

Agthia Investor Presentation

April 2015



Forward Looking Statement

This presentation and subsequent discussion may contain certain forward-looking statements with respect to the financial condition, results of operations and business of the Group.

These forward-looking statements presents the Group's expectations of beliefs concerning future events and involve known and unknown risks and uncertainty that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. Additional detailed information concerning important factors that could cause actual results to differ materially is available in our Annual Report.

Content

1. Agthia Overview
2. Business Strategy
3. Market & Competitor View
4. Financial Performance
5. Outlook
6. Closing Summary

Agthia Overview



Agthia- Arabic for Nutrition

Leading Abu Dhabi based Food & Beverage Company

Agthia Group

2 Businesses

Agri Business

Consumer Business

Grounded operations in
3 Countries

UAE

Turkey

Egypt

6 Business Categories

Flour

Animal Feed

Water & Beverages

Fruits &
Vegetables

Dairy

Bakeries

13 Brands

Frozen Baked Products



Sold in nearly
20 Countries

Across GCC, Turkey, North Africa & MENA Region

Almost
2,200 Employees

Highly committed, driven individuals & teams – Making Things Happen.

Share Information

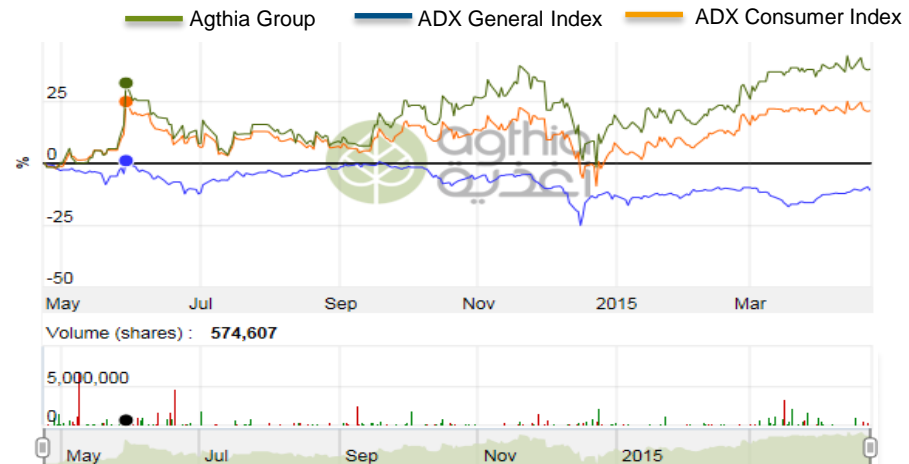
- Listed on ADX since 2005
- Market capitalization as of 23 of April, 2015 \$1.169 Billion
- 600 million outstanding shares

Shareholder Structure as of 23 April 2015

- SENAAT (General Holding Corporation) – 51%
- Abu Dhabi Pension Fund – 5%
- Emirates International Investment Company LLC – 7.43%
- Free Float – 44%
 - Foreigners can hold up to 25%
 - No shareholder may hold >10%
 - Current foreign ownership 12.66%
(2.67% GCC & Arabs, 9.99% Others)

Share Price Performance

(Share 23 April, 2015 – AED 7.16)



Share Price 23 April 2015 - AED 7.16

12- month Performance

Agthia Group: +37.69%
 ADX General Index: - 11.13%
 ADX Consumer Index: + 20.92%

Agthia

Board of Directors

Eng Dhafer Ayed Husain Al Ahbabi	Rashed Hamad Rashed Al Dhaheri	Mohammed Saif Ghanem Al Suwaidi	Khamis Mohamed Khamis Buharoon Al Shamsi	Ilias Assima- kopoulos	Saif Saeed Ahmed Ghobash	Amna Obaid Khalifa Al Zaabi
Chairman	Vice Chairman	Member	Member	Member	Member	Member
Chairman	Deputy Director, Indexed Funds Department	Director General	Board Member	Ex -CEO	Board Member	Deputy Director, Enterprises Development
Al Foah	Abu Dhabi Investment Authority	Abu Dhabi Fund for Development	Abu Dhabi Islamic Bank PJSC	Agthia Group PJSC	Emirates Palace	Senaat (General Holding Corporation)

Young, Dynamic and Influential Board of Directors

Agthia

Executive Committee

Iqbal Hamzah CEO

Pakistan
Joined in August 2006.

Previous posts include:

- P&G**,
Regional Financial Director, Russia, Republics & Baltics.
- The Gillette Company**
Regional Financial Director, Middle East & Africa.

Currently Vacant CFO

Fasahat Beg Executive VP – Consumer Business

Canada
Joined in July 2006.

Previous posts include:

- Pepsico International**
Commercial Director, SE Asia Food & Snacks.
- JT International S.A.**
Marketing & Sales Director, Czech & Slovak Republics.

Manolis Trigkonis Executive VP – Agri Business

Greece
Joined in September 2009.

Previous posts include:

- Vivartia**
General Manager, Central & Eastern Europe.
- Mars**
General Manager, Greece.
Marketing Director, Italy,

Daniel Marie VP Manufacturing Operations

France
Joined in January 2010

Previous posts include:

- Agralys Group**
Managing Director.
- Sara Lee**
Group Manufacturing Director.
- Yoplait- Sodial Group**
Manufacturing Director.

Toufic El Cha'ar VP Human Capital & Organization Development

Lebanon
Joined in January 2008

Previous posts include:

- Al Homaizi Group**
Vice President HR & Organization Development, Kuwait.
- SITA**
Group HR Director, Europe, Middle East and Africa based in Rome & Geneva.

Tariq Aziz VP Projects & Bus. Solutions

UK
Joined in February 2007.

Previous posts include:

- P&G**
Associate Finance Director, UK.
- The Gillette Company**
Group Finance Manager, UK, Africa, Middle East & Eastern Regions.

Khalid Sulaiman VP Public Affairs

UAE
Joined in May 2004.

Previous posts include:

- Agthia Group**
Group Training & Development Manager
- Grand Mills for Flour & Feed**
Human Resource & Admin Manager
- National Marine Services Co.**
Purchasing & Warehouse Supervisor, UAE.

Business Strategy

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Strategic Roadmap



Strategic Priorities

Strategies

1. Drive sales ahead of category growth
2. Address the underperforming categories
3. Drive Profit Faster than the sales growth
4. Infrastructure, Organization & Governance

Drivers

1. Expand distribution & geographical foot print
2. Strengthen leadership position in key categories & gain market share
3. Grow brand equity and awareness – invest strategically, Significantly enhance in store visibility
4. Address underperforming businesses
5. Expand product portfolio by launching higher margin products
6. Strengthen portfolio by selective M&A
7. Attain cost efficiency by driving costs down and asset productivity up
8. Expand manufacturing and supply chain infrastructure and production capacity
9. Improve organizational effectiveness and strengthen organization with relevant capabilities
10. Practice good governance, ERM, compliance and controls

Product, Businesses & Geographical Diversification Strategy

Agri Business		Consumer Business			
Flour – UAE	Animal Feed - UAE	Water & Beverages - UAE	Fruits & Vegetables - UAE	Dairy - UAE	Bakeries- UAE
 <p>Live Healthy</p>	 <p>Feed Solutions</p>				
<p><u>Flour</u></p> <ul style="list-style-type: none"> ✓ Traditional Flour ✓ Specialty Flours • Wheat germ • Biscuit Flour • Pasta Flour 	<p><u>Animal Feed</u></p> <ul style="list-style-type: none"> ✓ Feed ✓ Lifecycle program ✓ Ideal protein ✓ Immunity & Performance ✓ Innovative Feed Format ✓ Racing Camel Feed • Ruminant Starter • Omega 3 	<ul style="list-style-type: none"> ✓ Bottled Water ✓ HOD – 5 gallon ✓ Flavored Water ✓ Energy Drink ✓ Juice Drinks ✓ Fresh Juice • Functional water • High content juices • Fresh juices retail 	<ul style="list-style-type: none"> ✓ Tomato Paste ✓ Frozen Vegetables • Value added tomato based products 	<ul style="list-style-type: none"> ✓ Yogurts Plain Fruit Kids Snacks (Petits Filous) Desserts • Drinkable yogurt • Greek yogurt 	<p><u>Frozen Bakeries:</u></p> <ul style="list-style-type: none"> ✓ Bread range (baguettes, ciabattas & rolls) ✓ Croissant & sweet pastries <p><u>Monty's Bakehouse:</u></p> <ul style="list-style-type: none"> • Savory filled croissant • Specialty bread loaves • Muffins & cookies • Savory filled Pastries & sweet cakes
		Water & Beverages - Turkey	Fruits & Vegetables - Egypt		
					
		<ul style="list-style-type: none"> ✓ Bottled Water ✓ HOD – 5 gallon 	<ul style="list-style-type: none"> ✓ Tomato Paste ✓ Hot Chili Paste ✓ Fruit Puree 		

Flour & some Animal Feed products Subsidized for volumes sold in Abu Dhabi

- ✓ Existing
- Under Evaluation

2015 – New Business Category



- Agthia Group has joined forces with Monty's Bakehouse, one of the world's leading suppliers of bakery items and snack foods to the global airline industry.
- The partnership will pave the way for Agthia products to be served on a number of global airlines, as well as facilitating the launch of Monty's Bakehouse products in the Middle East.
- This partnership in effect helps us tap into new synergistic distribution channels.
- Products: "Hot box" concept, a range of ready to eat savoury filled pastries and cakes packaged in an ovenable carton for easy preparation & handling on aircrafts







2015 Capacity Expansion Plans

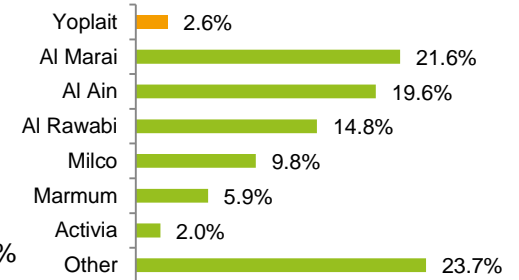
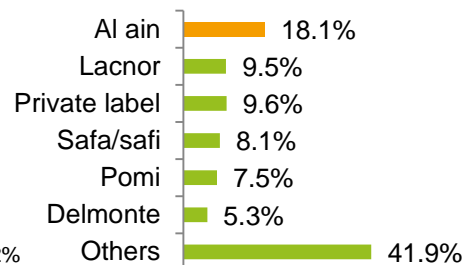
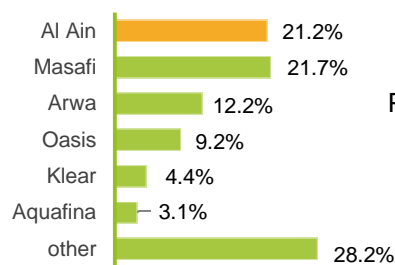
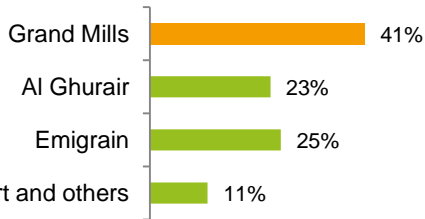
	Bottled Water Turkey	Animal Feed	Bottled Water UAE	Distribution Centre Expansion in UAE	
Location:	Turkey	UAE	UAE	UAE Dubai	UAE Abu Dhabi
Description:	Additional One Line	Upgrade of existing mill	Second High Speed Line	Distribution Centre Expansion	
Capex:	USD 5 million	USD 1.5 million	USD 17.5 million	USD 25 million	
Production Expected:	Q2 2015	Q1 2015	Q2 2016	Q3 2015	Q3 2016
Incremental Production Capacity:	3.5 million cases pa	60 K tons pa	23 million cases pa	5000	5000
Existing Production Capacity:	3.5 million cases pa Excluding 5 & 10 Liter	548 K tons pa	52 million cases pa	500	9600
New Total Production Capacity:	7 million cases pa Excluding 5 & 10 Liter	608 K tons pa	75 million cases pa	5500	14600


Market & Competitor View

3

Volume Market Share And Key Players in UAE

Agri Business		Consumer Business		
Flour & Animal Feed	Water & Beverages	Fruits & Vegetables	Dairy	
Flour*  <p>UAE Flour Market: USD 290MM / 568K tons Market growing @ 2-3%</p>	Bottled Water**  <p>UAE Bottled Water Market: USD 218.5 MM Market growing @ 5-8%</p>	Tomato Paste**  <p>UAE Tomato Paste Market: USD 12.6 MM Market growth flat</p>	Yoghurt**  <p>UAE Dairy Market: USD 200 MM Market growing @ 5-8%</p>	




Animal Feed* 


UAE Feed Market:
USD 339 MM / 1,133K Tons
Market growing @ 4-7%

Juice Drink – Single serve** 

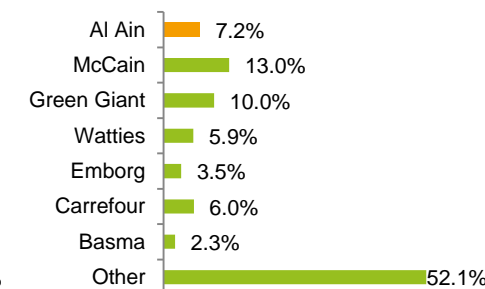
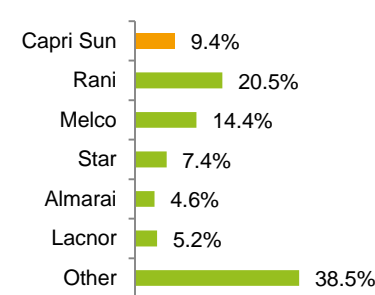
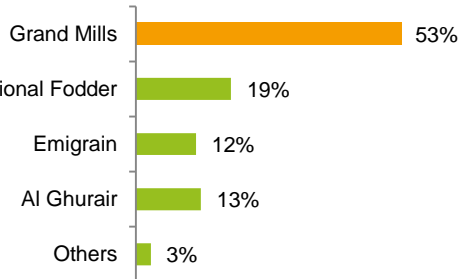
UAE Juice Market: USD 121.3 MM
Market growing @ 5-6%

Frozen Vegetables** 

UAE Frozen Vegetable Market:
USD 39.2 MM
Market growing @ 2-3%

Yoghurt (Value Market Share)** 

Company	Market Share (%)
Yoplait	4.0%
Al Marai	16.8%
Al Ain	15.1%
Al Rawabi	10.8%
Milco	7.20%
Marmum	4.1%
Activia	3.1%
Other	38.90%



Volume Sales in UAE

Agri Business

Flour

Animal Feed

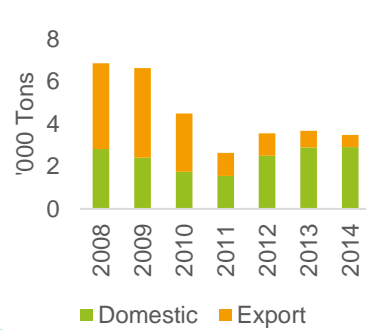
Flour



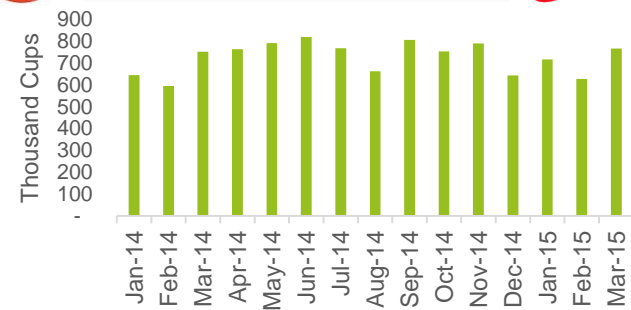
Bottled Water



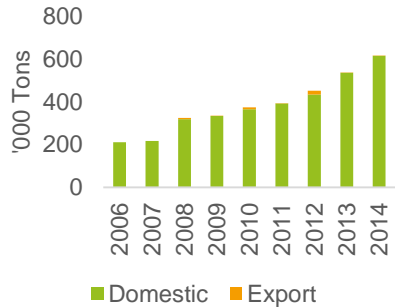
Tomato Paste



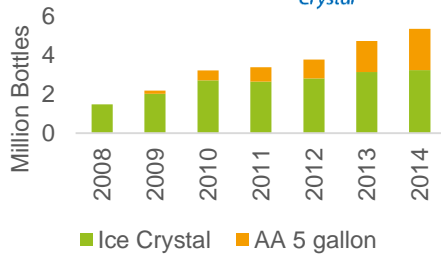
Yoghurt



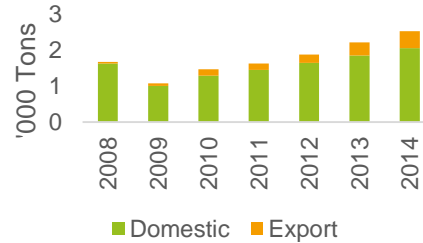
Animal Feed



5 Gallon



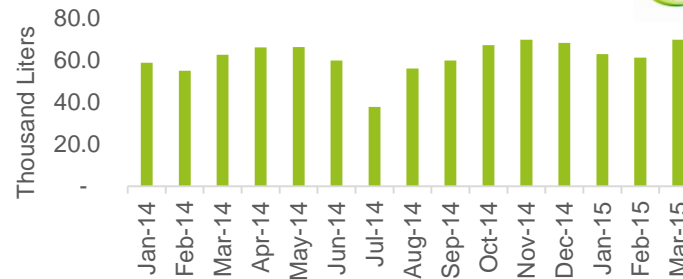
Frozen Vegetables



Juice Drink



Fresh Juices



Volume Sales in Egypt & turkey

Consumer Business

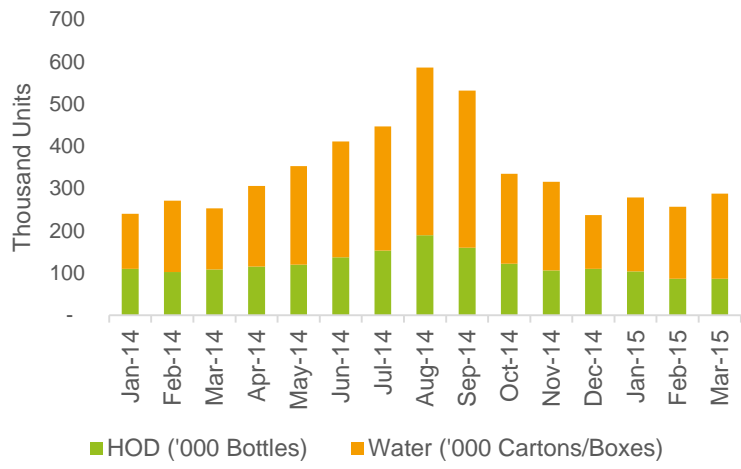
Water & Beverages - Turkey

Fruits & Vegetables - Egypt

Bottled Water



Tomato Paste

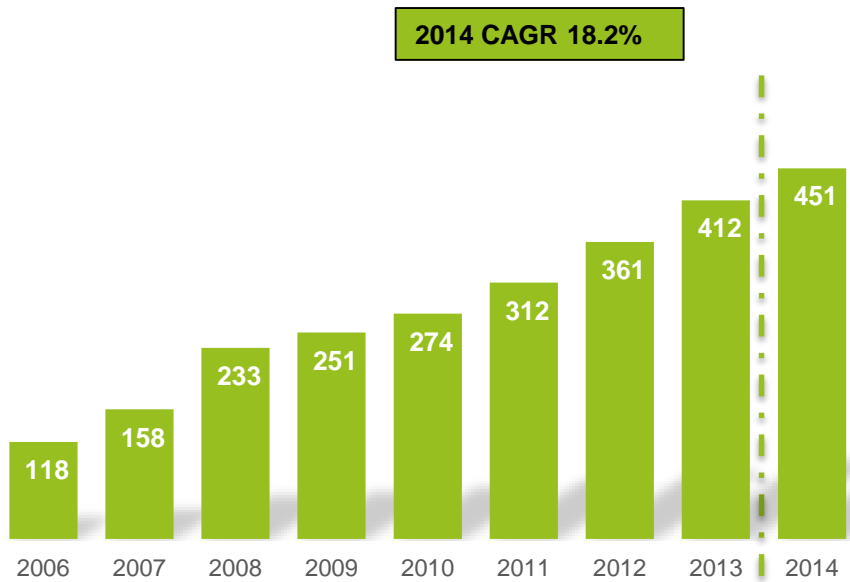


Financial Performance

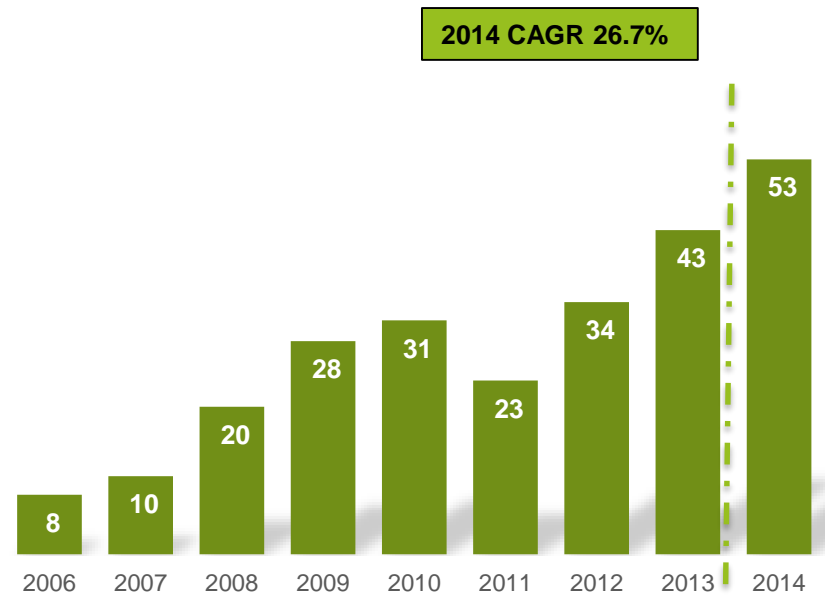
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2014 Performance

Net Sales – USD million



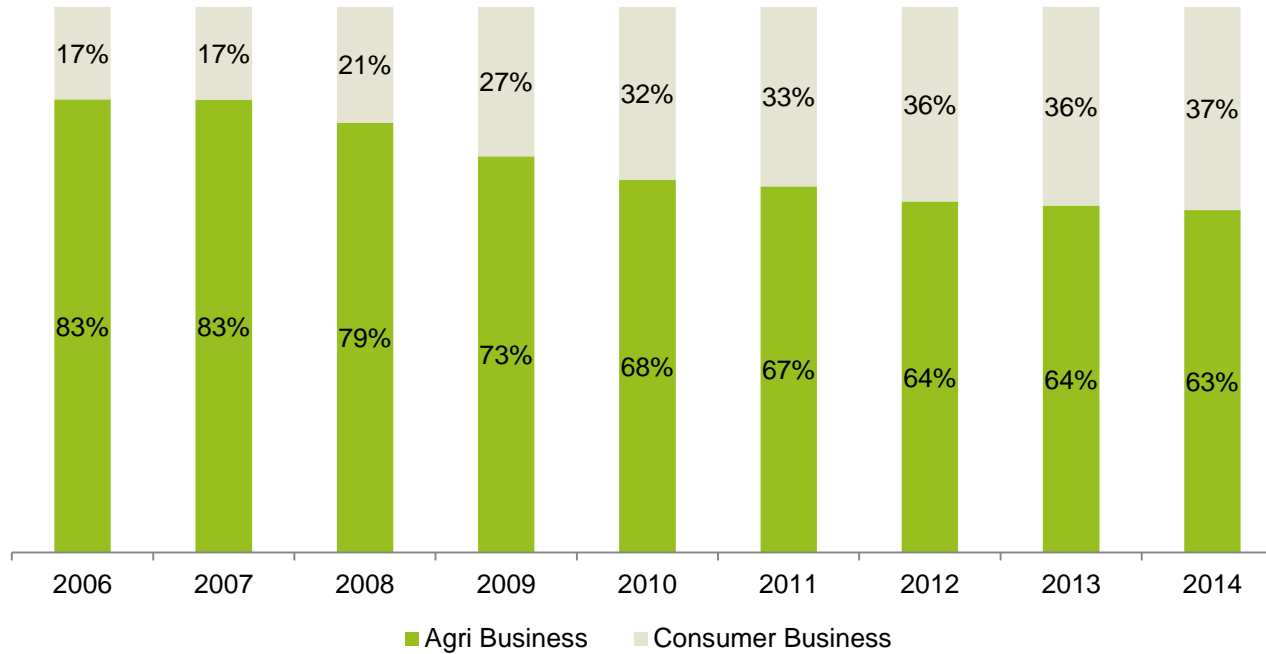
Net Profit – USD million



	2014	Year-on-Year growth
Group Revenues	USD 451 million	9.4%
Group Profit	USD 53 million	21.8%

Note: 2014 Figures are unaudited

Revenue Breakdown By Division



2006 Revenues- \$118 MM

Agri Business : 83%

Consumer Business : 17%

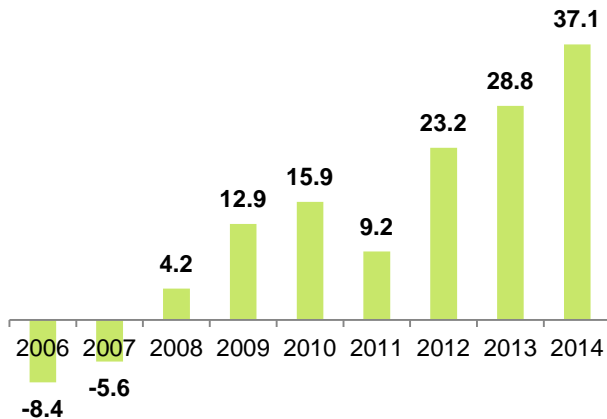
2014 Revenues- \$451 MM

Agri Business : 63%

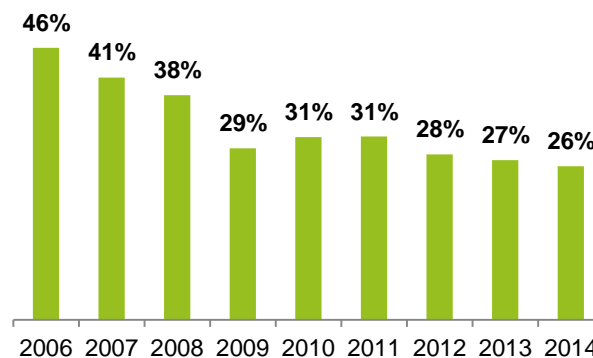
Consumer Business
UAE + Egypt + Turkey: 37%

Key Financial Indicators

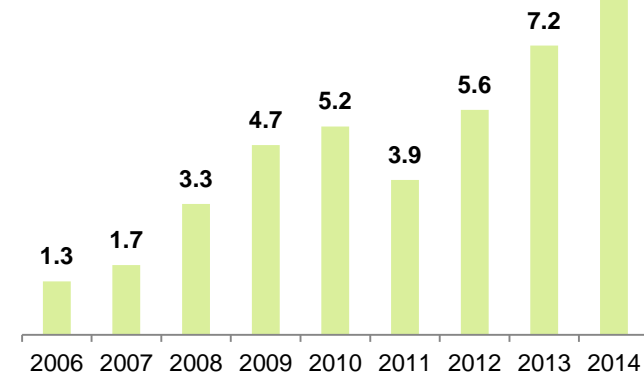
EVA - \$MM
(Economic Value Added)



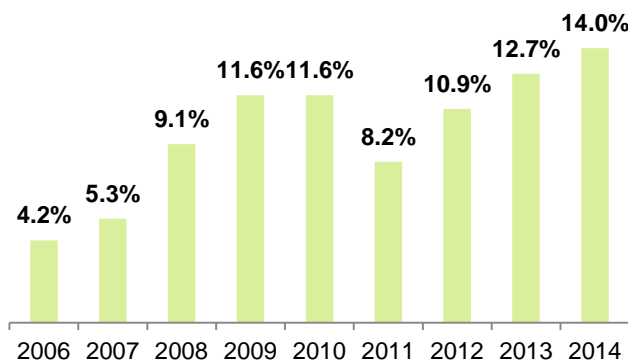
WC as % of Sales
(Working Capital)



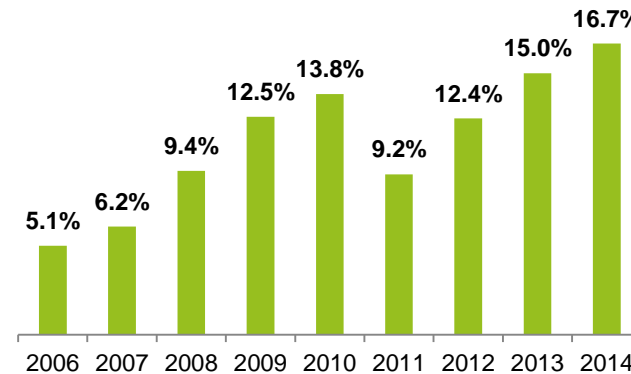
EPS - Cents



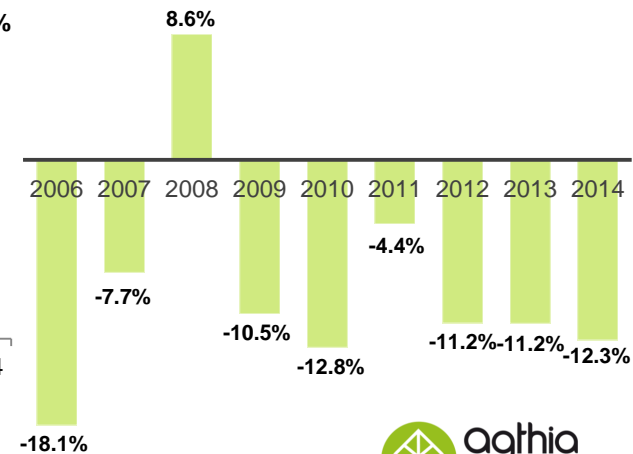
Return on Equity



Return on Net Capital Employed



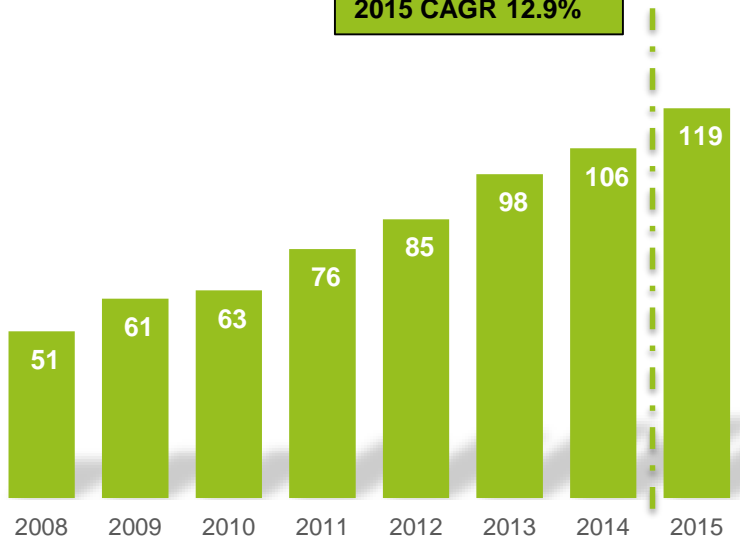
Net Debt to Equity Ratio



Q1 2015 Performance

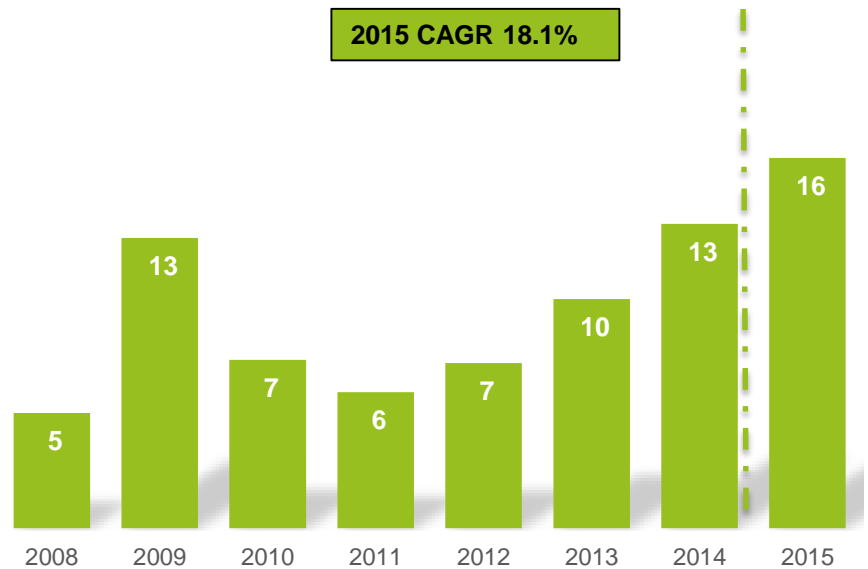
Net Sales - \$ MM

2015 CAGR 12.9%



Net Profit - \$ MM

2015 CAGR 18.1%



	Q1 2015	Year-to-Year growth
Group Revenues	USD 119 million	11.5 %
Group Profit	USD 16 million	21.6 %

Outlook

5

Positive outlook; sustainable growth via improved performance

2015 Key Focus Areas

Progress on strategy implementation:

- Drive profitable growth across core businesses, implement cost saving initiatives, diversify and launch new products, expand distribution reach, enhance in store presence
- Address underperforming businesses

Improving performance of existing products:

- Yoplait / Capri Sun: Execute New Products Strategy including launch of new products
- Monster / Alpin: Expand distribution
- Frozen Baked products distribution

Production capacity expansion:

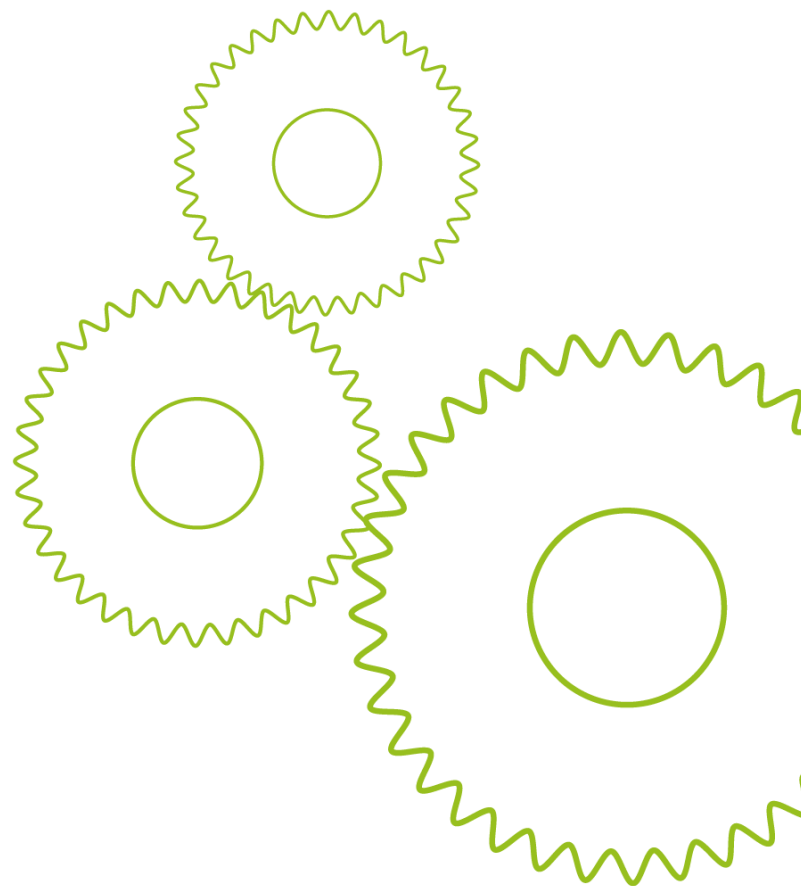
- Animal feed production capacity expansion in Q1 2015
- Capacity expansion in Turkey in Q2 2015
- 200 ml bottle water capacity expansion in Q2 2015
- 2nd High Speed Line in Q2 2016
- Distribution Center Expansions in Abu Dhabi and Dubai

Closing Summary

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Closing Summary

- Good growth story with strong, above average, sustained sales & profit growth
- Strong brand & market positions in core businesses
- Strategies for sustained profitable growth:
 - UAE Domestic Share Expansion
 - Regional Expansion
 - Diversification
 - M&A
- Strong management team & human capital across the organization
- Driven with grounded business practices
- Fundamental defensive qualities of Food and Beverage sector











END



Agthia Business

Production Capacity

(as of Feb 2015)

Agri Business		Consumer Business			
Flour UAE	Animal Feed UAE	Water & Beverages - UAE	Fruits & Vegetables - UAE	Dairy - UAE	Bakeries
					
Flour – 315K tons	Animal Feed 608 K tons	Bottled Water 52 million cases 5 gallon water 9 million bottles Capri Sun 3.4million cases Hot filling line 1.1 million cases	Frozen Vegetables 10K tons Fresh Juice 2.2 K tons	Fresh Dairy Products- 16K tons	8 K Tons
		Water & Beverages - Turkey	Fruits & Vegetables - Egypt		
					
		Small format (PET)– 3.5 million cases* 5 liter/10 liter– 3.5 Million Cases 5 gallon water –7 million bottles * Will increase to 7 Million in Q2 2015	Tomato Paste: 13 K tons Tomato Paste : 5 k tons transferred from UAE in Jan 2015 Fruit Pulp + Chilli Paste: 6K tons		

Flour & Animal Feed

Subsidy Example

- Abu Dhabi Government Initiative – following rise in commodity prices in 2007/2008
- Subsidy only applies to volumes sold in Emirate of Abu Dhabi
- Agthia Flour and Feed has 2 Price Lists
 - Abu Dhabi Price List
 - Price set by Abu Dhabi Government since end 2007/ early 2008
 - Northern Emirates Price List (Dubai, Sharjah, Fujeirah, etc)
 - Price set by market dynamics

• For Example

• 50 Kg Flour 1 bag

- **Abu Dhabi Price**= AED 70
- **Northern Emirates Price**= AED 111
- Volume sold in Abu Dhabi = 1000 tons

Subsidy = Price Difference x Volumes sold in Abu Dhabi
= (AED 111 – AED 70) x 1000
= AED 41, 000



- Subsidy claim submitted by Agthia on quarterly basis
- Subsidy reduced from cost of goods sold.