the businesses as part of the Group's efforts to improve future growth and margins by redefining product portfolios and strengthening route-to-market capabilities. These initiatives remain focused on enhancing long-term competitiveness and unlocking future growth across targeted snacking sub-categories. Abu Auf continued expanding its retail footprint in Egypt, adding 67 new stores since the beginning of the year and bringing the total number of branded outlets to over 400.

[2] LFL Sales excludes recent Riviere acquisition, whose inclusion in consolidated financial statements began in May 2025

- **Protein & Frozen:** The segment saw revenue decline by -1.3% in FY 2025. The strong performance of Nabil (+3.3% in FY 2025) was offset by softer results in Frozen Vegetables & Tomato Paste (-1.7% in FY 2025), and Atyab (-9.4% in FY 2025, +0.9% in EGP). Since the new leadership team was onboarded, we made significant progress on strengthening our commercial capabilities with a priority focus on gross margin expansion.

Gross Profit and Gross Profit Margin

Group Gross Profit decreased 3.9% year-on-year in FY 2025, with Gross Profit Margin contacting by 77bps to 29.1%.

- **Water & Food:** Gross profit margin expanded by 95bps, supported by improved profitability in the HOS business and the UAE bottled water portfolio, driven by a favourable mix and continued expansion in the HoReCa channel.
- **Agri-Business**: Gross profit margin increased by 378bps, due to the strong governance and focus on margin improvement.
- **Snacking:** Gross profit margin declined -658bps, reflecting the old crop depletion by Al Foah in the first half of the year, as well as continued margin pressure in BMB and Abu Auf, driven by volatility in key commodity inputs.
- **Protein & Frozen**: Gross profit margin declined by 248 bps to 22.4% in FY 2025. Profitability gains in Atyab (+87 bps) were offset by margin contraction in Nabil (-324 bps) due to intensified competition, as well as ramp-up costs in the KSA facility, where production volumes remain below the levels required to absorb the site's fixed cost base.

EBITDA (Earnings before Interest, Tax, Depreciation, and Amortization)

Group underlying EBITDA declined year-on-year in FY 2025, as the Group progressed with a broad portfolio reset and transformation agenda. Solid underlying EBITDA growth in Water & Food and stable performance in Agri-Business were outweighed by the ongoing reset of the Snacking segment, particularly Al Foah, as well as Protein & Frozen transformation. Encouragingly, performance strengthened in Q4, with underlying EBITDA up 27.1% in the quarter, reflecting early benefits from the transformation initiatives and improving operational momentum.

Figure 3: Reported EBITDA and Margin by Segment – Period Ending 31 December 2025

	EBITDA (AED MN)	FY 2025	FY 2024	YoY % Change
Water & Food	EBITDA	170.9	172.5	-0.9%
	EBITDA Margin	*13.8%*	*15.9%*	*-216 bps*
Agri-Business	EBITDA	222.2	222.5	-0.1%
	EBITDA Margin	*18.2%*	*16.7%*	*147 bps*
Snacking	EBITDA	17.0	183.3	-90.7%
	EBITDA Margin	*1.2%*	*12.3%*	*-1,106 bps*
Protein & Frozen	EBITDA	72.7	118.0	-38.4%
	EBITDA Margin	*7.3%*	*11.7%*	*-441 bps*
Total Group	EBITDA	**463.4**	**678.8**	**-31.7%**
	EBITDA Margin	***9.6%***	***13.8%***	***-425 bps***
	Underlying EBITDA	606.8	688.8	-11.9%
	Underlying EBITDA Margin	*12.5%*	*14.0%*	*-149 bps*

- **Water & Food:** Underlying EBITDA increased 14.3% year-on-year in FY 2025, while EBITDA margin remains flat (-4bps year-on-year). Gross profit margin expansion was offset by higher general and administrative expenses.
- **Agri-Business:** EBITDA was flat year-on-year, while EBITDA margin expanded by 147 bps, driven by gross profit margin expansion that was partially offset by higher SG&A expenses.
- **Snacking:** Underlying EBITDA reached AED 122.7 million in FY 2025, down 33.1% year-on-year, mainly due to the ongoing reset of the Al Foah business, further amplified by continued margin pressure in Abu Auf and BMB. Reported EBITDA for the year includes a one-off provision of AED 92.0 million related to one of Al Foah's commercial counterparties, an AED 9.4 million provision for legacy receivables recorded in Q2 2025, as well as an AED 4.4 million cost related to the exit from Timarat JV.
- **Protein and Frozen:** EBITDA declined -38.4% year-on-year in FY 2025, with EBITDA margin contracting -441bps to 7.3%, driven by elevated marketing expenses and cost associated with the transformation office.

Expanding In-House Capabilities and Leveraging Efficiencies to Future Proof Our Growth

We continue to make strong progress in expanding our capabilities and driving efficiencies.

Leveraging our Egyptian platform: During FY 2025, export from Egypt reached AED 107.5 million. In 2025, Agthia's Egyptian businesses delivered combined revenue growth of 3.9% year-on-year in AED terms (+15.4% in EGP), supported by strong top-line momentum in Abu Auf.

Investing in innovation: Innovation is central to our goal of becoming a leading food and beverage company in the MENA region. Notably, innovation contributed AED 208 million to Agthia's FY 2025 growth. Here are some of our 2025 innovation highlights:

- **Snacking:** Abu Auf expanded its coffee portfolio with the launch of a new Mazag-brand Turkish coffee blend tailored for the HORECA and catering segment. Additional innovations included Medjool delights as well as four flavors of date spread. Meanwhile, BMB introduced Freakin' Wholesome salted almond date thins, choco and filled dates, along with new gummy variants and chocolate domes.
- **Protein & Frozen:** In Egypt, both Atyab and Chicketita launched several new 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 the Tier-2 segment. In 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, and saj beef kebab for the local market.
- **Agri-Business:** In Flour, Grand Mills launched an optimized Mushattalt product for the Tandoor channel and developed a new Italian Type flour tailored for artisanal pizza makers. These launches support our B2B relevance and reinforce brand equity. In Feed, Agrivita introduced a premium 30kg golden barley product to enhance our premium offering.
- **Water & Food:** Al Ain Water launched a new range of flavored and plain sparkling water in cans, becoming the first among UAE water players to do so. The brand also enhanced the secondary packaging of its glass bottle portfolio to elevate premium positioning and on-shelf appeal.

Progressing on our sustainability agenda: Agthia continued to advance its sustainability roadmap in FY 2025, achieving a -10.7% reduction in emission rate. To further strengthen ESG governance and transparency, Agthia launched a Smart ESG Platform this quarter, integrating over 150 KPIs, enabling real-time audits and streamlined reporting across the business.

Accelerating our digital roadmap: Agthia advanced its digital transformation in Q4 2025, reinforcing operational foundations and embedding AI-driven capabilities across the Group. The company rolled out SAP SuccessFactors across all business units and implemented a unified endpoint security solution that now protects more than 3,000 employees. Operations and HSE platforms went live, delivering enterprise-wide visibility across 150 HSE KPIs and over 40 critical value-chain metrics.

CRM automation initiatives generated approximately 15,000 productivity hours, which Agthia redirected to enhance consumer engagement. Alongside these operational gains, the Group accelerated its digital roadmap, improving customer experience and efficiency and driving a 19.6% increase in e-commerce revenue, now accounting for 6.4% of total sales. Continuing its Data & AI roadmap, the Group launched nine new AI applications and proofs of concept, including an internal "Agthia GPT" to support employees and "Synthesio" for AI-driven social listening.

Khalifa Sultan Al Suwaidi

Chairman

Salmeen Alameri

Managing Director & CEO

- End of Announcement –

Conference Call Details

A conference call for analysts and investors will be held at 4:00pm UAE time on 5 March 2026. The presentation accompanying the call will be available on Agthia Group's website under the Investors section from 4:00pm on 5 March 2026 : https://www.agthia.com/investors/results-call-materials/

Investor Relations Enquiries

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Appendix 1

Figure 4: Underlying EBITDA Reconciliation

AED MN	FY 2025	FY 2024
Reported EBITDA	463.4	678.8
Provision related to Al Foah commercial counterparty	92.0	0.0
Bad debt provisions for legacy receivables[3], incl.:	47.1	0.0
- *Water & Food*	37.7	0.0
- *Snacking*	9.4	0.0
Timarat JV exit (Snacking)	4.4	0.0
Yoplait Closure (Water & Food)	0.0	10.0
Underlying EBITDA	**606.8**	**688.8**

Figure 5: Underlying Net Profit Reconciliation

AED MN	FY 2025	FY 2024
Reported NP	**100.6**	**321.8**
Provision related to Al Foah commercial counterparty	92.0	0.0
Bad debt provisions for legacy receivables[5], incl.:	47.1	0.0
- *Water & Food*	37.7	0.0
- *Snacking*	9.4	0.0
Timarat JV exit (Snacking)	4.4	0.0
Yoplait closure	0.0	10.0
Tax on non-underlying items	-4.2	-0.9
Underlying NP	**239.8**	**330.9**

[3] The adjustment for bad debt provisions includes only the catch-up amounts recorded against legacy receivables. Recurring provisions created in line with the Group's standard policy are reflected in both reported and underlying performance