


Forward-Looking Statements

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A high-speed photograph of clear water being poured from a glass bottle into a glass. The water is captured in mid-pour, creating a dynamic splash and numerous small bubbles. The background is a solid, light blue color.

First Half 2016 Earnings Call

August 1, 2016



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For Wholehearted Living

Agenda

| Highlights

| Financial Review

| Q&A

Performance Highlights

□ GROWTH

Volume, Revenue, Profit	Q2'16	H1'16
Unit Cases Bottled Water	25%	19%
Tons Flour and Animal Feed	11%	8%
Total Net Revenue	17%	15%
Total Net Profit	18%	16%

□ BRAND HEALTH

Brand Health (Value Shares)	AM'16	Vs AM'15
- Bottled Water	20.6%	↑
- Flour	24.7%	↑
- Juice Single Serve	10.2%	↑
- Fruit Yogurt	11.0%	↑



We are making good progress in our strategic priorities

DRIVE REVENUE AND PROFITS

- Grow core categories ahead of market growth
- Drive profit ahead of the sales growth
- Improve performance of emerging businesses
- Identify acquisition targets in Dairy and Juice
- Expand geographical footprint via exports and JV/M&A

REINFORCE GROWTH ENABLERS

- Implement new organization structure
- Further improve the infrastructure including ERP



Momentum of growth continues

WATER & BEVERAGES

AED 362M
+26%

- ❑ Al Ain BW market leader
- ❑ >2x Alpin in the UAE
- ❑ Al Ain fresh juice in retail (mid-July)

FLOUR

AED 230M
+3%

- ❑ Growing B2C segment
- ❑ Slowing B2B (bakeries)
- ❑ Strong profitability

ANIMAL FEED

AED 360M
+7%

- ❑ Higher CP volume
- ❑ Growing trading business



Momentum of growth continues

DAIRY (YOGURT)

AED 16M
+37%

- ❑ Flat (fruit) and contracting (kids) market
- ❑ New flavors, higher marketing support
- ❑ Improved profitability, reduced losses

EMERGING BUSINESSES*

AED 76M
+48%

- ❑ Strong turnaround
- ❑ Bigger scale, reduced losses
- ❑ Devaluation in Egypt



Growth and expansion initiatives are in progress

COMPLETED

- Flour distribution in KSA
- Water joint venture in Kuwait (agreement signed)

WE ARE WORKING ON

- Water and Dairy acquisitions
- Flour distribution in Bahrain, Oman
- New product launches for Q3/4



Reorganization and infrastructure reinforcement on track

COMPLETED

- Design and roll out of new organization structure
- Appointment for most (C-1 and 2) leadership positions
- Al Ain and Dubai warehouse expansions

WE ARE WORKING ON

- Grain silo extension
- Al Wathba warehouse extension





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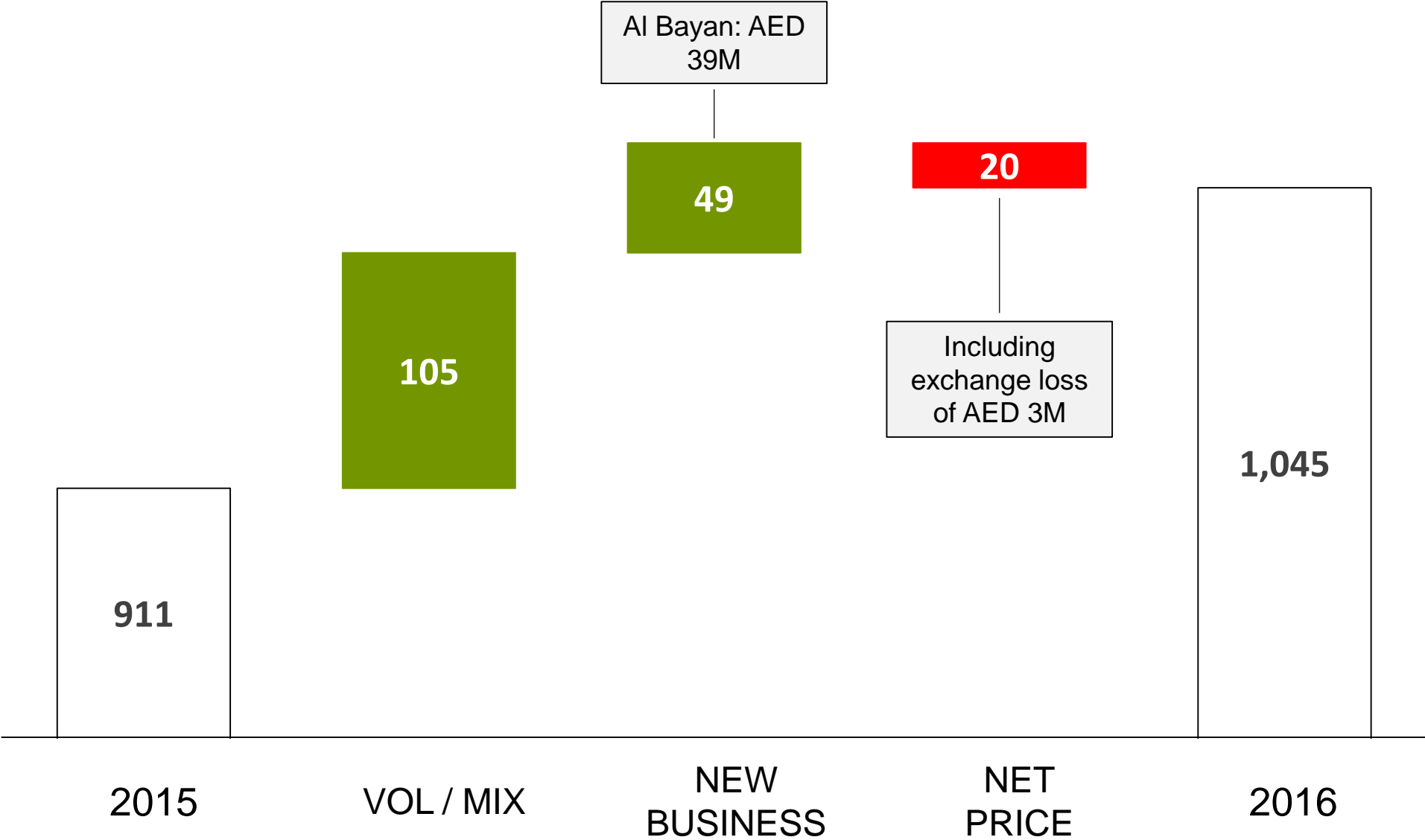
| Q&A

Strong first half generally in line with our expectations

- ❑ Group revenues at AED 1.04 billion, 15 percent ahead of last year, driven by Water and Feed
- ❑ Group profit at AED 145 million, 16 percent ahead of last year, driven by higher sales at better gross margins
- ❑ Significant loss reduction in emerging businesses
- ❑ Strong balance sheet and healthy cash flow



Half 1 net revenue – growth drivers



P&L – Half 1

	Current Year	Last Year	Ch
Net Revenue (AEDm)	1,045	911	+15%
Net Profit (AEDm)	145	125	+16%
EBITDA (AEDm)	186	164	+13%
<i>Gross Profit Margin %</i>	34.9%	32.3%	+262bps
<i>SG&A % of NS</i>	21.7%	18.3%	+338bps
<i>OOI % of NS</i>	0.7%	-0.2%	+96bps
<i>NP Margin %</i>	13.9%	13.7%	+20bps
<i>EBITDA Margin %</i>	17.8%	18.0%	-23bps

Lower raw material costs, better sales mix, cost savings and stable flour pricing in the Northern Emirates resulted in higher gross margin

Excluding Marketing Expenses and Al Bayan, SG&A expense ratio to net sales stands at 16.7 percent, 112 basis points higher versus year ago)



Balance Sheet

Key Metrics

Balance Sheet

Cash Flow

Net Working
Capital (as of
June 30th)

Results

- AED 2.6B and AED 1.6B total assets and total equity, respectively
- AED 134M cash from operations
- Cash and cash equivalents and fixed deposits at AED 559M
- Sufficient bank credit lines available
- AED 644M, AED 98M higher vs a year ago
- Inventory: AED 318M; Receivable: AED 326M
- Higher receivables reflecting higher sales and higher share of retail customers in business



Strong financial health

AED in Billions – As of June 30th, 2016

2010-15 fiscal year, 2016 based on trailing twelve months

Total Assets

2.6

Total Equity

1.6

Cash & Bank

0.6

Borrowings

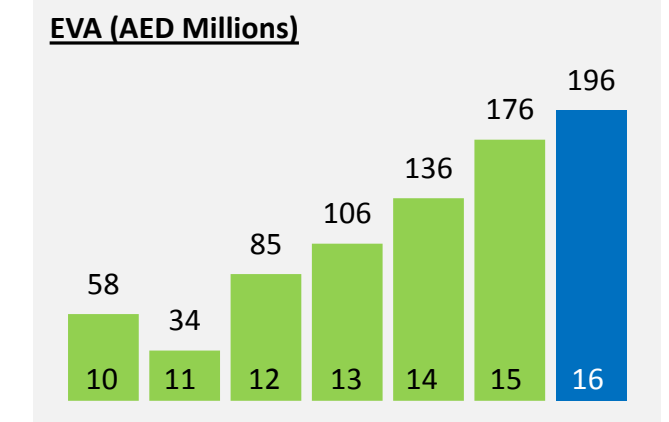
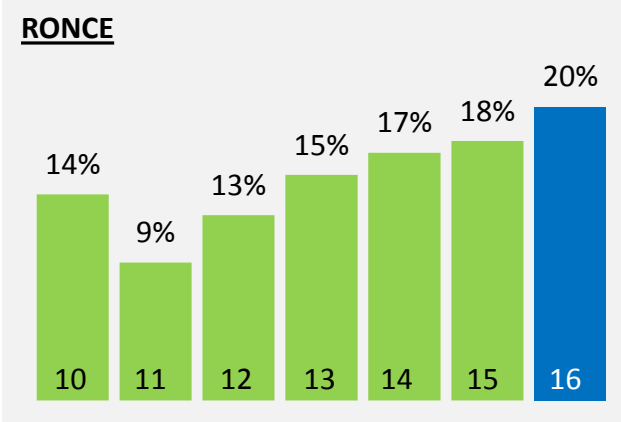
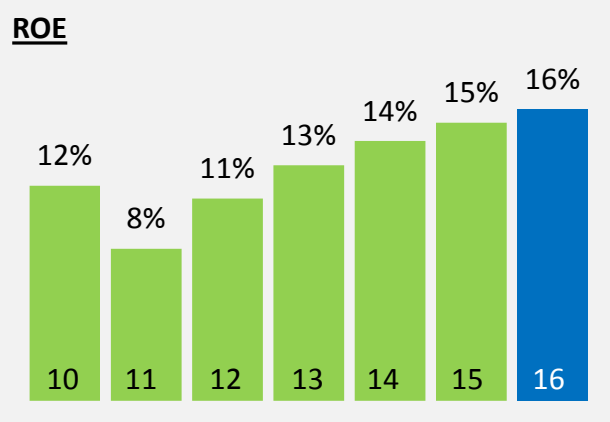
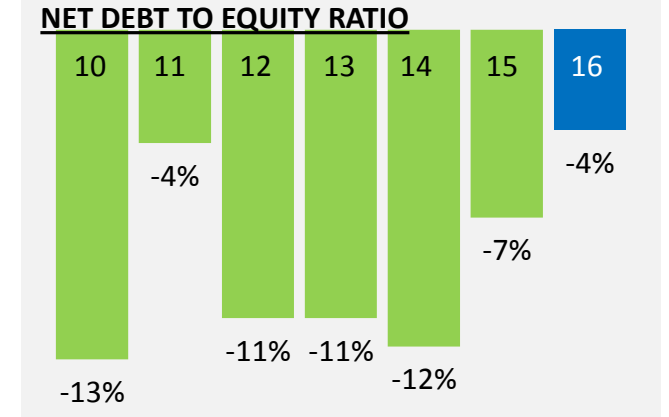
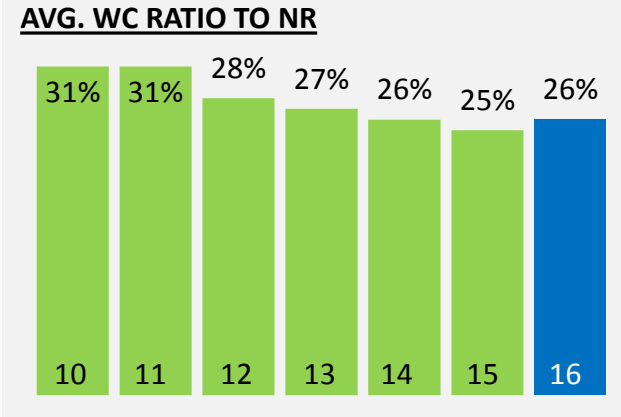
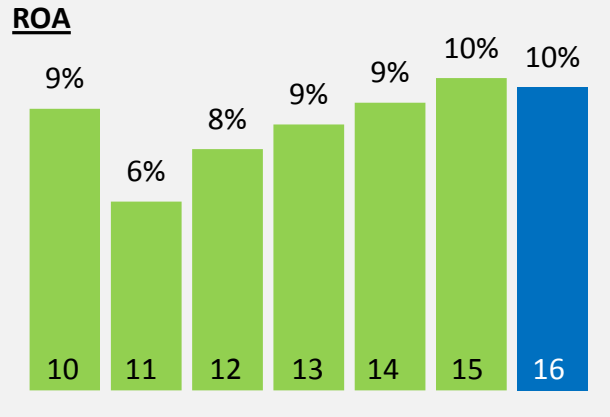
0.5

Net Cash

0.1

Average Working Capital

0.5



Considerations ahead

- ❑ Soft consumer offtake in the UAE – slowing market growth rates
- ❑ Developing subsidy policy rationalization for Flour and Animal Feed



Total Year 2016 Outlook

- Group revenues 9 – 10% Growth
- Group net income 10 – 11% Growth
- Working capital 25-27% of Net Revenue
- Capital expenditures AED 150-190M
- Acquisitions Aiming to secure one





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