

Sustainability

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Our Sustainability Journey

We are proud to present Agthia Group's 2025 Sustainability Report, reinforcing our commitment to responsible business practices, sustainability leadership, and transparency. At Agthia, sustainability is not just an ambition, it is embedded in our DNA. From the pure water that sustains life to the carefully selected ingredients that shape our food portfolio, we draw inspiration from nature to shape our strategy.

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Our Sustainability Journey

Scope of Sustainability Reporting

This report outlines our progress, key learnings, and strategic direction as we navigate the evolving landscape of sustainability. Guided by the principles of responsible growth, we continue to develop innovative solutions that benefit people, protect the planet, and drive economic prosperity. By embracing cutting-edge technology, fostering partnerships, and aligning with global frameworks, we ensure that our products and services contribute to a resilient, sustainable future.

Through this report, we provide stakeholders with a comprehensive and transparent overview of our environmental, social, and governance (ESG) performance, demonstrating our commitment to creating long-term value for our people, communities, and shareholders.

GRI Accordance

This report has been prepared in accordance with the GRI Standards, ensuring a structured, globally recognised approach to sustainability disclosure. We also apply the GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022 providing a sector-specific framework for identifying, monitoring, and managing material ESG topics relevant to our operations.

Alignments with Global and Regional Frameworks

Our sustainability approach aligns with leading international and regional initiatives, including:

- **Global Reporting Initiative (GRI) Standards** for structured sustainability disclosure.
- **United Nations Sustainable Development Goals (SDGs)** contributing to global sustainability priorities.
- **Abu Dhabi Vision 2030** supporting the UAE's strategic direction for sustainable economic growth.
- **UAE Net Zero 2050** committing to a low-carbon and climate-resilient future.

Comparable Data

To enhance transparency and track progress, this report provides comparative historical data covering 2023, 2024 and 2025 where available, allowing stakeholders to evaluate our sustainability performance over time.

External Assurance

This report has not been externally assured.



Scope of Report

Year	This report outlines Agthia's ESG performance - 1 January 2025 to 31 December 2025, unless otherwise specified.
Countries	The report encompasses Agthia's operations across the Gulf Cooperation Council (GCC) comprising the UAE, KSA, Kuwait, and Oman as well as its activities in Türkiye, Egypt, and Jordan, unless otherwise stated.
Terminology	References to "the Group", "We", "the Company", and "Our" within this report pertain to Agthia Group PJSC, inclusive of all subsidiaries operating within the GCC, Egypt, Turkey, and Jordan.
Entities	This report covers Agthia Group's operations, incorporating both majority-owned and wholly-owned subsidiaries. Unless otherwise indicated, performance data reflects insights from both the Group and its subsidiaries.
Monetary Values	All financial figures in this report are expressed in Arab Emirates Dirhams (AED) unless noted otherwise.
Financial Performance	The financial performance section details the results of Agthia Group and its subsidiaries. For further insights into Agthia's financials, please refer to the other sections in the Annual Integrated Report 2025.

Our Sustainability Journey continued

2025 Sustainability Highlights

Environmental Integrity



Environmental Integrity Page 40



AED 10.5mn
savings through 110 sustainability productivity projects

69.33%
recycled waste from the total waste generated

52%
of Group Food Waste is recycled

95%
increase in renewable energy generated 1,065,821 KWh at Group level in 2025

95.5%
of packaging is recyclable or reusable

25%
reduction in Waste Ratio

24%
reduction in UAE Scope 1 Emissions

10%
reduction in Group Emission Rate

10%
reduction in UAE Total Absolute Emissions

5%
reduction in Water Usage Ratio

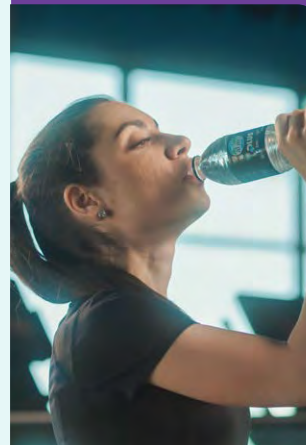
3.5%
reduction in Group Total Absolute Emissions

1st Scope 3
mapping for 2024 emissions

Scaling Health & Wellness



Scaling Health & Wellness Page 51



AED 1.7mn
represents a 20% increase in total community investment in 2025

14%
growth in sales of Sustainable Packaging of Al Ain Water bottles of Plant Based, 100% rPET & Glass bottles

100%
of new and existing suppliers assessed for environmental compliance

Zero
suppliers were identified with significant negative environmental impacts

100%
of suppliers were screened for social risks

AED 3.29bn
in total procured goods and services

56.8%
of total procurement sourced from locally registered suppliers

Ezad
connected over 15,300 UAE dates farmers with more than 120 global buyers across 9+ countries

50
supplier site audits conducted

500+
students engaged with Agthia in internships, career fairs, Emiratization organisations and university engagements

Our Sustainability Journey continued

2025 Sustainability Highlights continued

Fostering Positive Potential



71%
reduction in SIFr Serious Incident & Fatality rate

11.8%
reduction in collision rate for vehicle accidents

53%
reduction in Lost Time Injury Frequency Rate (LTIFR)

AED 2.8mn
invested in 2025 in the training and development of our employees

Fostering Positive Potential Page 61

85%
HSE audits score across the Group, increase 3% vs 2024



Shared Accountability



90%
ESG rating by ADQ through third party, improved from 87% in 2024

43%
of Agthia high-energy intensity sites certified ISO 50001

45%
of Agthia employees completed Ethics and Human Rights Training

25%
of Agthia Water sites certified ISO 46001

Shared Accountability Page 82

67%
of Agthia sites certified ISO 14001 & 45001

18
sustainability awards

4
Sustainability position statements



Our Sustainability Journey continued

Alignment with Global Standards

At Agthia, sustainability is integrated into our business strategy, driving responsible management of our ESG impacts. Our Sustainability Report and initiatives are guided by key agreements and frameworks, including:



The UN Sustainable Development Goals, or SDGs, are a set of 17 goals adopted by the UN as a part of the 2030 Agenda for Sustainable Development. These goals aim to balance the economic, social, and environmental aspects of sustainable development.



Global Reporting Initiative (GRI) standards are an internationally recognised framework developed to manage the economic, environmental, social, and governance performance of businesses. It aims to improve the disclosure and transparency of material ESG issues to stakeholders. Since 2023, Agthia has aligned with GRI's newly released standard "GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022". GRI 13 is the first global and holistic sustainability reporting standard for all companies in the upstream production of crops, animals, and seafood.



The UAE Net Zero 2050 is a national initiative that aims to achieve net zero emissions by 2050, making the UAE the first in the MENA region to do so. It aligns with the Paris Agreement's goal of reducing greenhouse gas (GHG) emissions and limiting the global temperature to 1.5 degrees Celsius above pre-industrial levels.



The United Nations Global Compact (UNGC) is a non-binding initiative by the United Nations that consists of ten principles related to human rights, labour, environment, and anti-corruption. It encourages businesses to adopt sustainable and socially responsible policies.



The Greenhouse Gas (GHG) Protocol is a framework for measuring, managing, and reporting greenhouse gas emissions. It is developed by the World Resource Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) and provides guidance on reducing these emissions.



The Environment Vision 2030 is a comprehensive plan to create a sustainable economy and environment for the Emirate of Abu Dhabi. The plan consists of a number of initiatives, including a commitment to reducing greenhouse gas emissions, water conservation, renewable energy sources, sustainable sourcing of ingredients, job creation, and supporting local businesses.

By aligning with these frameworks, Agthia ensures regulatory compliance, stakeholder trust, and continuous ESG improvement.

Our Sustainability Journey continued

Double Materiality Assessment

Agthia’s commitment to sustainability is reinforced by its adoption of double materiality, an approach that integrates both impact materiality and financial materiality.



Impact Materiality

The significance of Agthia’s ESG activities on people, the environment, and society, considering its operations, value chain, and business relationships.



Financial Materiality

The extent to which ESG issues pose risks or create opportunities that influence Agthia’s financial performance, business strategy, and cost of capital.

Originating from the European Union’s Corporate Sustainability Reporting Directive (CSRD), double materiality has become a globally recognised standard in corporate transparency and sustainability reporting. By adopting this data-driven approach that evaluates ESG topics from both impact and financial perspectives, Agthia ensures a comprehensive, stakeholder-centric, and regulatory-aligned sustainability strategy.

Materiality Assessment Methodology

Agthia employed a structured approach to assess impact materiality and financial materiality, using a combination of benchmarking, stakeholder engagement, survey data, and expert insights.

Benchmarking & Topic Selection

To validate its material topics, Agthia conducted a benchmarking analysis against regional and global industry peers, ensuring alignment with best practices while maintaining a unique competitive position.

Regional Peer Benchmarking

When comparing Agthia’s sustainability topics with key regional competitors, a strong alignment in the following areas was identified:

- Food Safety & Quality
- Responsible Supply Chain Management
- Water Stewardship
- Workplace Health & Safety
- Sustainable Packaging & Circular Economy

However, topics such as Consumer Awareness, Responsible Growth, and Digitalisation remain underrepresented across regional competitors, presenting an opportunity for Agthia to lead in these areas.

International Peer Benchmarking

A comparative assessment with international peers confirmed that Agthia aligns with global best practices in:

- Climate Change & Energy Management
- Sustainable Sourcing & Supply Chain Governance
- Employee Development & Well-Being
- Waste Management

Survey Distribution

Three key stakeholder groups contributed to the materiality evaluation:

- **Employees:** Provided insights into operational sustainability challenges
- **Leadership & VPs:** Assessed financial implications and strategic priorities
- **External Stakeholders:** Investors, regulators, NGOs, and customers evaluated ESG risks and opportunities

Surveys asked respondents to rank 15 sustainability topics based on their perceived importance and impact.

Our Sustainability Journey continued

Double Materiality Assessment continued

Finalised Material Topics for 2025

Following a comprehensive materiality reassessment in 2023, Agthia identified 15 priority ESG topics, structured under three core pillars: Environmental, Social, and Governance. These priorities were determined through benchmarking, stakeholder engagement, and expert insights, ensuring alignment with industry best practices and sustainability goals.

Pillar	Topic	Description	Unit of Measurement	Framework/Standard
Environmental	Climate Change Mitigation and Adaptation	Reducing GHG emissions and adapting to climate risks.	% reduction, MWh	GRI 302, CDP, TCFD
	Water Stewardship and Biodiversity	Responsible water usage and biodiversity protection.	m ³ , L	GRI 303, CDP
	Sustainable Agriculture	Sourcing agricultural products sustainably.	% compliance, Count	GRI 301, GRI 204
	Sustainable Materials and Circular Packaging	Transition to sustainable packaging and circular economy.	% sustainable materials	GRI 301, GRI 306
	Waste Management	Reducing waste across the value chain.	% reduction, tons	GRI 306, SASB
Social	Employee Development and Well-Being	Workforce retention, well-being, and training.	Training hours, %	GRI 404, GRI 403
	Workplace Diversity and Human Rights	Ensuring inclusion and labour rights protection.	% diversity	GRI 405, GRI 406
	Community Engagement & Access	Enhancing community investment and accessibility.	AED invested, Count	GRI 413, GRI 201
	Consumer Health and Awareness	Providing health-conscious products and transparency.	% compliance, Count	GRI 416, GRI 417
	Animal Welfare	Ethical treatment of animals in sourcing.	% adherence	GRI 308, GRI 401
Governance	Corporate Governance	Ensuring ethical leadership and accountability.	% compliance, Count	GRI 102, GRI 201
	Product Safety and Labelling	Maintaining high product safety standards.	% compliance	GRI 417, GRI 416
	Responsible Supply Chain Management	Ensuring ESG compliance across the supply chain.	% ESG compliance, Count	GRI 308, CDP
	Data Privacy and Responsible Digitalisation	Strengthening data protection and digital governance.	Count, % compliance	GRI 418, ISO 27001
	Responsible Growth	Expanding sustainably with balanced ESG priorities.	% ESG-aligned growth	GRI 201, TCFD

Our Sustainability Journey continued

Double Materiality Assessment continued

Materiality Matrix

Agthia's Double Materiality Matrix visually represents the outcomes derived from the preceding steps. The matrix highlights the strategic importance of sustainability topics by categorising them based on their financial impact and broader environmental and social implications. The findings classify topics into three key categories:

- **High Financial Impact, High Sustainability Impact:** Critical issues that significantly affect both Agthia's financial performance and sustainability commitments.
- **Low Financial Impact, High Sustainability Impact:** Topics with substantial environmental or social importance but limited direct financial implications.
- **Low Financial Impact, Low Sustainability Impact:** Areas with minimal influence on both financial outcomes and sustainability priorities.

Agthia Group Double Materiality Matrix



Material Topic

Pillar: Environmental	
1	Climate Change Mitigation and Adaptation
2	Water Stewardship and Biodiversity
3	Sustainable Agriculture
4	Sustainable Materials and Circular Packaging
5	Waste Management
Pillar: Social	
6	Employee Development and Well-Being
7	Workplace Diversity and Human Rights
8	Community Engagement and Access
9	Consumer Health and Awareness
10	Animal Welfare
Pillar: Governance	
11	Corporate Governance
12	Product Safety and Labelling
13	Responsible Supply Chain Management
14	Data Privacy and Responsible Digitalisation
15	Responsible Growth

Our Sustainability Journey continued

Double Materiality Assessment continued



Future Outlook

Agthia’s Double Materiality Assessment will be regularly updated to reflect evolving stakeholder expectations, regulatory changes, and emerging ESG risks. Key focus areas for the coming years include:

- Strengthening climate action through regulatory alignment.
- Enhancing circular economy practices for packaging.
- Expanding ESG data collection to improve transparency and decision-making.

Stakeholder Engagement & Insights

Stakeholder engagement is a fundamental component of Agthia’s sustainability framework, ensuring that business decisions align with the expectations, needs, and priorities of customers, investors, regulators, NGOs, employees, suppliers, and communities.

Agthia classifies its stakeholders into four tiers. This categorisation ensures that all stakeholder groups are engaged in a tailored manner, allowing for detailed feedback collection and meaningful exchanges:

Engagement Tier	Stakeholders	Engagement Mechanisms	Key Focus Areas
Governance & Strategy	Board Members, Investors, Regulators	Executive meetings, ESG disclosures, investor briefings	ESG risks, financial resilience, regulatory compliance
Operational Implementation	Employees, Business Units, Suppliers	Surveys, workshops, supply chain assessments	Workforce well-being, sustainable sourcing, resource efficiency
Customer & Market Engagement	Consumers, Retailers, Industry Peers	Consumer feedback, partnerships, industry forums	Product innovation, responsible marketing, circular economy initiatives
Community & Social Responsibility	Local Communities, NGOs, Government	CSR programmes, social investments, public-private collaborations	Community well-being, social impact, education & training

Our Sustainability Journey continued

Sustainability Framework

Sustainable Living For The Better. Turning purpose into action.

















Sustainability is embedded in every aspect of our business strategy, governance, and operations. Our vision, “Sustainable Living for the Better”, reflects our commitment to integrating ESG principles into decision-making processes, ensuring long-term value creation for all stakeholders.

Agthia’s sustainability framework provides a structured, impact-driven approach to managing ESG priorities. It aligns with global and regional sustainability standards, including the GRI Standards, UN Sustainable Development Goals (SDGs), UAE Net Zero 2050, Abu Dhabi Vision 2030, and the Task Force on Climate-Related Financial Disclosures (TCFD). Moreover, this framework fully reflects Agthia’s values and our commitment to being a purpose-driven company.

A Structured Approach To Sustainable Impact

Sustainability is embedded at the core of how we operate and make decisions across the Group, integrating ESG principles into our strategy, governance, and daily operations to drive long-term value for all stakeholders. Our sustainability framework provides a clear, structured, and impact-driven approach to managing ESG priorities. It is aligned with leading global and regional standards, including the GRI Standards, the UN Sustainable Development Goals, UAE Net Zero 2050, Abu Dhabi Vision 2030, and the Task Force on Climate-Related Financial Disclosures (TCFD).

Agthia’s Four Sustainability Pillars

Environmental Integrity 	Scaling Health and Wellness 	Fostering Positive Potential 	Shared Accountability 
Agthia’s Values <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Agility</p> </div> <div style="text-align: center;">  <p>Accountability</p> </div> </div>	Agthia’s Values <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Human Centricity</p> </div> <div style="text-align: center;">  <p>Growth Mindset</p> </div> </div>	Agthia’s Values <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Innovation</p> </div> <div style="text-align: center;">  <p>Human Centricity</p> </div> </div>	Agthia’s Values <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Trust</p> </div> <div style="text-align: center;">  <p>Accountability</p> </div> </div>
UN SDGs 	UN SDGs 	UN SDGs 	UN SDGs 
ESG Pillars Environmental	ESG Pillars Social	ESG Pillars Social	ESG Pillars Governance
ESG Commitments <ul style="list-style-type: none"> To Reduce Pollution and Waste <ul style="list-style-type: none"> Sustainable Materials and Circular Packaging Waste Management To Manage Natural Capital & Emissions <ul style="list-style-type: none"> Water Stewardship and Biodiversity Sustainable Agriculture Climate Change Mitigation and Adaptation 	ESG Commitments <ul style="list-style-type: none"> To Accelerate Community Development <ul style="list-style-type: none"> Community Engagement and Access To Prioritise Consumer Wellness <ul style="list-style-type: none"> Consumer Health and Awareness Product Safety and Labelling 	ESG Commitments <ul style="list-style-type: none"> To Protect Our People <ul style="list-style-type: none"> Employee Development and Well-Being To Empower Our People <ul style="list-style-type: none"> Workplace Diversity and Human Rights 	ESG Commitments <ul style="list-style-type: none"> To Strengthen Governance & Ethical Standards <ul style="list-style-type: none"> Corporate Governance Responsible Supply Chain Management Data Privacy and Responsible Digitalisation Responsible Growth

Environmental Integrity



Our commitment to responsible resource management drives continuous innovation to reduce our environmental footprint. From cutting greenhouse gas emissions and conserving water to protecting biodiversity, we take a proactive approach to safeguarding the planet for future generations. Through transparency and accountability, we measure our progress and hold ourselves to the highest standards, ensuring our actions deliver lasting, positive impact across the ecosystems in which we operate.

Environmental Integrity

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UN Sustainable Development Goals



Material Topics

Climate Change Mitigation and Adaptation

Water Stewardship and Biodiversity

Sustainable Agriculture

Sustainable Materials and Circular Packaging

Waste Management

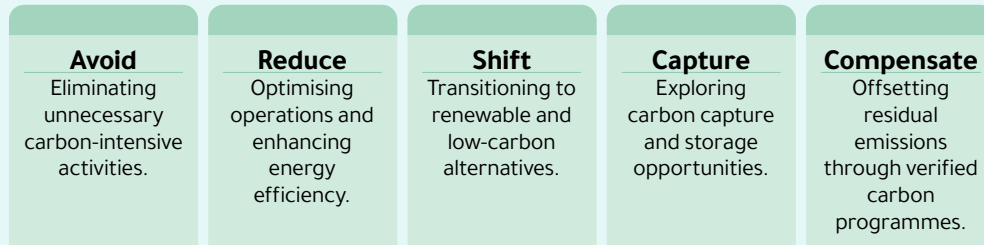
Environmental Integrity continued

Climate Resilience

Supply Chain Decarbonisation

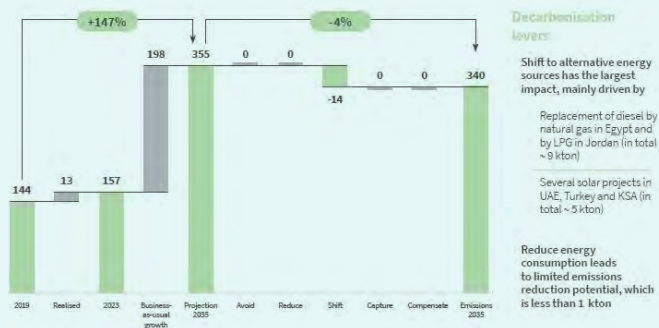
In 2025, Agthia continued to advance its decarbonisation journey, translating strategic commitments into measurable action across all business units. Building on the foundations established in 2024, the Group has focused on implementing targeted initiatives outlined in its long-term Decarbonisation Strategy, which provides emissions projections through 2036 and defines a clear pathway toward a low-carbon future.

Agthia's decarbonisation approach remains guided by five key levers that collectively support the Group's emissions reduction roadmap:

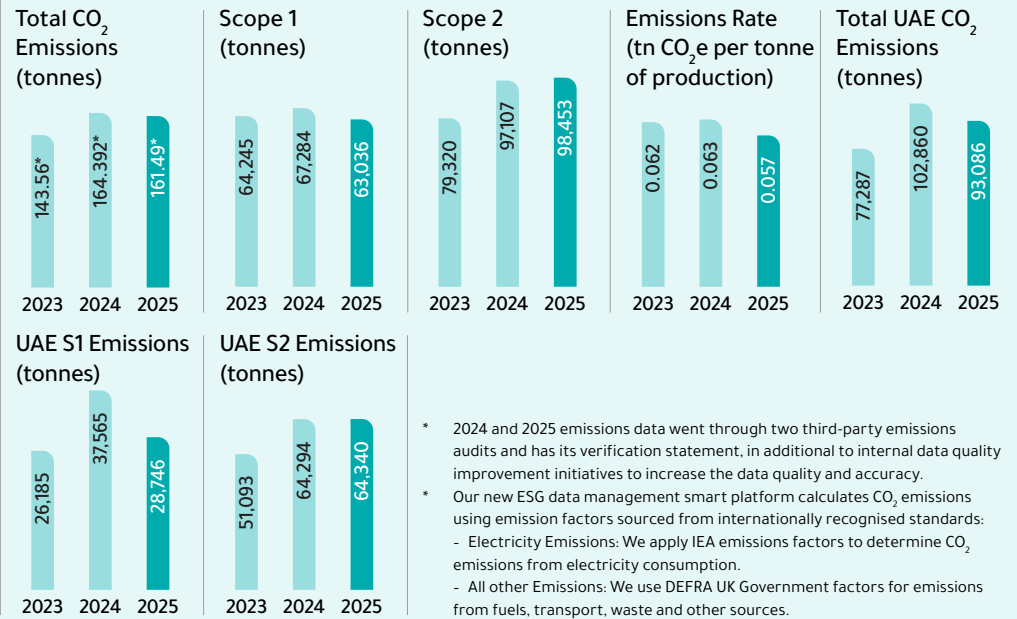


Each lever plays a distinct role in Agthia's transition towards net zero operations. In 2025, the focus remains on scaling renewable energy integrations, improving energy optimisation across production sites, and expanding emissions auditing and verification in alignment with ADQ's Decarbonisation Framework and the UAE Net Zero 2050 strategy.

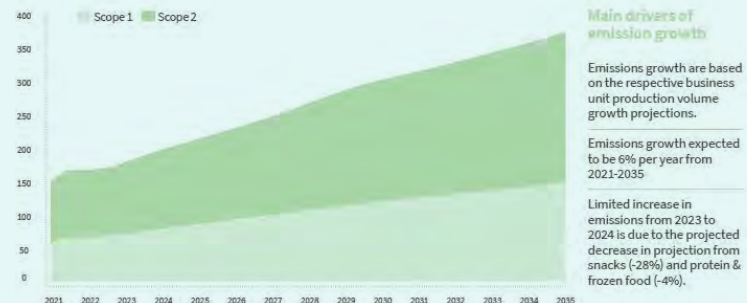
Key decarb levers largely rely on a shift towards solar power and low-carbon fuel



Emissions Scope 1 & 2



Agthia with 6% p.a. emission growth until 2035 in business-as-usual scenario



Environmental Integrity continued

Climate Resilience continued

Emissions Scope 3

In 2025, Agthia took a bold move towards its emission footprint by accounting and mapping Scope 3 emissions. For the first time, Agthia accounted each Scope 3 emissions for 2024 data across the 15 categories for Scope 3.

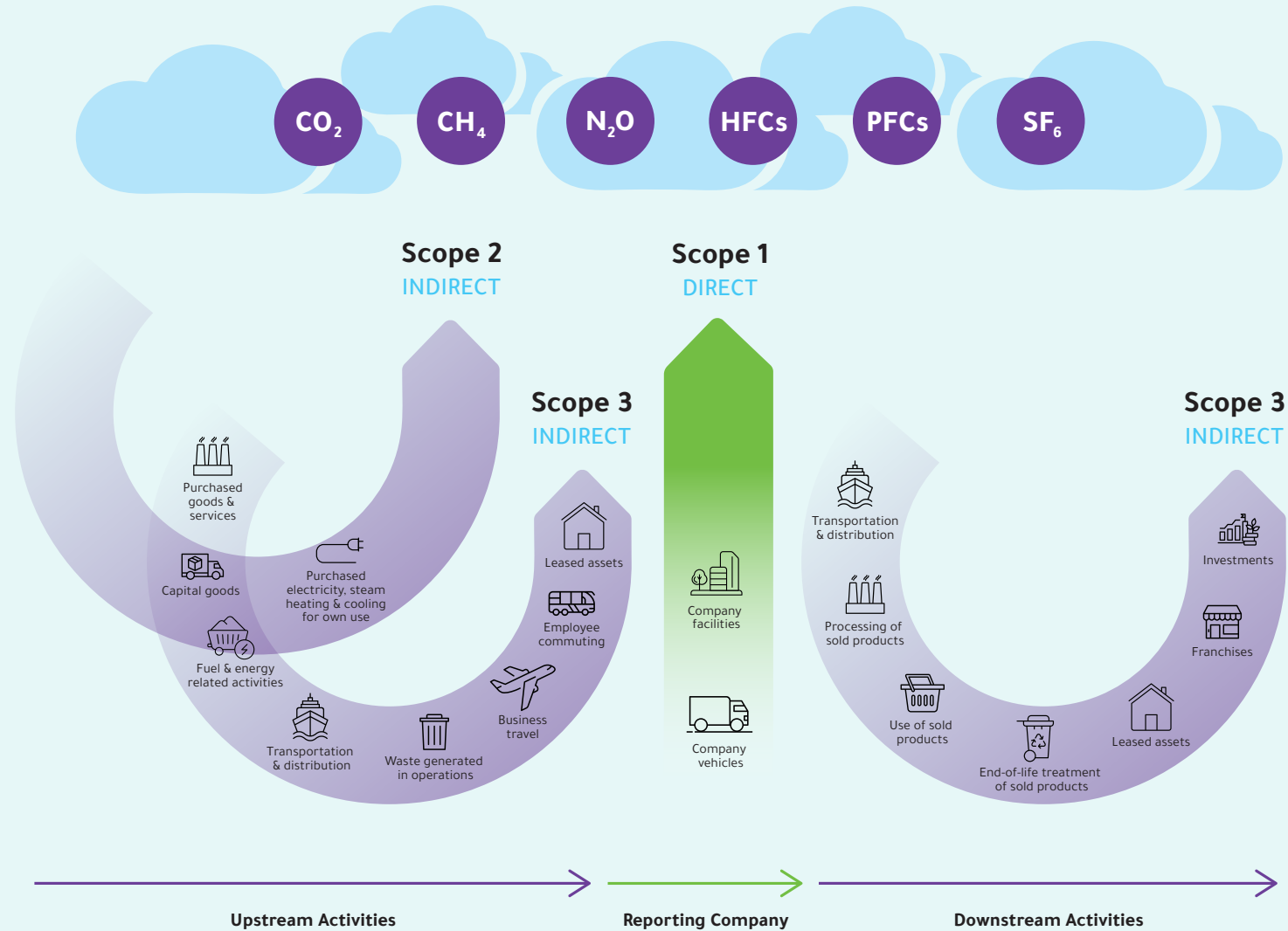
Footprinting Approach:

- Calculations developed in line with the GHG Protocol, and the Science Based Target Initiative (SBTi) Forest, Land, and Agriculture (FLAG) guidance.
- Combination of calculation methodologies to suit the business need, the materiality of the category, and the availability of existing data.
- An uncertainty assessment was conducted to evaluate the quality of input data. This analysis is included in the model and summarised in this presentation.

Scope 3 Footprint Boundary

Reporting period: 1 January 2024 to 31 December 2024

Organisational Boundary	Agthia Group's global operations
Operational Boundary	Operational control approach, location-based calculation
Business Units	Agri-Business, Snacking, Water & Food, Protein & Frozen including 21 manufacturing sites



Upstream Activities

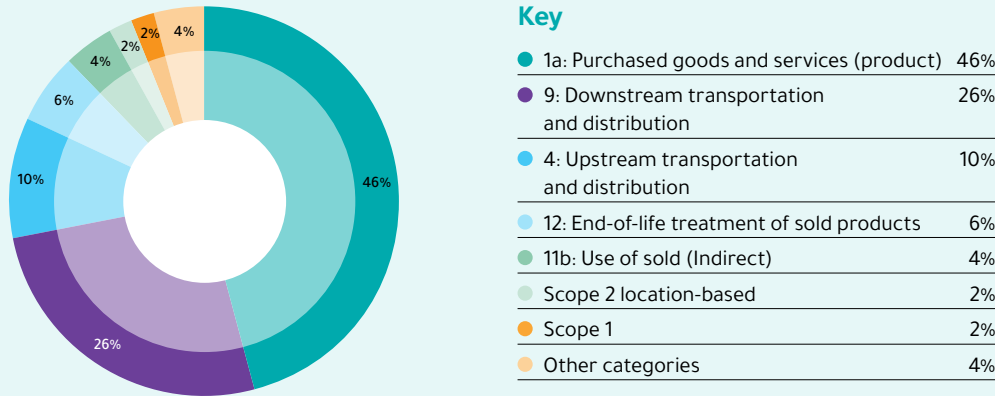
Reporting Company

Downstream Activities

Environmental Integrity continued

Climate Resilience continued

Emissions by Scope and Category



The Scope 3 screening shows that Agthia’s emissions are largely concentrated in a few value-chain hotspots. Purchased goods and services account for 46% of the footprint, followed by downstream transportation and distribution at 26% and upstream transportation and distribution at 10%. Product-related impacts – end-of-life treatment of sold products (6%) and use of sold products (4%) – form the next material group. By contrast, Scope 1 and location-based Scope 2 together represent around 4%, confirming that the greatest decarbonisation potential lies with suppliers, logistics, and product stewardship.

by pinpointing inefficiencies, ensuring regulatory compliance, and supporting initiatives that both reduce environmental impact and enhance operational efficiency.

In 2025, Agthia received Independent Greenhouse Gas (GHG) verification statements for 2024 data.

Reporting Criteria and Verification Standards

Agthia has prepared its GHG inventory in reference to the requirements of Greenhouse Gas Protocol.

Verification Boundary

Verification of its GHG corporate footprint as below:

- **Direct GHG (Scope 1) emissions:** emissions from fossil fuels (natural gas, LPG, diesel, and gasoline) consumed in Agthia’s owned stationary and mobile equipment, company vehicles, and refrigerant leaks from the HVAC system.
- **Indirect GHG (Scope 2) emissions:** emissions from the consumption of purchased electricity.

By continuously improving its approach to emissions measurement and energy efficiency, Agthia aims to reinforce its position as a sustainability leader in the region.

Energy Efficiency and Optimisation Projects

For more details and information about energy efficiency and optimisation projects please refer to the Environmental Projects and Initiatives section.

ISO 50001: Energy Management System

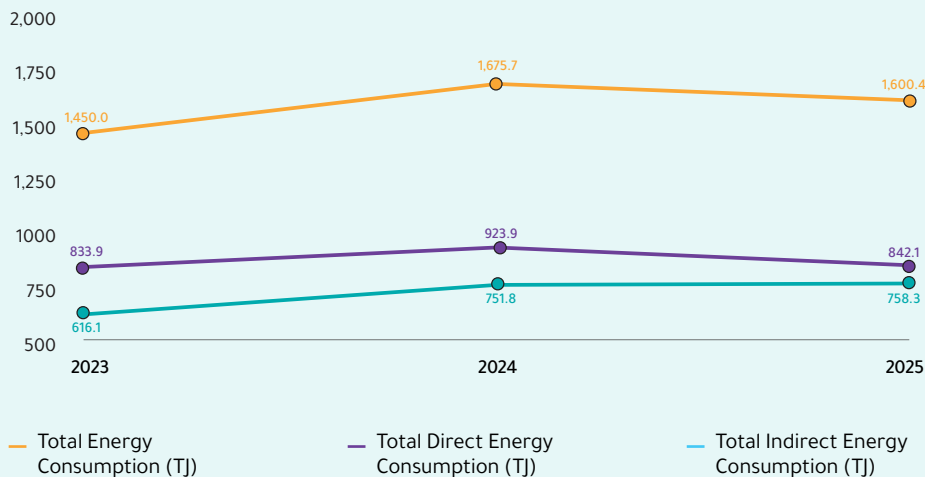
For more details and information about our manufacturing sites certified ISO 50001 please refer to the ISO Certification section.

Emissions Audits

In 2025, Agthia conducted eight emissions audits combining third-party audits and internal assessments, covering 70% of emissions data 2024 and 2025 across its manufacturing sites which contribute significantly to the Group’s total emissions.

The objective of this exercise is to evaluate and confirm the sources and levels of emissions. These audits offer significant benefits for Agthia

Energy Consumption Metrics



Environmental Integrity continued

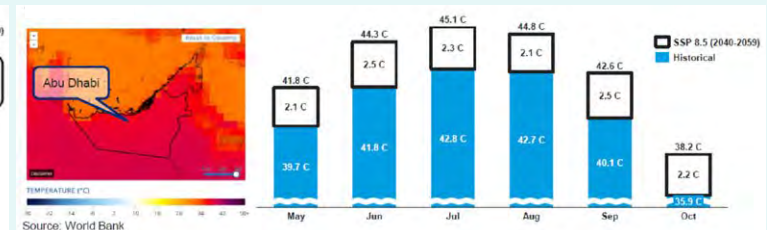
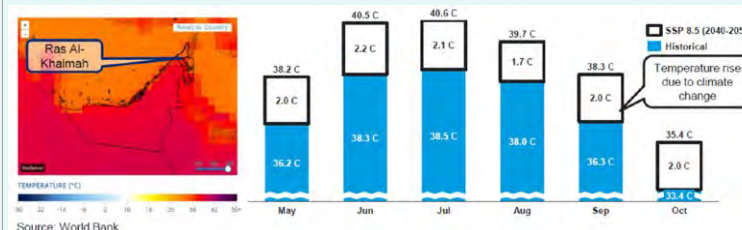
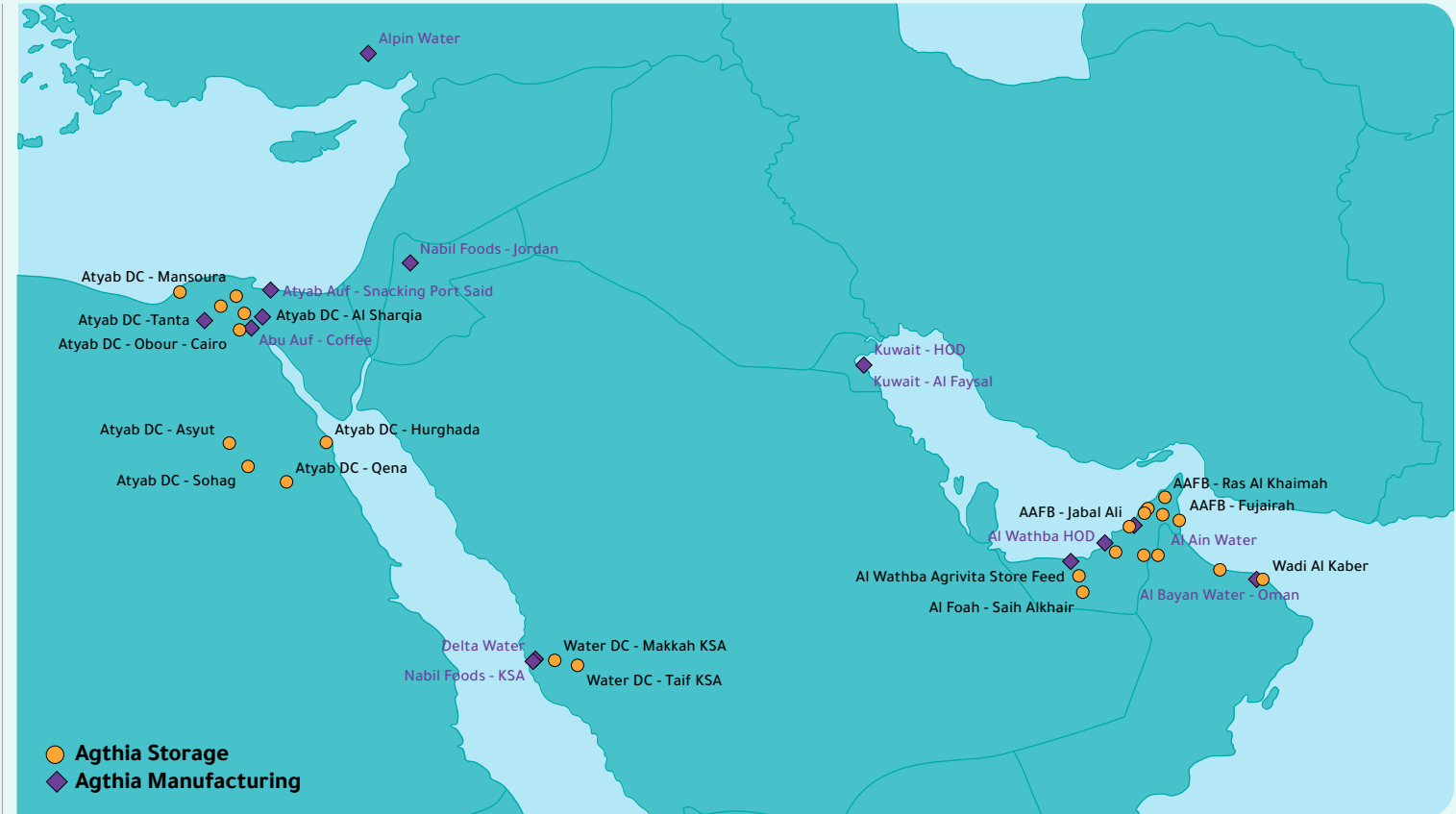
Climate Resilience continued

Climate Change Risk Assessment

In response to the increasing risks posed by climate change, Agthia conducted in 2025 a comprehensive Climate Change Risk Assessment across its assets and supplier network. Key findings consider physical asset, operational, transport, agricultural risks, and the broader impact on national food security for the UAE. This initiative:

- Identified and evaluated climate-related risks with potential impact on operations and supply chains.
- Assessed vulnerabilities and opportunities to strengthen business continuity and sustainability.
- Developed actionable mitigation measures to reduce environmental impact and enhance climate adaptation.
- Aligned outcomes with global sustainability frameworks, reinforcing Agthia's position in responsible business practices.

“By embedding climate risk considerations into its decision-making processes, Agthia is future-proofing its operations while creating long-term value for stakeholders.”



Source: World Bank

Source: World Bank

Environmental Integrity continued

Renewable Energy Integration

Renewable Energy Strategy & Solar Energy: Roadmap for a Sustainable Future Strategy

As part of its Decarbonisation Strategy, Agthia has positioned renewable energy as a fundamental pillar in its journey toward net zero emissions. Recognising the role of clean energy in driving sustainability, Agthia launched its four-year Solar Energy Roadmap in 2023, with a total capacity of 16 GWh, leading to huge reduction in CO₂ emissions.

Strategic Solar Investments and Impact

In collaboration with Yellow Door Energy, Agthia has established solar power plants at its key subsidiaries, Al Ain Water and Al Foah. This partnership reflects a long-term commitment to reducing carbon emissions while enhancing energy efficiency.

Solar Deployment at Agthia's Sites Key Results

95%

increase in renewable energy use in manufacturing sites in 2025 vs 2024

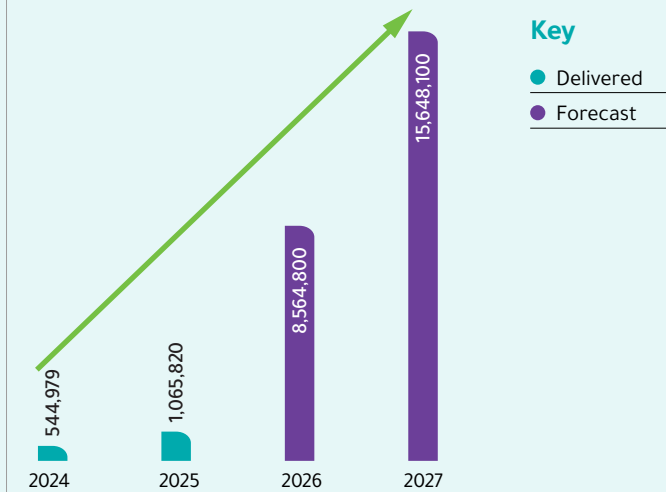
15%

of electricity of Alpin at Türkiye Water site is from renewable solar energy

10%

of electricity of Al Bayan at UAE Water site is from renewable solar energy

Generated Renewable Electricity (KWh)



Al Bayan Solar Planet at UAE



Alpin Solar Planet at Turkey



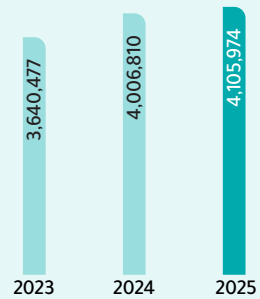
Environmental Integrity continued

Water Management

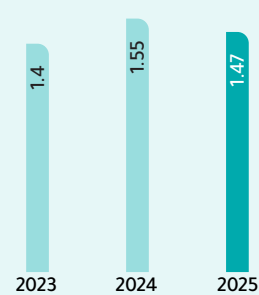
Water is a vital resource for Agthia's operations and remains a strategic priority within the Group's Environmental Integrity agenda. Agthia continues to strengthen its water management practices through efficiency optimisation, recycling initiatives, and the integration of advanced monitoring technologies across all sites.

The Group's approach is aligned with UN SDG 6 (Clean Water and Sanitation) and SDG 14 (Life Below Water), as well as national frameworks including Abu Dhabi Vision 2030 and the UAE Net Zero 2050 strategy.

Water Consumption (m³)



Water Usage Ratio m³/Tonnes of Production



Water Efficiency and Optimisation Projects

The absolute water consumption has increased by 2.5% but Agthia has successfully reduced its water usage ration by 5% through different projects and initiatives. For more details and information about water efficiency and optimisation projects please refer to the Environmental Projects and Initiatives section.

ISO 46001: Water Management System

For more details and information about our manufacturing sites certified ISO 46001 please refer to the ISO Certification section.



Environmental Integrity *continued*

Waste Management

Agthia remains committed to minimising waste across its value chain through responsible resource management, operational efficiency, and the advancement of circular economy principles. By enhancing waste recycling, optimising production processes, and engaging with community and industry partners, the Group continues to drive progress toward a more sustainable and resource-efficient food system.

Food Waste

In 2025, Agthia reinforced its commitment to responsible production and consumption through the finalisation of its Group-wide Food Waste Policy and Integrated Data Framework, following the successful completion of the project initiated earlier in the year. This framework enables systematic monitoring, measurement, and reporting of food waste volumes and their financial implications across all operations. It aligns with the UAE National Food Loss and Waste Strategy (NEMA) and UN SDG 12.3, embedding data-driven governance and circular economy principles within the Environmental Integrity pillar.

Agthia's waste management strategy remains aligned with UN SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), the UAE Net Zero 2050 Strategy, and Abu Dhabi Vision 2030, supporting national and global ambitions for a sustainable, low-waste future.

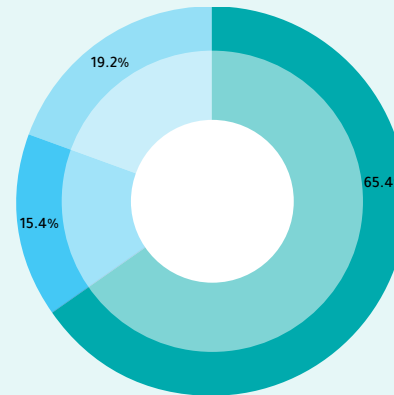
Animal welfare by Food Waste Agthia focuses on the animal welfare and Agthia dedicates portion of it's food waste of Agthia group goes to Animal feed in different countries and regions, only in UAE around 3000 tons of non-edible food waste by human is begging sent for animal feed.

These targeted actions align with the Group's circularity ambitions and NEMA's objectives by shifting materials up the value hierarchy and away from landfill, supported by strengthened waste data governance, offtake pilots, yield and segregation upgrades, and the monetisation of byproducts to unlock environmental and financial value.

In parallel, Agthia conducted a comprehensive food waste mapping exercise across its operations, covering site level, process level, and material category analysis. This assessment quantified food waste volumes by source and product type, evaluated the associated environmental impacts, and translated losses into direct financial impacts for the business, enabling clear identification of priority areas of concern and key waste drivers. The insights informed the development of a long-term, site-specific food waste reduction roadmap to guide targeted interventions and investment decisions, directly supporting the UAE National goal of reducing food waste and loss by 50% by 2030.

52%
of Group Food Waste is recycled

Food Waste % per Material Category

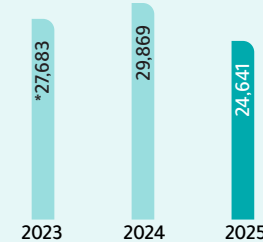


Key

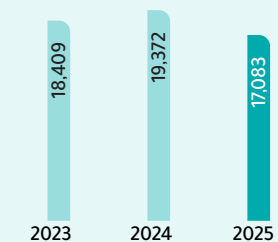
Other	0.00967%
Finished Product	15.4%
Processing RM Mix	19.2%
Raw Material	65.4%

Waste Metrics

Total Waste Generated (tonnes)

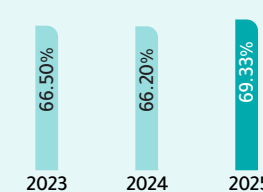


Total Recycled Waste (tonnes)

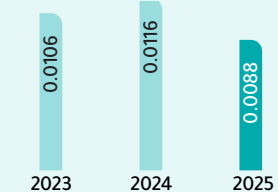


* Waste metrics data are excluding food waste which is reported separately in the organisation.

Percentage of Total Waste Recycled



Waste Rate (tonne/tonne of production)



Environmental Integrity continued

Sustainable Packaging

Agthia integrated sustainable materials and circular packaging solutions that minimise environmental impact, enhance recyclability, and support a circular economy. By adopting resource-efficient packaging, increasing the use of recycled content, and expanding recycling programmes, we are driving measurable progress toward waste reduction and responsible consumption. This approach aligns with UN SDG 12 (Responsible Consumption and Production) and SDG 14 (Life Below Water), along with Abu Dhabi Vision 2030.

For more details and information about Sustainable Packaging optimisation projects please refer to the Environmental Projects and Initiatives section.

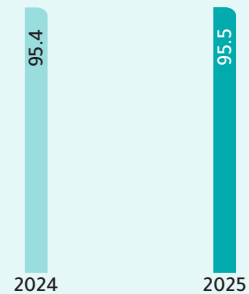
The Circular Packaging Association (CPA)

Agthia Group’s position on the CPA Board of Directors reflects our commitment to leading the transition toward responsible packaging and waste reduction. Being part of CPA enables us to actively contribute to shaping industry standards, influencing policy frameworks, and fostering collaborations that support our sustainability goals. This strategic role strengthens Agthia’s efforts in circular packaging innovation, reducing environmental impact, and aligning national and global sustainability targets.

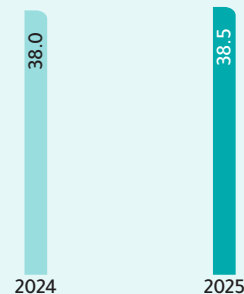
The Circular Packaging Association (CPA) in the UAE is a collaborative industry initiative dedicated to advancing circular economy principles in packaging. CPA brings together key stakeholders, including businesses, policymakers, and sustainability leaders, to drive innovation, enhance recycling infrastructure, and promote sustainable packaging solutions.

Sustainable Packaging Metrics

Packaging made of recyclable or reusable materials



Packaging materials sourced from recycled content



RECAPP Partnership

As a founding member of the Circular Packaging Association, we continue to support the UAE’s transition from a linear to a circular economy by advancing packaging standards and collaborating on material and technology innovations. In 2025, we deepened our collaboration with RECAPP, Veolia’s digital recycling service, by deploying three fully branded Al Ain Water RECAPP Smart Deposit Machines and one additional machine with the Al Ain logo in key Dubai communities. These machines allow residents to drop off full bags of recyclables free of charge, with PET bottles representing around 62% of the collected volume, and earn rewards through the RECAPP platform. As door-to-door collection has become a paid service, the Smart Deposit Machines now provide a convenient, no-cost solution for our RECAPP community. To date, this initiative has enabled the collection of one tonne of recyclables, helping to reduce waste sent to landfill and associated CO₂ emissions.

Example of the installed SDMs in difference community location at Dubai:



Agthia’s Sustainable Packaging Innovations

1. Al Ain 100% Recycled Plastic bottle, the 1st locally produced bottle in the UAE by Agthia from 100% recycled materials.
2. Al Ain Plant Based Bottle



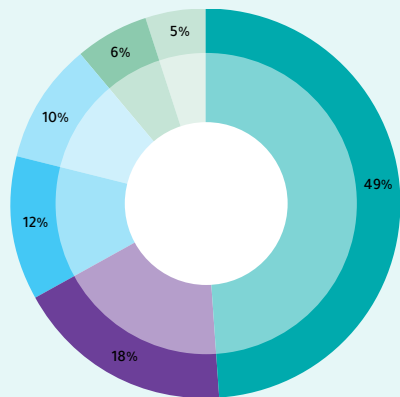
Environmental Integrity continued

Environmental Projects & Initiatives

Sustainability Productivity

Agthia's sustainability-driven productivity initiatives have delivered tangible cost savings while strengthening environmental performance across operations. Through targeted projects focused on water efficiency, energy reduction, optimised packaging, waste reduction, and fuel consumption reduction, the Group has embedded resource efficiency into its operational model. These initiatives not only reduced environmental footprints but also generated measurable financial savings, demonstrating how sustainability at Agthia is closely linked to operational excellence and long-term value creation.

Sustainability Productivity Projects



Key

● Packaging Reduction	49%
● Fuel Reduction	18%
● Energy Reduction	12%
● Food/Waste Reduction	10%
● Water Reduction	6%
● Healthier Formulation	5%

In 2025 Agthia achieved AED 10.05 million savings through 110 different projects across its business units and manufacturing sites.

Projects and Initiatives: Optimising Water Consumption for Sustainable Production (Nabil)

Building on the progress achieved in 2024, Agthia continued to enhance water efficiency across its production processes in 2025. The initiative focused on optimising usage during cleaning, cooling, and manufacturing operations through automated systems and real-time monitoring. These improvements resulted in measurable reductions in total water consumption, supporting Agthia's broader environmental targets and commitment to responsible resource management

Actions Implemented:

1. Reducing the feed water pressure to the production area and eliminate unnecessary water losses.
2. Optimisation of the IQF defrosting process by installing timers and control valves to control operations and eliminate water losses.
3. Enhancing the steam boiler and steam system efficiency through the installation of automatic blowdown control system, increasing condensate return, and fixing steam leaks.
4. Installation of VFD for main water pumps to control have fixed water pressure which reduced consumption.
5. Optimisation of cooling tower blowdown control system to reduce the blow down water frequency and volume.

Water Recovery at Al Ain Water

Al Ain Water Plant is one of the Group's key water bottling facilities and continues to build on its strong track record of successful environmental initiatives. As part of these efforts, the plant implemented a water recovery project aimed at reprocessing reverse osmosis (RO) to reject water back into raw water for reuse within operations. This initiative significantly enhanced water efficiency, increasing the overall recovery rate from 91% to 96%, and further strengthening the plant's commitment to responsible water stewardship and resource optimisation.

Natural Gas Implementation at Atyab

Atyab is one of the Group's key protein production facilities based in Egypt. In 2025, the facility implemented a major transition project to shift stationary combustion systems from diesel to natural gas. This initiative significantly reduced the environmental footprint of operations by lowering emissions and improving energy efficiency, reinforcing Atyab's commitment to cleaner energy use and more sustainable production practices.

Energy Clubs Collaboration with ADDC & TAQA for Energy Efficiency Knowledge.

Description: Agthia sponsored Energy Clubs initiated by Abu Dhabi Distribution Company (ADDC) and TAQA, aiming to foster industrial energy efficiency, knowledge sharing, and innovation.

Impact:

- Strengthened collaboration on energy efficiency benchmarking and policy alignment.
- Enabled shared learning platforms on best practices for energy and water optimisation.
- Reinforced Agthia's commitment to stakeholder engagement in national decarbonisation efforts.

Sustainable Packaging Initiative and Waste Reduction

- Al Ain moved from wooden pallets to 100% recycled plastic pallets. Using a total of 80,000 100% recycled pallets in last two years meant saving 2,400 tonnes of material that would have been sent to landfill. 1,200 tonnes of locally recycled plastic was used which saved 15,000 fully grown trees from being cut to produce the same quantity of wooden pallets.
- Agthia introduced energy-efficient PET resin to optimise bottle production processes and reduce electricity consumption as part of its continuous improvement approach to resource management and sustainable manufacturing. This initiative delivered measurable operational and environmental benefits, achieving electricity savings of 343,392 kWh, reducing CO₂ emissions by 162,973kg, and generating financial savings of AED 68,678.40, while reinforcing the Group's commitment to operational efficiency and carbon reduction.
- Al Ain Water Plant plays a vital role within the Group, delivering operational excellence while promoting environmental sustainability and energy efficiency. As part of these efforts, the plant implemented electricity-saving projects

Environmental Integrity continued

Environmental Projects & Initiatives continued

focused on cooling system upgrades (chiller integration and automation) and production hall LED lighting to optimise energy consumption. These measures significantly improved the Electricity Usage Ratio (EUR), cutting power consumption without affecting production performance. As a result, Al Ain Water reduced electricity consumption by 111,777 kWh in 2025 compared to 2024.

- **Innovation in sustainable packaging for Freakin' Wholesome's** innovation in the roasted walnuts stuffed dates pouch, featuring 100% recyclable flexible packaging with a monolayer structure. This was accomplished by replacing multi-layer materials with a monolayer design, a packaging that is fully recyclable, cutting down waste, emissions, and supporting a circular economy.

Air Fryer Project Emission reduction and energy efficiency (Atyab)

At Atyab, Agthia is installing an air-fryer line to replace deep frying on Chicken Line No. 4 for breadcrumb-coated products. The project is expected to save ~AED 1 million annually and cut oil content by ~75%, making Agthia the first producer in the Middle East/GCC to deploy this technology. Beyond a clear marketing differentiator, reduced frying also lowers oil use, power demand, and emissions.

Al Bayan has made significant progress in advancing its sustainability agenda through a series of material efficiency and environmental improvement initiatives implemented across its production sites. Key actions such as increased use of recycled regrind material, and a bottle exchange program have collectively reduced raw material consumption, lowered carbon emissions, and delivered notable cost efficiencies.

Circular Economy From Plant to Plant

Al Ain Water plant-based bottle composting. Agthia Group PJSC successfully conducted a study in collaboration with local partners, assessing the industrial compostability of PLA (Polylactic Acid) packaging under UAE-specific conditions into a natural fertiliser and organic compost.



Change Stages:



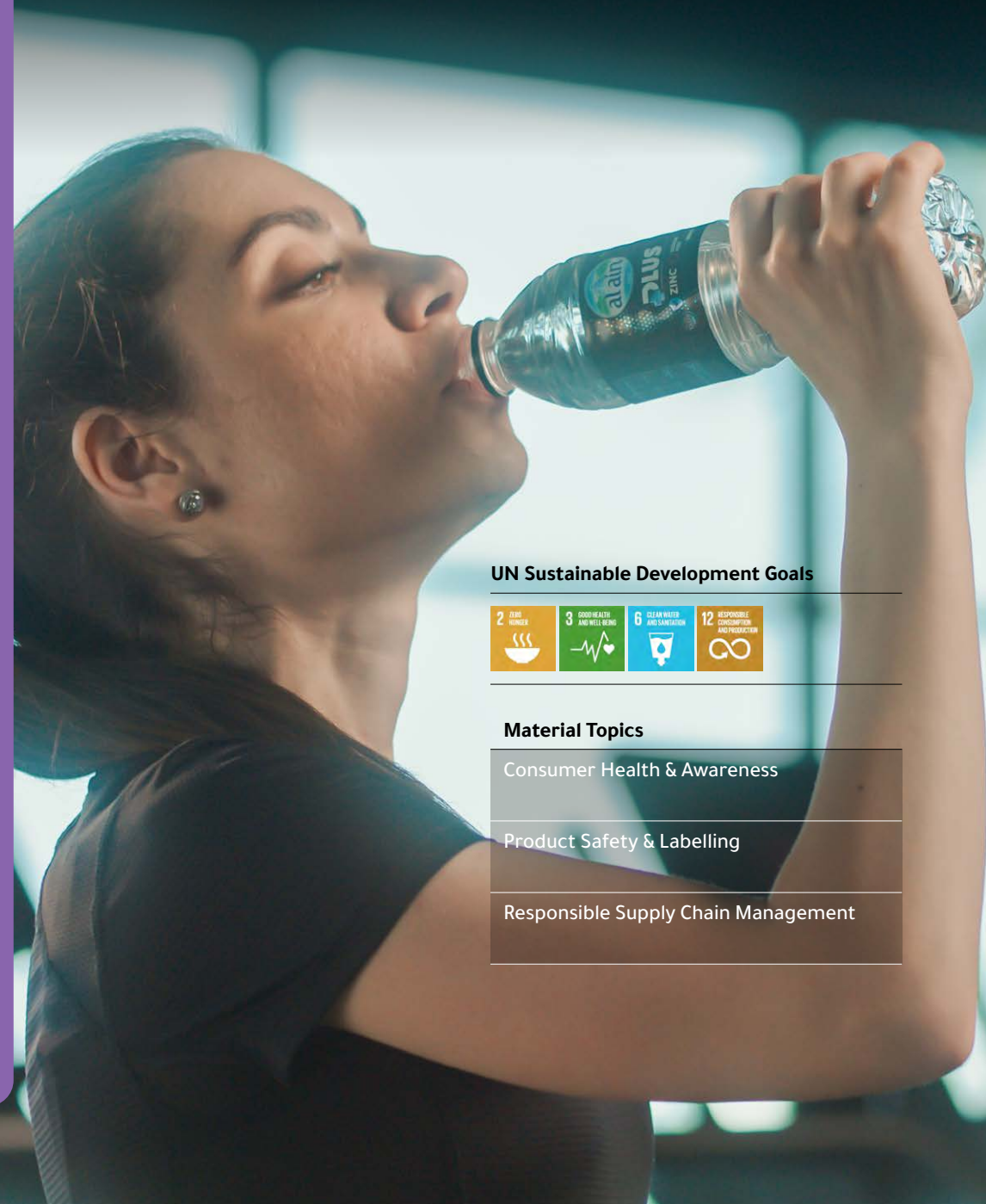
Scaling Health & Wellness



We uphold world-class standards through rigorous quality controls, strict safety protocols, and regular inspections across our operations. Our commitment goes beyond compliance, as we continuously enhance consumer well-being with nutritious products that respond to evolving dietary needs. Driven by excellence, we keep raising the bar through continuous innovation, setting new benchmarks for the Food and Beverage industry.

Scaling Health & Wellness

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UN Sustainable Development Goals



Material Topics

Consumer Health & Awareness

Product Safety & Labelling

Responsible Supply Chain Management

Scaling Health & Wellness *continued*

Product Safety and Labelling

Product Safety, Quality, & Transparency

At Agthia, product safety and uncompromising quality are foundational to our long-term success and our responsibility to consumers. These principles are core to our sustainability strategy and underpin the trust placed in our brands across all markets. Our Food Safety and Quality programmes are built on internationally recognised standards, rigorous governance, and

transparent communication, ensuring that we continue to protect consumers, strengthen brand integrity, and support sustainable business growth.

Our strategic priorities and performance indicators are informed by annual stakeholder engagement, with Food Safety & Quality consistently ranking as a material issue for our business and our customers.

Performance Highlights & Key Metrics (2025)

Metric	2023	2024	2025
Sites certified to FSSC 22000 v6	9/20	13/20	13/20
Sites certified by Global Food Safety Initiative (GFSI)	18/20	18/20	18/20
Major food safety findings by certifying bodies	0	0	1
Good Manufacturing Practice (GMP) Score	90.2	86.5*	86.7
Lab proficiency performance (%)	99%	99%	99%
Customer complaints per million units (Consumer Business)	2.03	2.03	1.67
Customer complaints per million kg (Agri-Business)	0.07	0.06	0.06
Product recall cases	0	0	0
Market withdrawals	4	4	2
Major non-conformances	0	0	0

* The overall Group Good Manufacturing Practice (GMP) score experienced a moderate decline from 2022 to 2024, primarily due to the phased implementation of the GMP programme across all manufacturing sites and the legacy and newly acquired site maturity mix. To improve localised GMP compliance, the team has implemented robust standardised auditing processes, continuously updated facilities and processes and supported by continuous training initiatives to our teams, driving improvements in GMP performance and ensuring consistent adherence to quality standards.

Our Management Systems in Action: Food Safety & Quality Assurance

Our integrated Food Safety and Quality Management System (FSQMS) is built on globally recognised standards and provides an auditable, consistent, and risk-based framework across all operations.

- **Certifications:** Over 95% of production volume is covered under GFSI-recognised schemes including FSSC 22000 (v6) and BRCGS Food Safety (v9). Additional certifications include ISO 9001 and ISO 14001, reflecting our commitment to quality and environmental stewardship.
- **Risk Management:** HACCP programmes are implemented across 100% of manufacturing sites.
- **Supply Chain Assurance:** Supplier integrity is ensured through risk-based qualification, routine audits, and Food Defence & Food Fraud Prevention programmes. High-risk categories undergo enhanced surveillance and verification testing.

Building Capability & Quality Culture

A strong quality culture depends on skilled, knowledgeable employees. In 2025, 100% of relevant operational staff successfully completed mandatory food safety and quality training, including:

- HACCP & Advanced Food Safety
- Good Manufacturing Practices (GMP) & Good Warehousing Practices (GWP)
- Cold Chain Management
- Halal Assurance
- Internal Auditing
- Customer Complaint Investigations and Root-Cause Analysis

We strengthened competency assessments, incorporated digital learning modules, and expanded leadership development programmes for Quality Managers and supervisors across the Group.

Scaling Health & Wellness continued

Product Safety & Labelling continued

Transparency & Consumer Trust

We believe that transparency in how we produce, label, and communicate our products is essential to consumer trust.

Clear & Compliant Labelling

- All product labels meet or exceed the requirements of GSO, SFDA, FDA, and EU authorities where applicable.
- Prominent allergen declarations and detailed nutritional information aligned with WHO guidance are consistently applied.
- Dietary suitability indicators help consumers make fast, informed choices.

At Agthia, sustainable growth is inseparable from unwavering product safety, rigorous quality assurance, and transparent communication with consumers. Our progress in 2025 reflects our commitment to meeting and exceeding global industry standards. We will continue to report annually on these material topics, reinforcing our dedication to protecting consumers, strengthening trust, and delivering consistent excellence across all our brands.

Recognition of Quality Excellence

Independent recognition reinforces the strength of our quality systems and the consistency of our products. In 2025, five products received top honours from the International Taste Institute, reaffirming our ability to combine food safety excellence with superior consumer experience:



BMB Pistachio Kunafa Chocolate
3-Star Exceptional Product



BMB Mixed Baklava
Outstanding Product



Al Ain Water
3-Star Exceptional Product



Al Foah Zadina Dates
3-Star Exceptional Product



Alpin Mineral Water
Outstanding Product

Scaling Health & Wellness *continued*

Responsible Supply Chain Management

Agthia's ability to deliver safe, high-quality products is directly linked to the resilience, transparency, and responsibility of our supply chain. In line with international sustainability standards, we integrate Environmental, Social, and Governance (ESG) principles into core procurement and vendor assurance processes. Our suppliers are viewed as strategic partners in achieving our commitments on climate action, ethical Labour practices, and circularity, contributing to SDGs 8, 12, and 13.

2025 Performance Highlights & Key Metrics

Our 2025 performance reflects progress in strengthening supplier screening, audit coverage, and ESG compliance. Metrics shown below cover 100% of Tier 1 suppliers across raw materials, packaging, logistics, and co-manufacturing.



Scaling Health & Wellness continued

Responsible Supply Chain Management continued

Supplier Engagement and ESG Integration

We apply a structured, three-pillar model to engage suppliers on priority ESG issues.

1. Environmental Screening and Climate Action

We work with suppliers to strengthen environmental performance and contribute to our Scope 3 emissions reduction roadmap.

- **Environmental Compliance:** All approved suppliers are assessed against national regulations and Agthia’s internal standards for waste, water, and energy management.
- **Climate Data Collaboration:** In 2025, we expanded our pilot programme requesting carbon-footprint data from strategic suppliers. This forms the baseline for joint decarbonisation initiatives starting in 2026.
- **Circularity in Procurement:** We prioritise suppliers that demonstrate circular-economy practices, including the use of recyclable materials, closed-loop packaging, and waste minimisation.

2025 Results

- 100% of new and existing suppliers assessed for environmental compliance.
- No suppliers were identified with significant negative environmental impacts.

2. Social Screening and Human Rights Protection

Our social due diligence ensures respect for worker rights across the value chain.

- **Updated Code of Conduct:** The enhanced 2024 Supplier Code includes requirements on living wage, grievance mechanisms, worker representation, and protection of vulnerable groups.
- **Audit Findings & Outcomes:** A total of 15 suppliers flagged for social risks underwent detailed audits. Corrective Action Plans were successfully completed by ten suppliers, addressing working hours, documentation, and safety gaps. Five suppliers were removed from the supply base due to severe human-rights violations, reflecting our zero-tolerance approach.
- **SME Capacity Building:** We are developing targeted training modules to help small and medium suppliers strengthen their labour, health, and safety management systems.

2025 Results

- 100% of suppliers were screened for social risks.
- 15 suppliers were flagged for potential violations.
- Ten suppliers implemented corrective actions, while five were terminated for non-compliance.
- Grand Mills obtained a record of sustainability certification for Corn Fermented Protein as commodity; this certificate refers to a sustainable sourcing claim under the Corn Sustainability Insurance Protocol.

3. Strategic and Local Sourcing for Resilience

We continue to enhance resilience and reduce emissions by strengthening regional sourcing.

- **Local Supplier Development:** Agthia continues to expand local sourcing to improve supply chain agility, reduce transportation-related emissions, and contribute to national economic value creation.
- **Risk Mitigation & Quality Assurance:** Strengthening our domestic supplier base is a key component of our risk-mitigation strategy, supporting shorter lead times, enhanced resilience, and stronger alignment with our food safety and sustainability standards while generating socio-economic benefits for local communities.
- **Expanded Local Partnerships:** In 2025, we further increased partnerships with domestic suppliers, reducing dependence on international supply chains and reinforcing our commitment to a reliable, responsible, and regionally integrated supply network.

2025 Local Procurement Highlights

- AED 3.29 billion in total procured goods and services.
- 56.8% of total procurement sourced from locally registered suppliers.

Scaling Health & Wellness *continued*

eZad: Desert to Digital

eZad: Digitising Heritage, Expanding Market Access for UAE Date Farmers

eZad is Agthia Group’s digital marketplace initiative supporting the modernisation of the UAE’s date trading ecosystem. Built to strengthen market access, improve trading efficiency, and increase transparency across the value chain, eZad bridges the traditional strength of the UAE date industry with the speed and trust infrastructure of a digital-first marketplace.

As part of Agthia’s broader ESG direction—especially within responsible sourcing, sustainable value chains, and inclusive economic enablement—eZad plays a practical role: making it easier for farmers to participate in modern commerce, enabling buyers to access verified supply more efficiently, and supporting a more connected and reliable route-to-market for UAE dates.

Platform Scale and Ecosystem Reach

eZad has established meaningful traction as a marketplace, connecting over 15,300 UAE farmers with more than 120 global buyers across more than nine countries.

This scale reinforces the platform’s role as a national-level enabler—supporting the sector by improving access, visibility, and trust in agricultural trade (as reflected in 2024 reporting).

What eZad Enables Across the Value Chain

eZad’s value is not simply in digitisation—it is in what digitisation unlocks across a fragmented and legacy-driven trade system:

- **More efficient trading journeys**
eZad streamlines key steps in the farmer-to-buyer process—from listing and discovery to transaction execution—reducing friction and improving reliability in how trade is initiated and completed.
- **Stronger price discovery and transparency**
By centralising listings and making the marketplace dynamics clearer for both sides, eZad strengthens visibility, supports fairer outcomes, and improves confidence in the trading process.
- **Quality discipline and consistency support**
eZad reinforces market expectations around grading and specifications by enabling clearer alignment between supply and demand—supporting buyer confidence and improving consistency over time.
- **Improved traceability and trust infrastructure**
The platform contributes to stronger integrity in trade through structured data capture and verification-ready workflows—supporting greater accountability across the supply chain.

ESG Alignment: Practical Sustainability through Better Systems

eZad’s ESG contribution is grounded in operational improvements that support a more resilient agricultural ecosystem:

- **Resource efficiency and reduced friction** through improved planning and coordination across stakeholders.
- **Lower waste exposure** by improving clarity around quality, specifications, and fulfilment expectations.
- **Broader inclusion** by strengthening digital participation in agricultural trade—enabling more farmers to access structured market mechanisms.

Looking Ahead

In 2026, eZad continues to focus on strengthening platform capability, reliability, and user experience—supporting a more efficient, trusted, and globally connected marketplace for UAE dates. The objective remains clear: preserve the heritage of the sector while building modern infrastructure that enables sustainable growth, stronger market confidence, and a more connected agricultural economy.



Scaling Health & Wellness continued

Community Engagement

Agthia's Group's Commitment to Social Responsibility

At Agthia, our corporate social responsibility (CSR) strategy reflects our commitment to social equity, health and well-being, education, sustainability, and economic empowerment. Across all our subsidiaries, we focus on high-impact initiatives that improve communities while reinforcing our brand values.

CSR is integral to Agthia's foundational values and long-term vision. We are dedicated to upholding ethical standards, nurture community development, and foster an environment of inclusiveness and collaboration, going over and above statutory requirements. We aspire to continue making a difference and creating positive impact as we focus on the following pillars:

1. Healthy Lifestyles and Nutrition
2. Job Creation and Empowerment
3. Environmental Stewardship
4. Community Development

The SDGs have enabled us to join a global movement of positive impact. We mapped the SDGs already identified by Agthia to the CSR strategy pillars and their priorities.

20% increase in total community investment by Agthia in 2025 equals

AED 1,713,936

Healthy Lifestyles and Nutrition At Agthia, we are aware that a healthy lifestyle, healthy diets, and regular physical activity help to reduce heart diseases, other major health problems and ultimately ensure a better quality of life.



Towards that direction we wish to educate, raise awareness and promote actions that contribute actively to **the creation of healthy lifestyles while improving nutrition and overall well-being.**



Job Creation and Empowerment At Agthia, we believe in the talent and immense capacities of young people, particularly women, as they are instrumental to the growth of our business. Towards that direction, we want to **contribute to their employability, skills development, education, and overall empowerment in all the markets where we operate.**



Environmental Stewardship At Agthia, protecting the natural environment and our natural resources is of utmost importance to us. We believe our role is not only to minimise our impact upon the environment but positively protect it. Towards that direction, we strive to **raise public awareness, encourage action, and contribute to behavioural change regarding our environmental impacts** and the overall protection of the environment.



Community Development At Agthia, we believe that we can thrive as a business only in thriving communities. Therefore, we want to make tangible **contribution to uplifting local communities** through the promotion of initiatives that tackle poverty, promote education, improve public health, and local infrastructures, while raising the standards of living for the wider population.



Scaling Health & Wellness continued

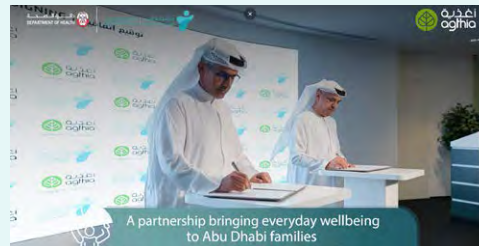
Community Engagement continued

Key Initiatives across Agthia Group & Sustainability



Healthy Lifestyles and Nutrition

Agthia Football League: The Agthia Football League 2025 brought colleagues together through sport and teamwork and showcased our commitment to employee well-being. Held on 7 December 2025, the tournament engaged 96 players across eight teams, promoting physical activity, inclusion, and a strong sense of belonging.



Festival of Health: A Partnership Bringing Everyday Well-being to Abu Dhabi Community

At Agthia Group PJSC, we believe well-being begins with awareness and grows through community. We continue supporting Abu Dhabi's vision for a healthier future by empowering families, encouraging better choices, and promoting preventative well-being. Through our collaboration with Department of Health Abu Dhabi and Abu Dhabi Public Health Center, we are delivering impactful initiatives and community spaces that help people connect, learn, and thrive.

Kubza Bakeries to Support "A Million Pieces of Bread"

As part of Agthia's commitment to community well-being, we partnered with the Authority of Social Contribution (MA'AN) and Kubza Bakeries to support the "A Million Pieces of Bread" initiative during the UAE Year of Community 2025. Through this initiative, Agthia contributed Grand Mills flour for the production of 500,000 loaves of bread and 100,000 bottles of Al Ain Water, supporting more than 200,000 people in need during the holy month of Ramadan.



Kuwait NES School Day

Agthia showed its commitment to inclusivity by creating meaningful and joyful experiences for children.



Kuwait business partnered with PAK BD Camp and HAYA to organise a blood donation drive, showing its commitment to health, community welfare, and social responsibility.



Scaling Health & Wellness continued

Community Engagement continued

Nabil Breast Cancer Activity

In recognition of International Breast Cancer Awareness Month, and because our female employees are an important part of our family, Nabil held a special gathering activity to highlight the importance of leading a healthy lifestyle.



Abu Auf at Egypt Mental & Physical Well-Being Awareness Day

The Health Day was successfully conducted at the Maadi Head Office with very high employee turnout throughout the day. Employees benefited from multiple on-site medical services, including internal medicine, nutrition consultations, BMI measurement, and blood pressure and blood sugar testing. The psychiatric and neurology consultations attracted significant interest and were highly appreciated by employees. The medical team was professional, cooperative, and well-organised. Overall feedback was extremely positive, with employees expressing satisfaction with both the quality of medical services and the smooth coordination of the event.

Animal welfare by Agrivita

Agrivita one of Agthia leading brands in Animal feed, Agrivita demonstrates a strong commitment to animal welfare through its nutritious and scientifically formulated animal feed portfolio. By delivering balanced diets enriched with essential vitamins, minerals, and high quality ingredients, Agrivita supports optimal animal health, strengthens immunity, and enhances overall well being. Through continuous innovation and responsible feed solutions, Agrivita contributes to improving animal welfare standards while promoting sustainable and efficient farming practices.”

Abu Auf at Egypt Women’s Health Awareness Initiative - Breast Cancer Prevention

The Medical Awareness Campaign was implemented successfully across the three locations: Maadi Head Office, Coffee Factory, and Warehouse. The breast cancer awareness sessions for female employees had strong engagement and helped increase awareness about early detection and prevention. The ENT endoscopic check-ups received high participation from employees at all sites and doctors provided clear explanations and valuable medical advice. Employees showed great interest and appreciation for the initiative. The campaign had a strong positive impact on employee awareness, trust, and overall workplace well-being across all locations.



Nabil at Jordan

As believers in the importance of sports and the significance of football as a popular game, especially among children aged 10-12, the Nabil family supported and sponsorship of this year’s IRIS tournament in Jordan. This tournament is dedicated to scouting talents from the “promising generation” and assisting parents in spotting, understanding, and developing their children’s talent in football. It was achieved through participation in the challenge tests, held during April and May of this year, where the IRIS International Sports Academy hosted challenge tests in various Jordanian cities and around 5,000 children participated this year. The skills of the “promising generation” were evaluated by Jordanian football experts, and outstanding players were selected. At the end of this journey, the selected players were presented to the former Real Madrid icon, Iker Casillas, a goalkeeper, who chose the final team to attend several football events in Spain.

Scaling Health & Wellness continued

Community Engagement continued

Community Development

Kuwait Water sponsored the UAE Embassy National Day event.



Kuwait Ramadan Campaigns

Agthia launched impactful Ramadan campaigns that resonated with the community.



Nabil sponsored Ramadan Iftar for Orphan Kids around 150 being gathered at Kids Museum in Amman-Jordan. This activity included a chef along with distributing gifts for the kids. Many employees from the Company volunteered to participate in this event and brought their own children.

Nefertiti Magazine celebration with Tawjihi students

Nabil-Agthia sponsored Nefertiti Magazine's 2025 Top 30 Firsts for Tawjihi students in Jordan. The ceremony was held under the patronage of Dr. Nawaf Al-Ajarmeh, Secretary-General of the Ministry of Education. The Company was honored with a special trophy, while the students' families expressed their thanks and appreciation to Nabil-Agthia.

Job Creation and Empowerment

As part of the Pioneers Discovery programme and in cooperation with ADEK the Department of Education and Knowledge, Agthia welcomed 74 school students from three different schools on three interactive factories visits to explore the journey of food manufacturing in the UAE, where quality, science, and sustainability are integrated at every step, and into knowledge and inspiration for innovation, something the nation is proud of and that future generations will benefit from.

School visit at Grand Mills



School visit at Al Foah



Throughout 2025, Agthia continued to strengthen its commitment to education and talent development by expanding its internship and early career engagement programmes. The Group engaged more than 500 students through internships, career fairs, Emiratisation initiatives, and university partnerships, collaborating with over ten universities and establishing more than eight new partnerships with academic institutions and Emiratisation organisations. Participation spanned key internal functions, including value chain operations, sustainability, human resources, commercial, and digital and technology, providing students with meaningful exposure to real-world business environments. These efforts resulted in the hiring of 15 interns, including nine UAE Nationals, reinforcing Agthia's role in building future-ready skills, supporting national talent development, and contributing to long-term community and workforce development.

Fostering Positive Potential

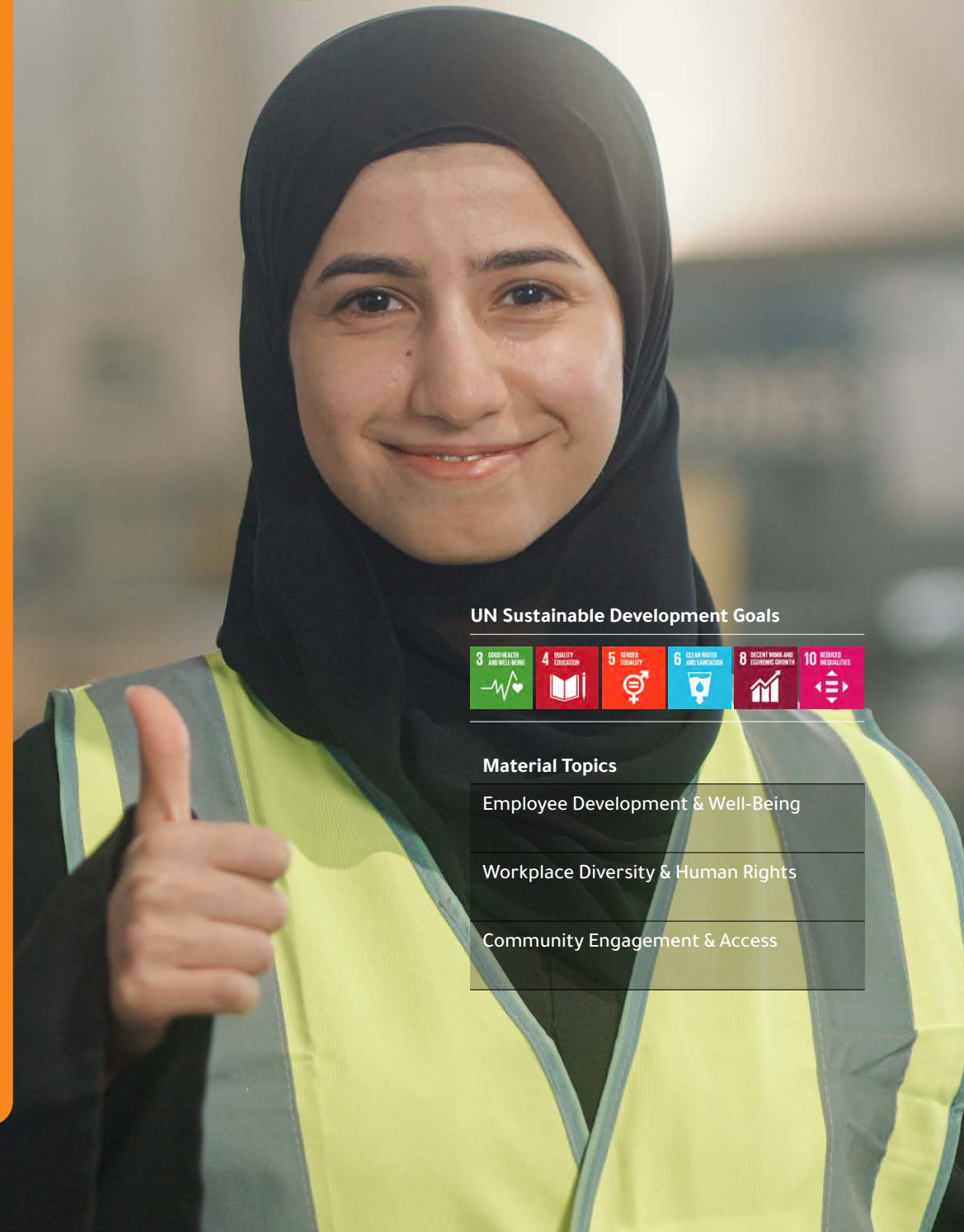
Fostering Positive Potential



By creating an environment where teams thrive, we fuel innovation, performance, and excellence across the business. We foster an inclusive culture that values diversity, respect, and equal opportunity, empowering every individual to contribute and grow. Through progressive policies and responsible practices, we safeguard human rights and build a workplace rooted in fairness, trust, and shared success.

Fostering Positive Potential

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UN Sustainable Development Goals



Material Topics

Employee Development & Well-Being

Workplace Diversity & Human Rights

Community Engagement & Access

Fostering Positive Potential *continued*

Empowering Our People

Employee Learning & Development

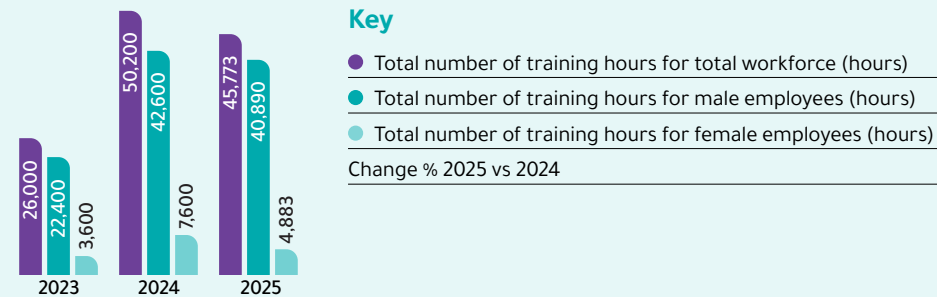
At Agthia, we recognise our people as our most valuable asset. Through continuous investment in professional development and skills enhancement, we empower our diverse workforce of more than 12,834 employees to perform at their best, feel valued, and contribute to sustainable growth. As the Group expands its operations, integrates new businesses, and adopts advanced technologies, we place strong emphasis on upskilling and reskilling to ensure our employees remain future-ready. This commitment supports a resilient, engaged, and capable workforce that continues to drive Agthia's long-term success

In 2025, we invested a total of

AED 2,791,467

in the training and development of our employees

Training Hours Across Workforce



Average hours of Training:

Average hours of Training Metrics	2023	2024	2025
Avg Training Hours per Female Employee	12.6	11.6	3.6
Avg Training Hours per Male Employee	11.0	7.3	3.8
Avg Training Hours per Employee	11.1	7.8	3.8

Employee Hours of Training per Category

Employee hours of training per category metrics	2023	2024	2025
Avg. non-supervisory employees training hours	7.2	4.9	3.6
Avg. supervisory employees training hours	21.0	21.8	5.8

Sustainability Training & Awareness

Employee hours of training per category metrics	2024	2025
Employees trained in water, energy and waste management	455	436
Employees trained on Health, Safety & Environment (HSE)	2,181	3,232
Employees trained in Essential Food Safety Training (EFST)	245	286
Employees trained in human rights awareness	3,171	2,573
Sustainability Business Simulation Certificate	18	33

Agthia continued to invest in employee development throughout 2025, delivering a wide range of learning initiatives across the organisation. While numerous technical, functional and digital learning programmes were conducted during the year, several flagship capability programmes illustrate our focus on strengthening workforce skills and responsible growth.

For the Al Ain Water Sales Team, the From Service to Sales programme equipped frontline employees including drivers, assistants and salesmen with communication, customer engagement and problem solving skills that enable them to confidently interact with households and communities. In parallel, the Merchandising Basics training supported merchandisers across the UAE in applying consistent display standards, product handling and daily retail practices that improve customer

experience and operational discipline. At supervisory and management level, the Six Steps of a Call workshop strengthened structured customer planning, needs identification and follow through. Leadership capability was further developed through The 7 Habits of Highly Effective People, which focused on accountability, collaboration and understanding stakeholder needs, and Project Management for the Unofficial Project Manager, which introduced structured planning, change management and team coordination practices.

The impact of our learning efforts was externally recognised through the Brandon Hall Awards, the Gulf Sustainability Awards and the Global ESG Awards. These initiatives support employability, professional growth and a respectful workplace, reinforcing Agthia's commitment to sustainable business performance.

Fostering Positive Potential continued

Empowering Our People continued



UAE Sustainability Business Simulation Workshop

This immersive workshop represents a paradigm-shifting approach to sustainability leadership development, enabling participants to navigate a compressed, decade-long sustainability transformation journey through advanced business simulations. By creating an experiential learning environment, the programme equips leadership teams with the critical insights, cognitive frameworks, and practical skills necessary to integrate sustainability principles into decision-making processes and core operational models, thereby fostering a forward-thinking approach to corporate transformation. Key figure of the programme include:

- In 2024, 18 UAE management team members received CELEMI Sustainability™ Certification.
- In 2025 33 UAE management team members received CELEMI Sustainability™ Certification.

- Covered key sustainability topics, including:
 - Scope and Language of Sustainability
 - Sustainability Change Initiatives
 - Risk & Opportunity Management
 - Aligning Business Value with Sustainability Goals

CELEMI Sustainability™ is a business simulation workshop designed to help teams navigate the complexities of integrating profitability with sustainable practices. Participants collaborate to guide a fictional company through a ten-year sustainability transformation, condensed into one-day session. The simulation emphasises balancing the “Triple Bottom Line; of People, Planet, and Profit”, challenging teams to prioritise initiatives, manage stakeholder expectations, and make strategic decisions that drive both financial success and positive environmental and social impact

Ethics and Human Rights Training

As part of our commitment to ethical business practices, Agthia prioritises human rights training to ensure compliance with international labour standards and corporate governance frameworks.

In the past two years a total of 5,708 employees completed Ethics and Human Rights Training which is around to 45% of total Agthia employees, Agthia is committed to bring this number to 100% by 2027 the training is covering topics such as:

- Workplace Ethics & Code of Conduct
- Diversity, Equity & Inclusion
- Prevention of Workplace Harassment & Discrimination
- International Labour Rights Compliance



These training programmes empower employees with the knowledge and tools to foster an ethical and respectful workplace, reinforcing Agthia’s commitment to responsible corporate citizenship. The awareness sessions also include topics such as the whistleblowing policy to voice concerns, if any.



Empowering Talent for a Sustainable Future

At Agthia, we recognise that investing in talent development is key to driving innovation, business success, and sustainable growth. Our commitment to workforce upskilling focuses on enhancing leadership capabilities, equipping employees with future-ready skills, and fostering an inclusive workplace that empowers both UAE Nationals and female professionals to thrive in leadership roles.



Fostering Positive Potential continued

Empowering Our People continued



Sustainability Internships

Throughout 2025, Agthia strengthened its internship programme by engaging students from leading universities across multiple business functions. The programme hosted 500+ students, supported participation in more than 11 career fairs and Emiratisation events, and expanded relationships with over ten partner universities, including eight new partnerships with universities and Emiratisation organisations. In total, 15 interns were hired during the year, including nine UAE Nationals, reflecting Agthia's commitment to developing local talent and future industry leaders. Participants gained hands-on experience across Value Chain (Operations, Supply Chain, Sustainability, Value Chain Excellence, Project Management), Human Resources, Commercial, and Digital & Technology, aligning learning outcomes with Agthia's strategic priorities and operational excellence standards.



Agthia Supporting The UAE's National Workforces Agenda

Agthia proudly participated in 12 career fairs and Emiratisation events across the UAE, connecting with ambitious students and supporting the national workforce agenda, wrapping up 2025 with impact. From Employer Days at Zayed University in Dubai and Abu Dhabi to the Career Fair at New York University Abu Dhabi, each engagement provided an opportunity to showcase our diverse portfolio, share career pathways, and strengthen our future talent pipeline.

As we step into 2026, we continue this momentum with new campus engagements already underway, reinforcing our commitment to developing future-ready talent and contributing to the UAE's long-term growth ambitions.

Employee Benefits and Well-Being

Agthia's commitment to employee well-being extends beyond professional growth. We provide comprehensive benefits that support the physical, mental, and financial well-being of our employees. Our benefit packages, which are subject to eligibility criteria as per Company policy, include:

- Life insurance and health coverage
- Parental leave
- Retirement provision
- Professional certifications
- Annual home leave ticket
- Club memberships and wellness initiatives
- Short- and long-term incentives
- Schooling allowance



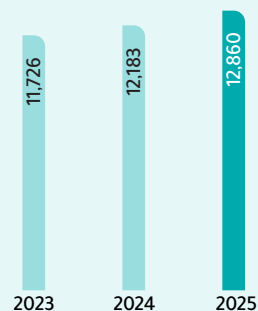
Fostering Positive Potential continued

Empowering Our People continued

Our Workforce

Throughout the reporting year, we continued to strengthen our workforce through strategic recruitment, diversity and inclusion initiatives, and leadership development programmes. In 2025, Agthia hired 4,298 new employees, representing a growth of 150% compared to 2024. Our hiring process remains focused on fostering an engaged, dynamic, and future-ready workforce that aligns with Agthia's long-term vision.

Full-Time Employees



* The full-time employee headcount excludes casual and seasonal employees.

Diversity & Inclusion: Progress in Gender Representation

Employment by gender	2023	2024	2025
Number of female employees	1,262	1,460	1,398
Percentage of female employees	10.8%	12.0%	10.9%
Number of male employees	10,464	10,723	11,462
Percentage of male employees	89.0%	88.0%	89.1%

Female participation	2023	2024	2025
Female entry level	10.0%	12.0%	10.5%
Female mid-level management	15.0%	15.0%	14.2%
Female senior management	23.0%	21.0%	23.9%
Female executive level	0.0%	11.0%	14.8%

Employment by Nationality

Agthia's global workforce reflects a diverse talent pool, contributing to an inclusive and dynamic work environment.

Employment by Nationality	2023	2024	2025
% of locals in total workforce across all regions	54%	56%	50%
% of UAE locals in the total UAE workforce (Emiratisation)	19.6%*	19.4%*	16.5%*
Number of nationalities represented	63	61	62

* The percentage of UAE nationals was calculated based on UAE national employees in UAE in supervisory level and above.

Workforce Age & Experience Distribution

Agthia's employee base reflects a balanced age distribution, ensuring both fresh perspectives and experienced leadership.

Employment by Age Groups	2023	2024	2025
Employees aged under 30 years	4,140	4,487	4,834
Percentage under 30 years	35.0%	36.8%	37.5%
Employees aged 30-50 years	6,789	6,904	7,222
Percentage between 30-50 years	58.0%	56.7%	56.2%
Employees aged above 50 years	797	792	803
Percentage above 50 years	7.0%	6.5%	6.3%

Fostering Positive Potential continued

Empowering Our People continued

Voluntary Turnover Rate - Non-Retail	2023	2024	2025
Total employees who left (voluntary & non-voluntary)	1,018	1,201	1,356
Overall voluntary turnover rate	8.86%	7.38%	8.70%
Voluntary turnover rate (male)	8.56%	7.18%	8.50%
Voluntary turnover rate (female)	12.24%	9.47%	10.80%
Voluntary turnover rate for employees aged below 30 (%)*	16.55%	12.37%	13.80%
Voluntary turnover rate for employees aged between 30 - 50 (%)*	6.77%	5.89%	7.30%
Voluntary turnover rate for employees aged above 50 (%)*	4.10%	4.78%	3.70%

* The revised calculation methodology for 2024 has been applied retrospectively, ensuring consistency across all reporting periods. Accordingly, the figures for 2023 through 2025 now represent each age group's turnover rate expressed as a percentage of that group's proportion of the total workforce.

Voluntary Turnover Rate - Retail	2023	2024	2025
Total employees who left (voluntary & non-voluntary)	1,110	1,762	1,959
Overall voluntary turnover rate*	20.68%	50.23%	56.0%
Voluntary turnover rate (male)	22.10%	51.46%	57.30%
Voluntary turnover rate (female)	14.94%	45.57%	51.20%
Voluntary turnover rate for employees aged below 30 (%)*	25.46%	63.01%	83.0%
Voluntary turnover rate for employees aged between 30 - 50 (%)*	13.20%	27.25%	21.20%
Voluntary turnover rate for employees aged above 50 (%)*	7.27%	15.14%	8.70%

* Our high voluntary turnover remains aligned with retail being a globally high-churn sector, and Egypt's youthful, highly mobile retail workforce naturally amplifies this trend. Persistent economic pressures—including inflation and currency depreciation—further intensify mobility across the sector

Country Specific Voluntary Turnover*	2023	2024	2025
Egypt	14.64%	30.53%	40.20%
Jordan	6.32%	8.30%	6.30%
Kuwait	2.66%	4.88%	8.70%
Oman	8.97%	4.33%	3.50%
Saudi Arabia	6.46%	6.24%	3.0%
Turkey	7.59%	1.67%	11.50%
UAE	10.60%	8.69%	10.10%
Overall non-retail	8.86%	7.38%	8.70%
Overall retail	20.68%	50.23%	56.0%

* All turnover rates refer to voluntary turnover.

Parental Leave

Agthia continues to support the work-life balance of employees and promotes inclusivity through its progressive parental leave policies. In 2025, 116 employees utilised these benefits and a high retention rate post-leave was maintained.

Parental Leave	2023	2024	2025
Employees eligible for leave	1,664	2,789	2,708
Male employees eligible	-	2,614	2,497
Female employees eligible	-	175	211
Employees took leave	87	97	116
Employees returned to work	87	97	112
Retention rate (male)	97%	97%	98%
Retention rate (female)	99%	99%	88%

Fostering Positive Potential *continued*

Health & Safety

At Agthia, safety comes first and foremost in everything we do. In line with our safety vision and aim of becoming one of the safest manufacturing companies globally, we have built our HSE Strategy to ensure the safety of our employees, our contractors, visitors on our sites, and any person involved in our operations. This is a commitment that we take wholeheartedly and by sharing this value across the organisation, safety does not become one person’s responsibility but rather a shared responsibility across all levels of our Company.

Agthia’s Safety Vision is: “To passionately develop and sustain a culture of care where people possess the skills, knowledge, and confidence to work safely, feel respected, and are engaged with their hearts and minds.”

Our overarching objective is to cultivate a work environment that is both safe and secure, achieved through the continual minimisation of potential workplace hazards and operational threats and exposure. Committed to the highest standards of safety, we implement rigorous measures across all our facilities and provide comprehensive training to our employees.

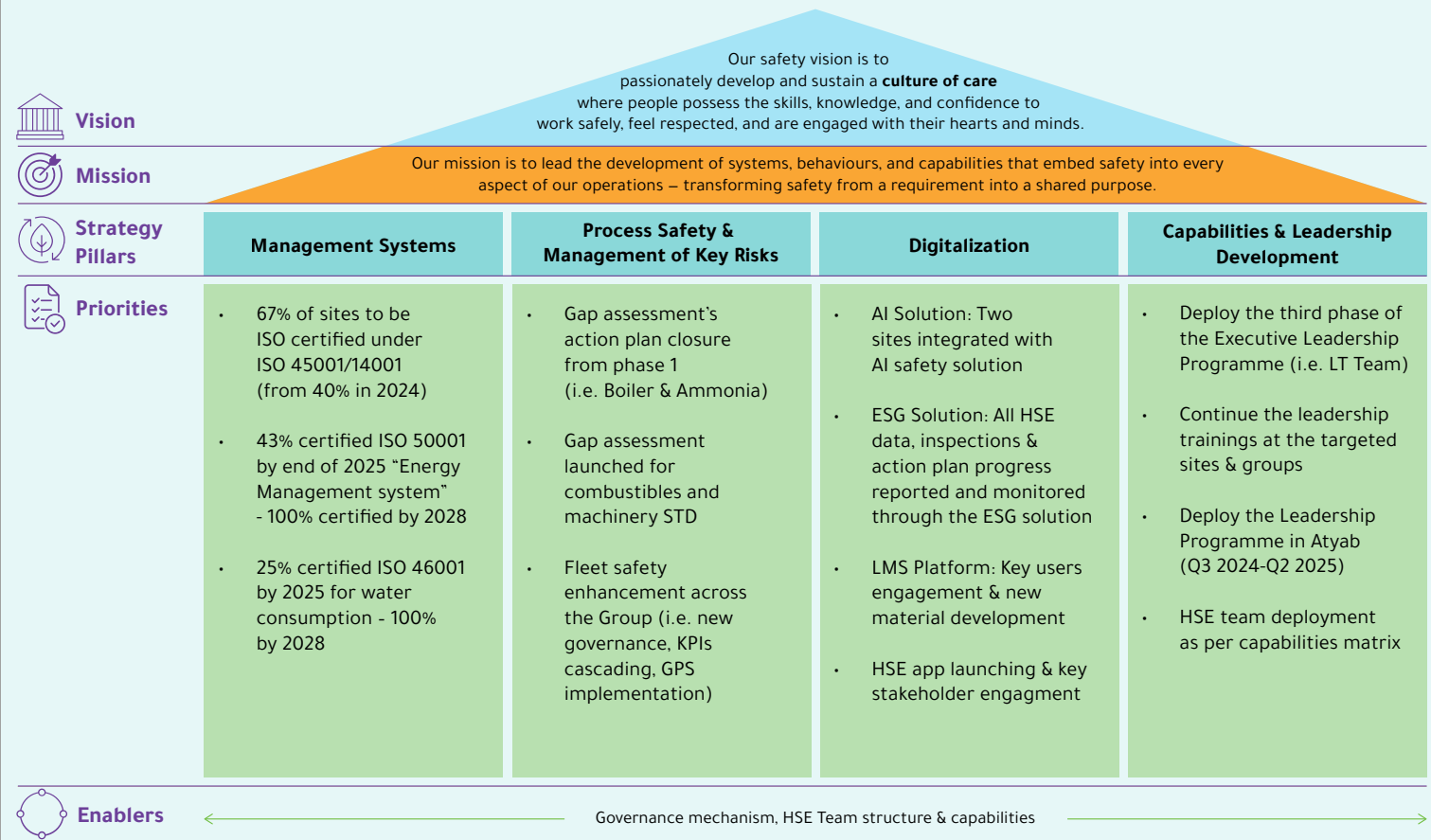
We take pride in our exemplary Health, Safety, and Environment (HSE) performance, consistently aligning our practices with the latest health and safety regulations aiming always at the highest standards of the industry. Our leadership actively fortifies our HSE strategy, underscoring the paramount importance we place on the safety of our staff. With our motto, “Safer Together”, guiding us wherever we are, at Agthia we are Safer Together for the better.

HSE Strategy House

Building on the principles and priorities outlined above, it is essential to translate our vision into a structured framework that guides action and accountability. The HSE Strategy House serves

as this foundation—providing a clear, integrated approach that aligns our health, safety, and environmental objectives with the broader organisational goals. It illustrates how each pillar supports our commitment to operational

excellence, sustainability, and a culture of care, ensuring that our aspirations are not just statements but actionable strategies.



Fostering Positive Potential continued

Health & Safety continued

Strategy Pillars & Priorities

The HSE Strategy House outlines Agthia's structured and integrated approach to health, safety, and environmental excellence. Anchored by a clear vision and mission, the framework brings together management systems, process safety and risk management, digitalisation, and leadership development as core strategic pillars. Supported by strong governance, defined priorities, and capability-building enablers, the HSE Strategy House ensures consistent implementation across operations, strengthens risk control, and embeds a proactive safety culture that protects people, assets, and the environment.

To strengthen oversight and promote a more proactive safety culture across the organisation, a structured HSE governance framework was introduced. This new approach ensures that Health, Safety, and Environment (HSE) performance is regularly reviewed at all levels of the business, with clear accountability and alignment to operational needs.

Under this framework, monthly HSE review meetings are conducted with key business units, quarterly for LT HSE Committee and monthly for

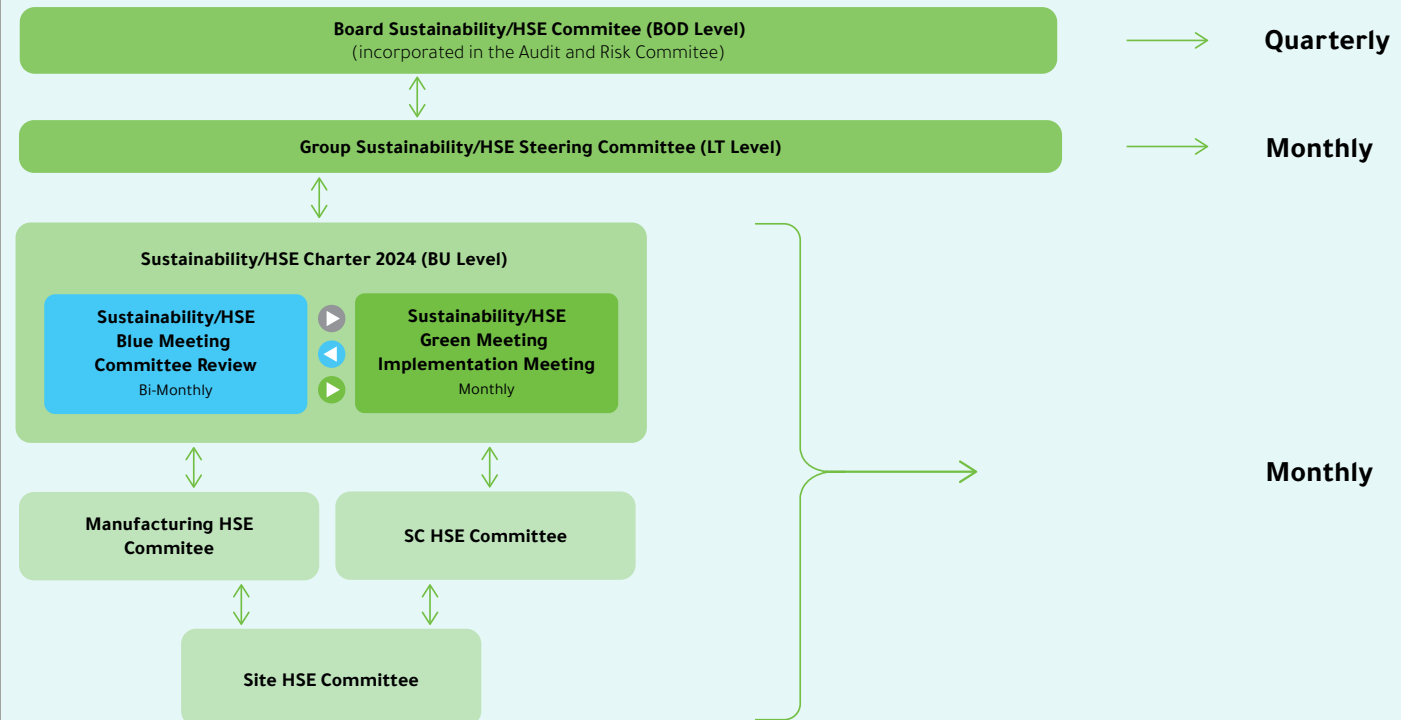
Sales, Supply Chain, Manufacturing, and the Leadership Team Steering Committee. Each meeting focuses on the unit's respective HSE Key Performance Indicators (KPIs), recent performance trends, and any incident or near-miss analysis. The sessions also provide an open platform to discuss operational challenges, share best practices, and agree on corrective or preventive actions.

This governance model has proven effective in enhancing transparency, improving

communication between functions, and ensuring consistent follow-up on safety commitments. By integrating HSE discussions into regular business rhythms, safety considerations are embedded into decision-making rather than being treated as a separate initiative.

The result is a stronger, more engaged safety culture, where each business unit takes ownership of its performance and works collaboratively toward our shared goal of ensuring a safe and incident-free workplace

New HSE Governance



Fostering Positive Potential continued

Health & Safety continued

Three-Year Performance 2023-2025

Overall HSE performance showed significant progress in 2025, supported by a substantial increase in total worked hours to 35.1 million, reflecting expanded operational activity. Despite this increased exposure, the number of Lost Time Injuries (LTIs) decreased markedly to 32, down from 52 in 2024, resulting in a strong improvement in the Lost Time Injury Frequency Rate (LTIFR), which dropped to 0.91. Lost days associated with LTIs also continued to decline, indicating improved injury management and recovery outcomes. No permanent disabilities were recorded over the three-year period and fatalities reduced steadily from four in 2023 to zero in 2025, demonstrating sustained effectiveness of critical risk controls and fatal risk management programmes.

Proactive safety engagement continued to strengthen, as reflected in the consistent increase in near-miss reporting, which reached 6,362 in 2025. This upward trend highlights improved workforce awareness and a more mature reporting culture. Training efforts were significantly enhanced, with average health and safety training hours per employee increasing from 3.62 hours in 2023 to over ten hours in 2025. Participation in toolbox talks also rose steadily, reinforcing frontline safety communication and engagement.

An increase in reported vehicle violations and the associated violation rate in 2025 reflects enhanced monitoring, expanded fleet coverage, and stricter enforcement enabled by full GPS implementation comparing to 2024, rather than a deterioration in driving behaviour. This increased visibility has provided valuable data to target high-risk behaviours and further strengthen road safety interventions.

In summary, 2025 reflects a year of strong safety performance improvement, particularly in injury reduction, fatality prevention, training effectiveness, and road safety outcomes, while also highlighting areas for continued focus to sustain and build upon these gains.

Metric	2023	2024	2025
Total worked hours	25,391,104	26,495,519	35,062,848
Number of lost time injuries (LTIs)	46	52	32
Lost Time Injury Frequency Rate (LTIFR)	1.81	2.0	0.91
Number of lost days from LTIs	555	547	496
Number of near-misses	4,759	5,204	6,362
Number of permanent disabilities	0	0	0
Number of fatalities	4	2	0
Average health and safety training hours per employee	3.62	9.888	10.072
Number of toolbox training attendees	8,200	11,000	12,120
% Vehicles have GPS installed	90%	99%	100%
% Decrease in vehicle collision rate	46.0%	64.0%	62.5%
% Decrease in vehicle violations (last three years)	20%	-96%	-20,431%
Vehicle collision rate (collisions per million km)	0.76	0.4	0.15
Vehicle violation rate (violations per million km)	8.36	8.2	1683.56
Number of collisions	40	10	9
Number of violations	443	12,997	36,198
Vehicle audits score	81.0%	91.45%	83.97%

Fostering Positive Potential continued

Health & Safety continued

Safer Together

Building on the highly successful Agthia HSE 10 Golden Rules Campaign, where we exceed 2000 active enrolments to the E-learning platforms. We launched “Safer Together”, a health and safety e-book aimed at valuing safety as a key ingredient of our existence and vision. We want our employees to go home safe to their families - just the way they arrive each day at our plants and offices.

To support this and ensure the safety of everyone involved, we have articulated our Golden Rules. These rules are a set of simple and clear instructions covering activities with the highest potential risk to the safety of everyone involved in such activities. Our “10 Golden Rules” are implemented to keep people and assets safe, and it is critical that we all take it as our responsibility to follow them.

Agthia HSE Vision

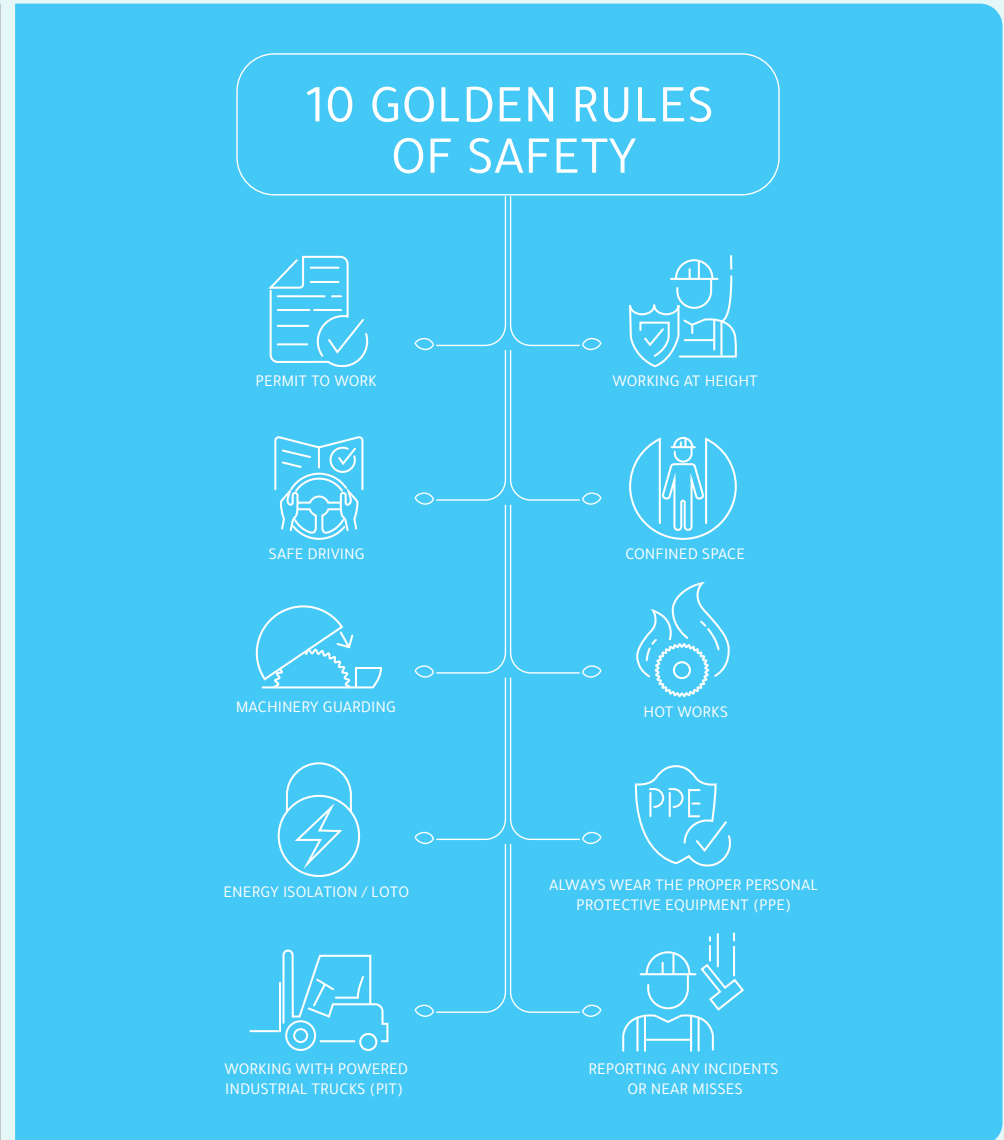
Our vision is more than words—it is the compass that guides every decision, action, and behaviour across Agthia. It defines who we are and what we stand for, ensuring that safety, sustainability, and responsibility remain at the heart of our operations.

This vision was crafted through a truly inclusive process, engaging employees at every level—from frontline labour to the CEO—and key stakeholders across the organisation. Through workshops and open dialogues, we gathered diverse perspectives and aligned priorities to create a vision that reflects our shared values. The word “Care” is central to this vision, symbolising our commitment to protecting

people, preserving the environment, and fostering a culture where well-being comes first. Join our “Safer Together” campaign and spread the word about the benefits of our health and safety majors, which can make a difference and help our employees at Agthia to work safer. This is not just a corporate statement—it is a collective promise, created by everyone, for everyone.

Our vision for safety is grounded in shared responsibility and strengthened by the commitment of every individual. Leaders set the tone by providing strategic direction and visible engagement, ensuring health and safety remain central to every business decision. Supervisors translate this into daily practice through clear communication, proactive intervention, and continuous coaching. Employees reinforce this culture by following procedures, wearing PPE, reporting hazards, and actively participating in safety activities.

Together, these layers form a cohesive and resilient safety system—one where leadership sets expectations, supervisors cultivate safe behaviours, and employees take ownership. This shared commitment enables us to protect our people, strengthen operational excellence, and progress toward our long-term safety vision. It is our “North Star”, ensuring that as we grow and innovate, we never lose sight of what matters most: **caring for our people, our communities, and our planet.**



Fostering Positive Potential continued

Health & Safety continued

Health and Safety Performance Metrics

Our strategy for hazard elimination and risk mitigation is thorough and all-encompassing. We undertake an in-depth analysis of relevant incidents, extracting useful insights which help us to update our procedural frameworks. This proactive approach enables us to continuously refine our safety measures.

Our dedication to health and safety at Agthia has yielded remarkable results, as evidenced by a notable decline in our Lost Time Injury Frequency Rate (LTIFR), considering the new acquisition added to the KPIs.

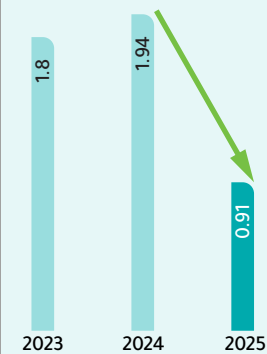
We achieved a significant improvement in Lost Time Injury (LTI) performance this year, reducing cases from 52 to 32. This represents a 38.64% reduction, demonstrating the effectiveness of strengthened safety controls, targeted interventions, and increased workforce engagement. The reduction reflects our ongoing commitment to building a safer work environment and ensuring that preventive actions are embedded into daily operation.

LTIFR performance over the past three years reflects both the impact of business expansion and the effectiveness of strengthened safety controls. LTIFR increased slightly from 1.8 in 2023 to 1.94 in 2024, primarily due to the integration of newly acquired operations with varying levels of HSE maturity. In 2025, LTIFR improved significantly to 0.91, representing a 53% reduction compared to 2024. This improvement demonstrates the positive impact of harmonised HSE standards, focused risk

reduction initiatives, and enhanced safety leadership across all business units.

Our LTIFR showed a strong improvement this year, decreasing from 1.94 in 2024 to 0.91 in 2025. This represents a 53.1% reduction, highlighting the impact of our focused risk-control measures, strengthened safety leadership, and increased workforce engagement. This significant improvement demonstrates our continued commitment to reducing workplace incidents and sustaining a safer, more reliable operating environment.

LTIFR Group Level 2023-2025

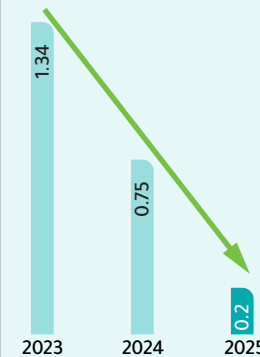


Our Serious Incident and Fatality Frequency Rate (SIFFR) demonstrated a significant improvement in 2025, decreasing from 0.75 in 2024 to 0.20. This reflects a 71% reduction year-on-year and underscores the effectiveness of our targeted risk control initiatives, strengthened safety leadership, and enhanced workforce engagement. The sustained improvement

reinforces our commitment to preventing serious incidents and fatalities and to maintaining a safer, more resilient operating environment across Agthia.

Over the past three years, performance has shown consistent and significant improvement, decreasing from 1.34 in 2023 to 0.75 in 2024, followed by a substantial reduction to 0.20 in 2025. This represents an overall improvement of approximately 85% compared to 2023. The marked improvement achieved in 2025 reflects the effectiveness of strengthened risk controls.

SIFFR Group Level 2023-2025



Pillar 1: Management Systems

To achieve excellence in Health, Safety, and Environment, we recognise that consistency and rigor are non-negotiable. Our ambition is to standardise all sites through internationally recognised ISO certifications, ensuring that every operation reflects the same high standards of quality and compliance. By embedding best global practices in HSE, energy management, and water efficiency, we create a unified framework that drives operational discipline, minimises risk, and enhances resource stewardship. This approach not only strengthens our resilience but also positions us as a benchmark for sustainability and safety in our industry.

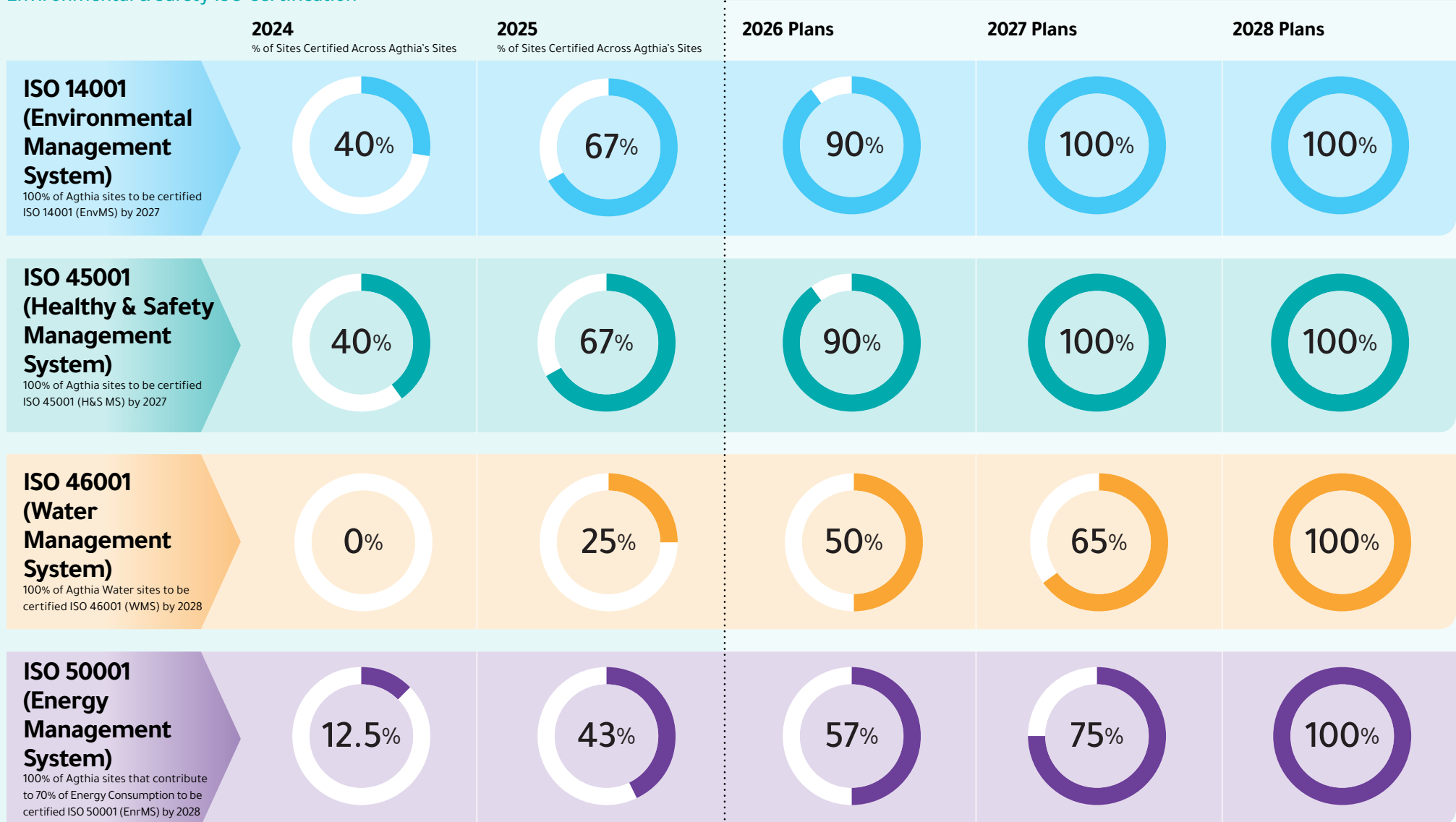
Current Status of the Management System Pillar Status as Well as the Long-Term Objectives

- 100% of Agthia sites to be certified ISO 45001 (H&S MS) by 2027
- 100% of Agthia sites to be certified ISO 14001 (EnvMS) by 2027
- 100% of Agthia Water sites to be certified ISO 46001 (WMS) by 2028
- 100% of Agthia sites that contribute to 70% of Energy Consumption to be certified ISO 50001 (EnrMS) by 2028

Fostering Positive Potential continued

Health & Safety continued

Environmental & Safety ISO Certification



Fostering Positive Potential continued

Health & Safety continued

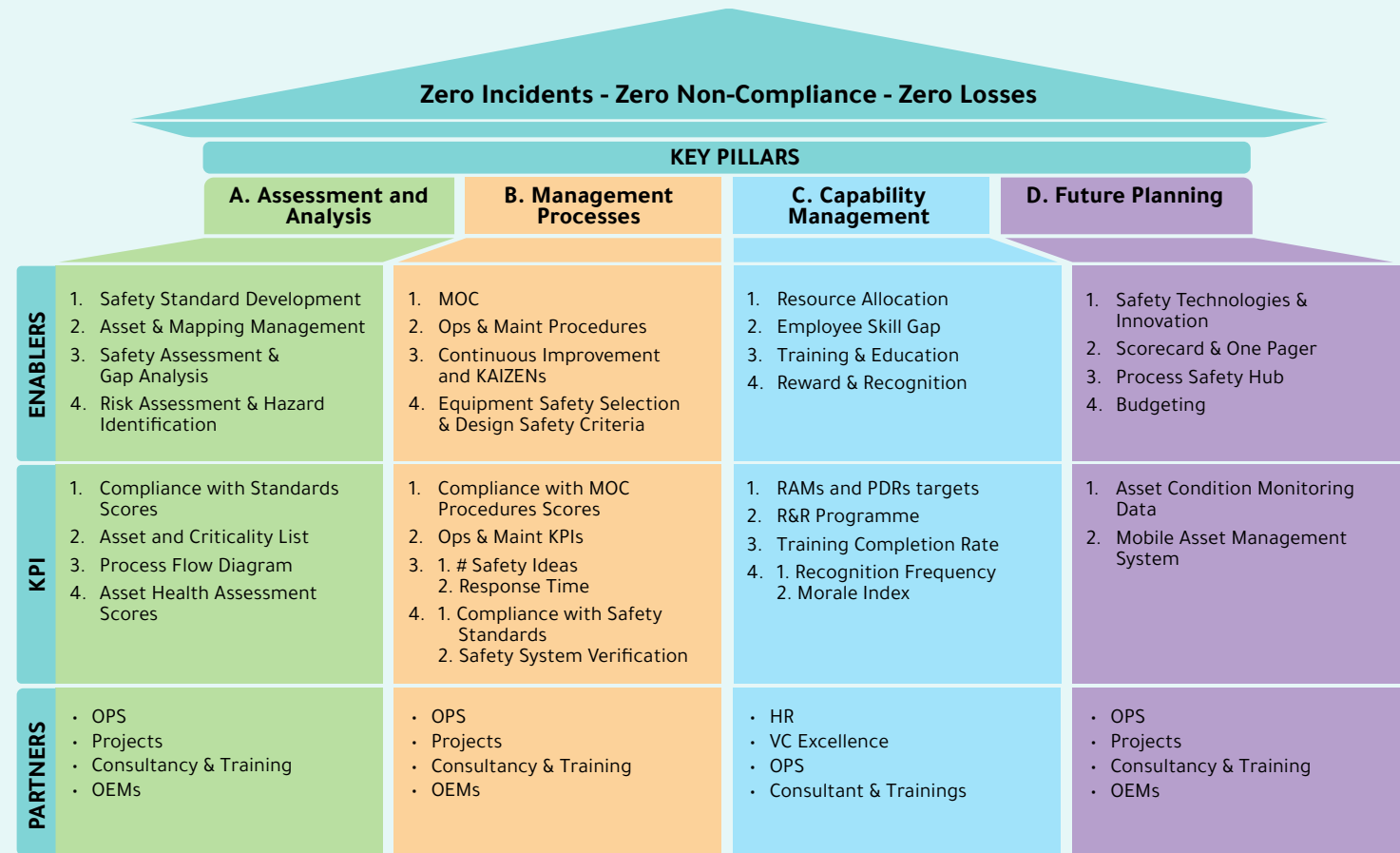
Pillar 2: Process Safety & Management of Key Risks

Safety is the cornerstone of operational integrity, and our ambition is to achieve the highest standards in process safety and risk management. By aligning our practices with globally recognised benchmarks, we ensure that every system, procedure, and control is designed to prevent incidents and protect people, assets, and the environment. This commitment goes beyond compliance—it reflects a proactive approach to identifying hazards, mitigating risks, and embedding resilience into every layer of our operations. Through continuous improvement and adoption of best international standards, we aim to set a new benchmark for safety excellence across our industry.

1. Strategic Vision and Dashboard

All achievements are aligned with the process safety vision Triple Zero Strategy “zero incidents, zero losses, and zero non-compliance”. Through data-driven performance reviews, system audits, and digital dashboards, process safety insights are now visible at management level, enabling timely decisions and reinforcing accountability across all operations.

Process Safety Strategy



Fostering Positive Potential continued

Health & Safety continued

Process Safety Road Map

2024	2025	2026	2027	2028
<p>Step 1 Evaluate Equipment</p>	<p>Step 2 Reverse Deterioration</p>	<p>Step 3 Build Process Safety Periodic System</p>	<p>Step 4 Build Process Safety PdM System</p>	<p>Step 5 Evaluate System</p>
<ol style="list-style-type: none"> 1. (A1) Develop safety STD. 2. (A2) Develop assets map. 3. (A2) Select Scope 1 equipment (Boilers & Ammonia). 4. (A2) (B2) (C4) (D2) Develop STEP1 exit criteria. 5. (A3) (C2) Identify gaps for Scope 1 equipment. 6. (C1,3) (D3) Complete safety STD training. 	<ol style="list-style-type: none"> 1. (D4) Follow up BUs STEP 1 plan. 2. (A2) Select Scope 2 equipment (Combustibles and Machinery Safety). 3. (A2) (B2) (C4) (D2) Develop Step 2 exit criteria. 4. (B4) Develop equipment safety selection and design safety criteria. 5. (A3) (C2) Identify gaps for selected Scope 2 equipment. 6. (C1,3) (D3) Complete safety standard training. 	<ol style="list-style-type: none"> 1. Follow up BUs STEP 1, 2 plan. 2. (A2) Select Scope 3 equipment (Industrial Electrical & Flammable Equipment). 3. (A2) (B2) (C4) (D2) Develop Step 3 exit criteria. 4. (A3) (C2) Identify gaps for selected Scope 3 equipment. 5. (B1) Develop PS MOC Procedures. 6. (C1,3) (D3) Refresh safety standard training. 	<ol style="list-style-type: none"> 1. (D4) Follow up BUs STEP 2, 3 plan. 2. (B4) (D1) Identify PdM as per HAZOP Study. 3. (A2) (C4) (D2) Identify Independent Protection Layers IPLs as per HAZOP Study. 4. (A2) (C4) (D2) Develop Step 4 exit criteria. 5. (A3) (C2) Identify gaps for selected Scope 4 equipment. 6. (C1,3) (D3) Refresh safety standard training. 	<ol style="list-style-type: none"> 1. (D4) Follow up BUs STEP 3, 4 plan. 2. (A4) (D1) Equipment reliability (Minor Stop and Failures). 3. (A2) (C4) (D2) Measure Safety Integrity Level (SIL) using Layer of Protection Analysis (LOPA) for critical areas. 4. (A2) (C4) (D2) Develop Step 4 exit criteria. 5. (A3) (C2) Identify gaps for selected Scope 5 equipment. 6. (C1,3) (D3) Refresh safety standard training.

● Completed ● Next steps

Fostering Positive Potential continued


Health & Safety continued

2. Strengthening Governance Through GHSES Standards Implementation

We successfully embedded the GHSES Standards covering steam boilers, ammonia refrigeration, machinery safety, and combustible dusts across all operating facilities.


This standardisation has established a consistent framework for risk identification, design integrity, and operational control, ensuring compliance with international codes and best practices. Gap assessments have driven continuous improvement and elevated the maturity of process safety management systems.

Agthia Group PJSC
Group HSE Standard
GHSES – 02
Boilers and Boiler Rooms




Group HSE Standard - Boilers and Boiler Rooms		
Custodian of the Document: HSE (Process Safety Function) & Governance		
Version: 1.0	Issue Date: August 2024	Effective Date: August 2024
Document History		
Version	Date	Amendment
V.1.0	August 2024	First Version
Approvals		
Designation / Body	Date	Signature
Group Process Safety Manager	August 2024	Mohamed Alkhamisi, CHM, AI
Risk and Governance Manager	August 2024	Ayef Hussain
Senior Director HSE & Sustainability	August 2024	Theofanis Alexiou

Agthia Group PJSC
Group HSE Standard
GHSES – 06
Ammonia Refrigeration




Group HSE Standard - Ammonia Refrigeration		
Custodian of the Document: HSE (Process Safety Function) & Governance		
Version: 1.0	Issue Date: August 2024	Effective Date: August 2024
Document History		
Version	Date	Amendment
V.1.0	August 2024	First Version
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Group Process Safety Manager	August 2024	Mohamed Alkhamisi, CHM, AI
Risk and Governance Manager	August 2024	Ayef Hussain
Senior Director HSE & Sustainability	August 2024	Theofanis Alexiou

Agthia Group PJSC
Group HSE Standard
GHSES – 04
Combustible Dusts



Group HSE Standard - Combustible Dusts		
Custodian of the Document: HSE (Process Safety Function) & Governance		
Version: 1.0	Issue Date: February 2025	Effective Date: February 2025
Document History		
Version	Date	Amendment
V.1.0	February 2025	First Version
Approvals		
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Group Process Safety Manager	February 2025	Mohamed Alkhamisi, CHM, AI
Risk and Governance Manager	February 2025	Ayef Hussain
Senior Director HSE & Sustainability	February 2025	Theofanis Alexiou

Agthia Group PJSC
Group HSE Standard
GHSES – 05
Machinery Safety



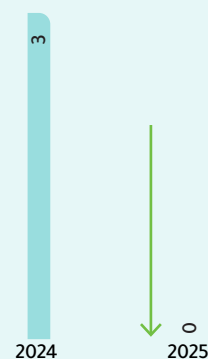
Group HSE Standard - Machinery Safety		
Custodian of the Document: HSE (Process Safety Function) & Governance		
Version: 1.0	Issue Date: February 2025	Effective Date: February 2025
Document History		
Version	Date	Amendment
V.1.0	February 2025	First Version
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Group Process Safety Manager	February 2025	Mohamed Alkhamisi, CHM, AI
Risk and Governance Manager	February 2025	Ayef Hussain
Senior Director HSE & Sustainability	February 2025	Theofanis Alexiou

3. Achieving Zero Incidents, Enhancing Process Safety Performance and, Strength Capabilities

Through robust risk management, proactive hazard identification, and disciplined control of change processes, our operations have maintained zero process safety incidents for Steam Boilers and Ammonia Refrigeration Systems vs LY.

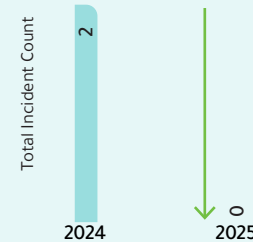
We strengthened our capabilities by conducting both internal and external training sessions and specialised workshops in collaboration with subject matter experts and OEMs, enhancing technical competency, reinforcing process safety culture, and ensuring sustainable operational excellence.

Steam Boilers and Ammonia Refrigeration SIF

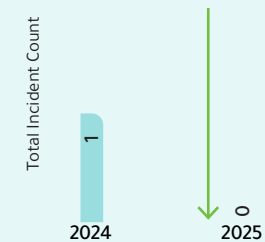


SIF Agthia Group by STD and Year

GHSES-06 Ammonia Refrigeration



GHSES-02 Steam Boilers



Fostering Positive Potential continued

Health & Safety continued

4. Advancing Design Integrity and Technical Assurance

To ensure inherently safer designs, the engineering and projects teams have integrated Process Safety Standard Compliance along with Safety Integrity Level (SIL) and Performance Level (PL) assessments as part of the new project lifecycle and ensuring all safety guards, interlocks, alarms, and cutouts are properly defined and verified.

Comprehensive Factory Acceptance Tests (FAT) and Site Acceptance Tests (SAT) were conducted to validate system functionality, control logic, and safety interlocks prior to commissioning.

In parallel, automation initiatives have been introduced to packaging lines significantly reducing human intervention and minimising the potential for human error or operational risk.

These initiatives improved compliance with IEC and ISO functional safety standards, reducing the probability of failure on demand (PFD) for critical protection systems.

5. Focused Improvements in High-Risk Systems

Significant safety upgrades were completed in plants equipment, including implementation of best practices with horizontal implementation.



Fostering Positive Potential continued

Health & Safety continued

Fleet Dashboards

Fleet management is essential to Agthia’s safety strategy because our vehicles are an extension of our workplace. Every journey carries potential risks—not only for our drivers but also for the communities we serve. By implementing robust fleet safety programmes, we ensure vehicles are well-maintained, drivers are trained and journeys are monitored to prevent accidents and reduce exposure to hazards.

Effective fleet management minimises road incidents, protects lives, and safeguards our reputation. It also reinforces our commitment to care—ensuring that safety extends beyond our sites to every mile travelled.

As part of our Governance mechanism, we have established committees across the organisation where their primary duty is to review the fleet performance in terms of safety, including GPS violations, incidents, trucks and fleet health checklists. This has created a sense of ownership across the teams and strengthen the engagement resulting in significant improvements to our key KPIs such as violation rates.

Our fleet safety dashboards serve the purpose of closely monitoring drivers’ performance and regulating potential violations. Driver performance undergoes constant scrutiny, tracking violations, accidents, and incidents, with prompt corrective actions implemented as necessary.

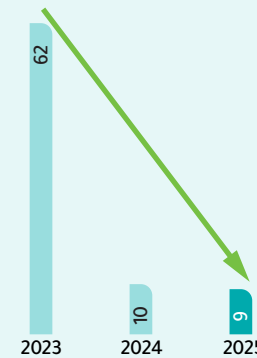
Additionally, we are dedicated to enhancing data quality concerning the fleet. This initiative involves capturing data from all sites, including acquisitions, and executing required actions. This approach aims to identify and address potential risks, thereby minimising the likelihood of accidents and injuries.

We embedded GPS monitoring within the entire Group. A health assessment was established across the Group to understand what is lacking in our fleet and how to proceed. It was very important to process the same apply the action plan and closely monitor score improvements.

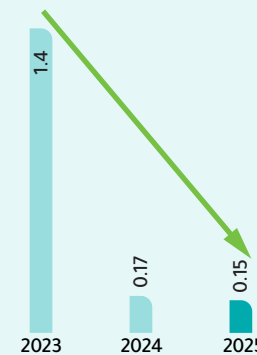
The same resulted in significant improvement to our fleet collision by 50% reduction comparing to previous year.

This year, we achieved a significant improvement in our collision prevention efforts, reducing the number of incidents from 26 to 13. This represents a 50% reduction, reflecting the impact of strengthened controls, enhanced training, and increased employee awareness. The results demonstrate meaningful progress toward our safety objectives and confirm that our interventions are effectively reducing risk across operations.

Agthia Group Fleet Collision



Fleet Collision Frequency Rate Group Level 2023-2025



Internal Audits

Internal audit is a critical pillar of Agthia’s governance and risk management framework. It provides independent assurance that our processes, controls, and compliance systems are functioning effectively. By identifying gaps, mitigating risks, and recommending improvements, internal audit strengthens operational resilience and protects the organisation from financial, legal, and reputational risks.

Beyond compliance, internal audit drives continuous improvement—ensuring that resources are used efficiently, policies are adhered to, and strategic objectives are achieved. This proactive oversight builds trust with stakeholders and reinforces Agthia’s commitment to transparency, accountability, and sustainable growth.

Throughout 2025, the HSE Audit Committee successfully executed its annual audit plan, strengthened internal control frameworks, and supported organisational objectives through proactive management approach and continuous improvement initiatives.

Fostering Positive Potential continued

Health & Safety continued

Key Accomplishments

1. Audit Plan Completion:

- Achieved 100% completion of the approved 2025 Audit Plan.
 - A. 20 factories and six distribution centres.
 - B. Audit conducted across Agthia sites (UAE, Egypt, Oman, Kuwait, Jordan, Turkey, KSA).
- Audit scopes are based on Agthia HSE Operational Process and Programme, Abu Dhabi Occupational Safety and Health System Framework (ADOSH), ISO 14001 and ISO 45001.
- Audit plan was reviewed on a quarterly basis, considering the sites activity and objectives implementation plan.

2. Quality and Impact of Audits:

- Enhanced audit quality by integrating and benchmarking the best practices learnt and observed from site to site.

3. Process Improvements:

- Updated the audit methodology based on site operation requirements ensuring continued compliance and excellence.

4. Collaboration and Stakeholder Engagement:

- Strengthened partnerships with site stakeholders through audit discussions and site oculars inspection fostering a culture of accountability and transparency.

5. Professional Development:

- Supported HSE Site Representative development through ongoing coaching and alignment.
- Conducted site calibration and transfer of knowledge.

HSE audit contributed much on the welfare of the employees and safeguarding organisational assets, ensuring regulatory compliance and driving operational excellence. By emphasising audit continuous improvement, collaboration, and innovation, the site management reinforced its role to meet and comply with legal, local, and operational requirements.

Pillar 3: Digitalisation

In an era where speed and precision define success, we are transforming our HSE practices through full-scale digitalisation. By replacing time-consuming, manual processes with smarter, technology-driven solutions, new levels of efficiency and transparency were unlocked. This shift not only streamlines compliance and reporting but also enhances real-time visibility, enabling proactive decision-making and faster response to emerging risks. More importantly, digital tools elevate HSE awareness across our operations, embedding safety and sustainability into the daily rhythm of our business. It is a cultural evolution toward smarter, safer, and more sustainable practices.

AI Solution:

Three sites were integrated as of 2025 end (Grand Mills, Al Ain water, And Al Wathba) with AI-powered cameras, workplaces will benefit

from continuous, real-time monitoring that automatically detects unsafe behaviours, non-compliance, and potential hazards. The system will generate instant alerts, enable timely interventions to reduce the risk of accidents. A centralised dashboard will provide actionable insights, trend analysis, and compliance tracking. This proactive approach will foster a stronger safety culture, improve accountability, and support data-driven decision-making to enhance overall workplace safety and operational efficiency with below results:

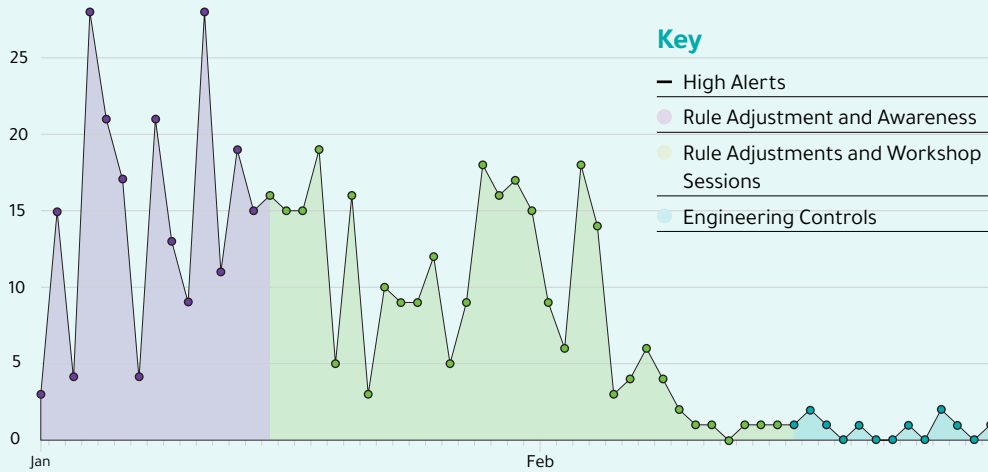
- Comply with Agthia's 10 golden safety rules.
- Efficient Investigations and Reporting.
- Reduce site safety incidents and enhance workplace safety Serious Injury and Fatality (SIF) Exposure Reduction by 90% in some cases.



Fostering Positive Potential continued

Health & Safety continued

Alert Count as per Severity & Number of Alerts January vs February



ESG Solution: All HSE Data, Inspections & Action Plan Progress to be Reported and Monitored

As part of our continuous improvement initiatives, an online reporting and data visualisation system was implemented to enhance the accuracy, traceability, and accessibility of operational data. Prior to this implementation, the reporting process relied heavily on manual inputs and offline data compilation, which increased the risk of human error and delayed decision-making.

The new system introduced a centralised digital platform where all relevant data could be recorded, monitored, and analysed in real time. Through automated data validation features and standardised entry formats, the system ensured a significant reduction in inconsistencies and duplicated records. This resulted in a noticeable

improvement in data reliability and user accountability.

Furthermore, the built-in visualisation dashboards provided clear and dynamic displays of performance indicators, trends, and incident reports. These dashboards allowed management teams to easily interpret data and make informed decisions promptly. Departments were able to align their actions more efficiently, track progress against targets, and identify areas that required further intervention.

Overall, the adoption of this online reporting and visualisation system proved to be a highly successful solution. It not only strengthened data accuracy and transparency but also supported a culture of proactive performance monitoring and operational excellence across the organisation.

LMS Platform: Key Users' Engagement & New Material Development

Recognising that knowledge is the foundation of a strong HSE culture, we invested significant effort in developing a dedicated Learning Management System (LMS) for Health, Safety, and Environment. This platform was designed to centralise training, streamline learning processes, and ensure consistent competency development across all sites. We chose this path because traditional training methods often lacked scalability and real-time tracking, making it challenging to maintain uniform standards. By implementing the LMS, we have created a smarter, more accessible learning environment that empowers employees, enhances compliance, and drives continuous improvement—ultimately embedding safety and sustainability into every role.

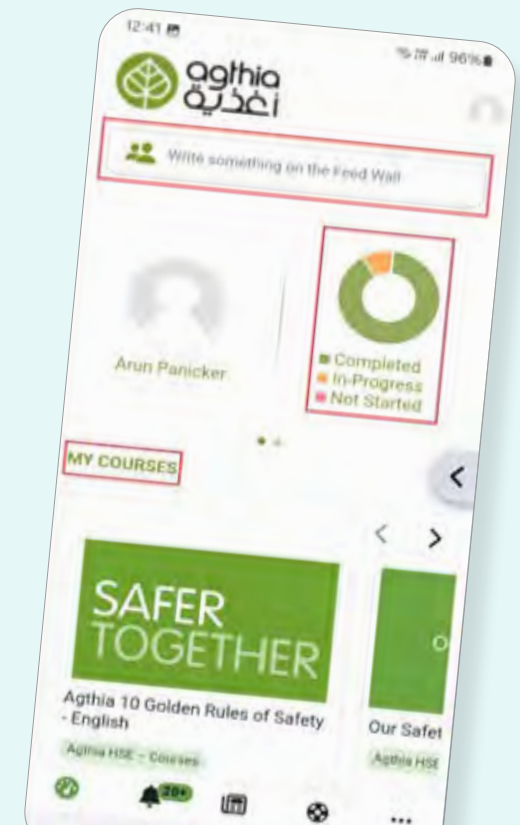
The platform delivers an intuitive, mobile-friendly experience supported by automation, analytics, and interactive course design. Our new courses were launched in 2025: Agthia Safety Vision in May 2025, Confined Space Safety in July 2025, Critical Lifting and Safe Driving in December 2025.

In addition, three HSE flyers and one micro-learning video were also launched. Significant progress was made in the completion rates of all trainings, especially HSE 10 Golden Rules from 29% in 2024 to 75% in 2025. This was achieved through weekly and monthly updates on the status of completion for site HSE teams to drive progress in their respective areas.

The dashboard interface was also revamped and made more user-friendly. The user's list was streamlined to include only active employees and a mechanism was put in place to ensure all new joiners are immediately assigned their E-learning account.

And it helped to improve the 10 golden rules awareness for more than 2000 attendees.

The same training courses was uploaded in a mobile application where the team can use the application to report near-misses as well.



Fostering Positive Potential continued

Health & Safety continued

Pillar 4: Capabilities & Leadership Development

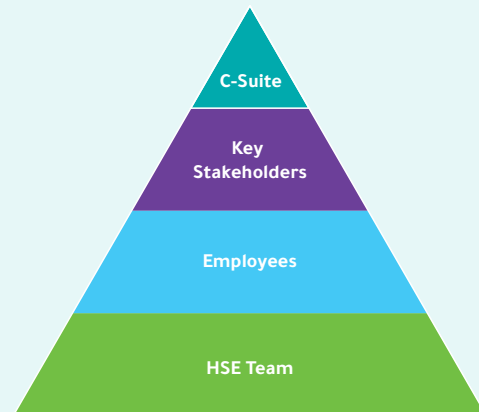
Safety leadership is a responsibility shared by everyone at Agthia. Our ambition is clear: every individual, at every level, must possess the skills and knowledge to act decisively and lead by example when it comes to safety. This means prioritising safety above all else, embedding it into daily decisions and fostering a culture where accountability and care go hand-in-hand. By investing in capability-building programmes and leadership development initiatives, we empower our people to become champions of safety, ensuring that our commitment is lived, not just stated

To achieve this, the pillar deploys across the organisation at all levels, with tailored content and goals designed for each group. Our approach goes beyond technical competencies, focusing equally on enhancing leadership skills that inspire safe behaviours and empower teams. By combining targeted capability-building with leadership development, we ensure that safety is championed throughout the organisation.

We use a blended learning approach to maximise impact, including online learning platforms, interactive workshops, Toolbox Talks, classroom seminars, on-the-job training, and 1:1 coaching. Additionally, we incorporate simulation-based training, scenario drills, and peer-to-peer learning sessions to reinforce practical application and critical thinking. This comprehensive methodology ensures that safety knowledge is learned and lived by every individual.



In 2025, Agthia conducted the Leading Safety Performance Workshop entailing an interactive two-day session designed to delve into “Leading with Safety” concepts, emphasising the cultivation of a safety-centric culture and the pivotal role of leaders in this pursuit. The workshop included participants exploring fundamental safety concepts, including the Blueprint for Safety Transformation™ - elucidating key elements that drive safety performance, while also underscoring foundational concepts explaining why safety leadership is integral, detailing its influence on overall organisational performance.



One aspect explored was the role of culture, emphasising specific organisational dimensions predictive of high performance linked to leadership style and practices. The session shed light on how leaders shape activities, systems and culture to produce safety outcomes, highlighting emotional intelligence as crucial for safety leaders. By fostering effective communication, empathy, and understanding, leaders have the potential to create a safer and more cooperative work environment.

Behavioural aspects were thoroughly covered, empowering participants to explain human action drivers and design strategies for behaviour change. The workshop included Toolbox Talks on Job Safety Briefings, covering essential elements such as anchor points, communication skills, and conducting impactful end-of-job debriefings. Practical skills were

imparted in the session on Safety Contacts, encompassing effective safety observation techniques, discerning safe and at-risk behaviours, delivering precise feedback and initiating meaningful safety conversations.

The session concluded with participants setting self-reflective actionable goals, emphasising their integration into the formal performance appraisal process. Furthermore, so that all employees understand the importance of HSE and are equipped with the necessary competencies to carry out their quality control tasks, we have carried out a total of 60,544.46 health and safety training hours in 2025, which is a significant improvement from last year. The number of employees attending toolbox training increased by 200 attendees.

Proper development plans per Group with relevant approach and content.

Goals:

- ✓ Sharpen leadership skills
- ✓ Upskill in technical capabilities

Health and Safety Training	2023	2024	2025
Total worked hours	25,391,104	26,811,468	35,050,160
Total health and safety training hours	43,496	69,031	60,544
Number of toolbox training attendees	8,200	9,800	10,310
Average health and safety training hours per employee	5.3	7.1	5.9

Fostering Positive Potential continued

Health & Safety continued

Leadership initiatives

- Deploy the third phase of C-Suite & the Executive Leadership Programme (i.e. LT Team)



- Leadership workshop - Abu Auf Coffee
- Leadership Workshop - Abu Auf Snacking
- Leadership Workshop - BMB DIP



- Continue the Leadership Trainings at the targeted sites & groups
- Deploy the Leadership Programme in Atyab



Business Case - Egypt cultural transformation

- Agthia's HSE leadership programme continues to serve as a foundational driver of Atyab's 2024-2025 HSE cultural transformation. The initiative is anchored in the principle that organisational culture directly influences exposure, and that leadership behaviour is the primary catalyst for shaping this culture. Through the safe align framework, leaders are equipped with the competencies required to engage the workforce effectively,

recognise potential exposures at an early stage, and reinforce safe behaviours with consistency and clarity.

- To date, the programme has achieved notable milestones. Three Leading with Safety workshops have been successfully delivered, providing structured development to **50 leaders** and establishing a unified safety-leadership language across all operational levels. The one-to-one coaching component—critical to embedding behavioural change—has completed **three full cycles**, with participating leaders applying the **Context-Action-Result (CAR)** feedback methodology as part of their routine supervisory practices. Furthermore, **15 leaders** have completed **ICAM investigation training**, strengthening analytical capability and enhancing organisational learning from incidents.
- The quality of HSE communication has improved through the formal integration of **Job Safety Briefings and Safety Contacts**, both of which emphasise open dialogue, active listening, and meaningful engagement with frontline teams regarding exposure and control measures. These improvements are reinforced through weekly progress reviews and the active involvement of designated **Atyab Safety Champions**, who continue to support momentum and cultural alignment across operational units.
- Early indicators highlight a positive cultural shift, reflected in improved briefing quality, more purposeful safety conversations, and increased transparency from frontline personnel. As the programme entered its final coaching phase by 2025 year end, emphasis was placed on sustaining Safe Assign

behaviours, extending the influence of Safety Champions, and ensuring full integration of these practices into standard operational performance systems to secure long-term, continuous improvement in HSE outcomes.

The results of the first year of the implementation speak for themselves: since implementing this programme, we have reduced lagging KPIs such as **LTIFR and SIFR by around 60%**, while leading indicators including **HSE Observations, HSE Walks, and HSE Briefings have increased by more than 55%**. This is a testament to the programme's success and its ability to drive cultural transformation. Building on this achievement, Agthia will replicate this success story across other sites in the Group, ensuring consistency and excellence in safety leadership everywhere we operate.

HSE in M&A Due Diligence - A Non-Negotiable Priority

In every merger and acquisition, Health, Safety, and Environment is a vital part of Agthia's due diligence process. Before any acquisition is finalised, our HSE team conducts a comprehensive review using a detailed checklist that covers compliance, risk exposure, and operational performance. This process includes on-site visits to all assets, interviews with key personnel, and a thorough assessment of historical safety records and environmental practices. Based on these findings, the team provides clear recommendations to ensure that any new business aligns with Agthia's safety standards and sustainability commitments. This rigorous approach not only protects our people and assets but also safeguards Agthia's reputation and long-term value creation.

Shared Accountability

Shared Accountability



We build trust through shared responsibility and strong partnerships across our stakeholder ecosystem. Guided by the highest standards of ethical conduct, we embed integrity and transparency into every decision we make.

Through collaboration and strategic alliances, we drive sustainable development, empower communities, and create long-term social and economic impact wherever we operate.

Shared Accountability

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Global and Regional Sustainability Awards	90



UN Sustainable Development Goals



Material Topics

Corporate Governance

Data Privacy & Digitalisation

Responsible Growth

Shared Accountability continued

Sustainability Governance Model



Sustainability is a C-Suite priority, ensuring it remains embedded in corporate decision-making and enabling Agthia to navigate evolving global sustainability trends, regulatory requirements, and stakeholder expectations effectively. To put this dedication into action, Agthia has implemented a robust sustainability governance model. Built on a four-tier structure, this model ensures comprehensive oversight, effective execution, and accountability across all levels of the organisation. It reflects Agthia's commitment to ESG leadership, operational excellence, and responsible corporate growth, embedding sustainability at the core of its long-term vision. By maintaining sustainability as a Board-level priority, Agthia upholds transparency, accountability, and the ability to drive meaningful ESG impact at scale.

- **Sustainability Review Committee at Board Level:** The Audit and Risk Committee under

the Board of Directors is responsible to review quarterly for overseeing the Company's sustainability strategy, ESG risks, regulatory compliance, and key sustainability targets.

- **Sustainability Steering Committee:** Led by the CEO, this committee conducts bi-monthly reviews of the sustainability scorecard, business unit performance and ESG policy updates to ensure alignment with corporate goals.
- **Business Unit (BU) Steering Committees:** Led by BU heads, these monthly committees drive the execution of ESG key performance indicators (KPIs), sustainability initiatives, and operational impact. The department's function takes ownership of sustainability KPIs responsibilities, ensuring monthly tracking and alignment with overall goals, while execution occurs at the BU level through two key meetings:

- **Sustainability Blue Meeting (Committee Review):** Held bi-monthly for reviewing strategies and tracking key milestones.
- **Sustainability Green Meeting (Implementation):** Held monthly for driving execution and addressing operational sustainability challenges.
- **Sustainability Champions:** Nominated leaders to represent their business unit, guide sustainability pillar owners, cascade the sustainability strategy and goals within their unit, and review progress on sustainability KPIs.
- **Sustainability Pillars Owners:** A dedicated network of sustainability leaders responsible for implementing on-the-ground ESG initiatives, fostering engagement, and integrating sustainability into daily operations.

Sustainability Steering Committee Members

- Chief Executive Officer
- Chief Financial Officer
- Chief People Officer
- Chief Operation Officer
- Business Unit President - Flour & Feed
- Business Unit President - Water & Food GCC
- Business Unit President - Protein & Frozen
- Business Unit President - Snacks BU & Government Relations
- Group Senior Director Sustainability & HSE - Committee Coordinator

Linking Remuneration to ESG Performance

For years, Agthia has been committed to monitoring and reporting its sustainability and ESG performance, ensuring transparency and alignment with global best practices. However, 2024 marked a significant turning point. This year, Agthia took a bold step by embedding ESG KPIs directly into the objectives and Performance Development Reviews (PDRs) of employees across different levels. This strategic move not only ensures that sustainability remains a key business priority but also ties ESG performance to employee bonuses, making it a tangible and personal commitment for every individual within the organisation. By integrating sustainability into performance metrics, Agthia is fostering a culture of accountability, where employees are empowered to actively contribute to the Company's ESG goals.

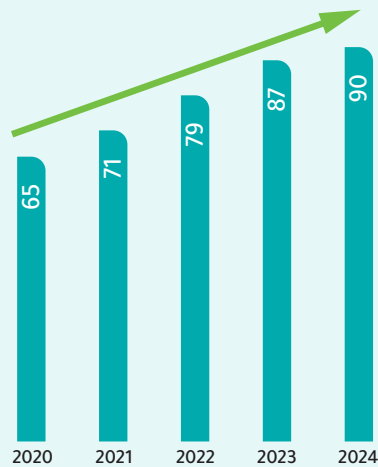
Recognising the power of financial incentives in driving meaningful change, Agthia started linking bonuses of its dedicated corporate sustainability team to ESG-specific KPIs. This approach ensures that every decision and action taken across the Company support its broader sustainability ambitions.

Shared Accountability continued

Third-Party ESG Rating

Agthia ESG Rating

Over the past four years, our ESG rating has seen continuous improvement, from 65% in 2020 to 87% in 2023, while 2024's score was 90% after the assessment was completed in mid-2025. Agthia's ESG performance was evaluated under Abu Dhabi Developmental Holding Company (ADQ), a leading UAE investment firm and our Parent Company.



Improvement Breakdown

ESG Pillars	2022	2023	2024
Environmental	78	90	92
Social	69	76	86
Governance	91	94	94

Sustainability Policies

Anti-Corruption Policy

Agthia's Anti Bribery and Corruption Policy complements the Code of Conduct. It establishes a zero tolerance approach toward bribery, corruption, and fraud, requiring all directors, employees, and third parties representing Agthia to act with integrity and professionalism. The policy aligns with applicable UAE laws and relevant international regulations. It outlines responsibilities, provides guidance on identifying and addressing misconduct, and applies to all relevant persons.

Energy Management Policy

In 2025, Agthia developed a comprehensive Energy Management Policy to strengthen energy efficiency across operations. The policy establishes clear principles for monitoring energy consumption, improving operational efficiency, and supporting the transition toward cleaner energy solutions, while aligning energy performance with Agthia's long-term sustainability and decarbonisation objectives.

Water Management Policy

Agthia introduced its Water Management Policy in 2025 to enhance responsible water stewardship across all sites. The policy focuses on optimising water use, reducing water intensity, and protecting water resources through improved monitoring, efficiency measures, and site-level accountability, particularly in water-stressed regions.

ESG Data Reporting Policy

In 2025, Agthia developed an ESG Data Reporting Policy to strengthen the consistency, accuracy, and transparency of sustainability data across the Group. The policy defines standardised data governance, roles, and controls to ensure reliable ESG reporting, supporting regulatory compliance, informed decision-making, and credible stakeholder disclosures.

Food Waste Policy

Agthia's Food Waste Policy, developed in 2025, reinforces the Group's commitment to minimising food loss across its value chain. The policy sets a structured approach to identifying, measuring, and reducing food waste through prevention, redistribution and responsible disposal practices, contributing to improved resource efficiency and environmental performance.

Shared Accountability continued

Governance Indicators

Ethical Business Conduct & Compliance Indicator

Ethical Indicator	2023	2024	2025
Confirmed Cases of Corruption	0	1	0
Confirmed Bribery Cases	0	3	0
Cases of Breaches of the Code of Conduct	6	22	24
Whistleblowing Reports	1	58	81
Whistleblowing Reports Resolved	0	52	76
Employees Trained on Anti-Corruption	25%	60%	41%

Human Rights Indicator

Human Rights Indicator	2023	2024	2025
Child Labour Incidents	0	0	0
Forced Labour Incidents	0	0	0
Diversity & Inclusion Policy	Yes	Yes	Yes
Discrimination Incidents	0	3	0

Governance Indicators

Governance Indicators	2023	2024	2025
Total Board Members	9	9	9
Male Members	6	6	6
Female Members	3	3	3
Percentage of Female Board Members	33%	33%	33%
Independent & Non-Executive Members	Yes	Yes	Yes
Percentage of Independent Directors	100%	100%	88%
Board Committees for Oversight	ARC & SIC	ARC & SIC	ARC, NRC, SIIC

Sustainability Position Statements

As part of its evolving sustainability journey, Agthia has introduced five sustainability position statements that articulate the Group's long-term commitments and strategic priorities across key environmental and food system themes. These position statements reflect Agthia's integrated approach to decarbonisation, sustainable food and agriculture, waste, energy and water, and responsible value chain management, reinforcing the Group's ambition to create long-term value for people, planet, and business while contributing to a more resilient and sustainable future.

**Agthia's Commitment to Decarbonization
A Path to Net Zero**

At Agthia, we are acutely aware of the profound impacts that rising global temperatures and increasing emissions have on our planet. These changes threaten our environment with rising sea levels and increased flooding, among other severe consequences. Understanding the significant long-term risks posed by climate change to our community, environment, and business, Agthia is committed to being at the forefront of the global effort to combat these changes.

Approach
Our Visionary Approach: We aspire to achieve Net Zero emissions over the long term in alignment with international climate objectives. We are dedicated to implementing comprehensive measures across our operations to reduce our environmental footprint and create enduring positive impacts in the regions we serve. At the heart of our sustainability strategy is our commitment to Environmental Integrity, which steers our initiatives, including solar energy roadmaps and significant emissions reduction across Scope 1 & 2.

Launch of Decarbonization Strategy: Agthia has officially launched its decarbonization strategy, marking a crucial step in our journey toward sustainability. This strategy is pivotal for integrating and amplifying our efforts to reduce carbon emissions throughout our operations and supply chain, reaffirming our leadership in sustainability.

Agthia's Robust Sustainability Governance Model Includes:

- Quarterly Reviews** with the Board's Audit & Risk Committee.
- Bi-monthly Executive Leadership Meetings** within the Group Sustainability Steering Committee.
- Monthly Business Unit Meetings** focusing on Sustainability Implementation and Review, working to make decarbonization and emission reductions are key focuses of our discussions and performance metrics.

Integrative Actions Across the Supply Chain:

We are embedding decarbonization into every facet of our supply chain—from sourcing eco-friendly materials to optimizing production efficiency. Our comprehensive approach ensures that our products not only meet but exceed sustainability standards, setting a benchmark in the industry.

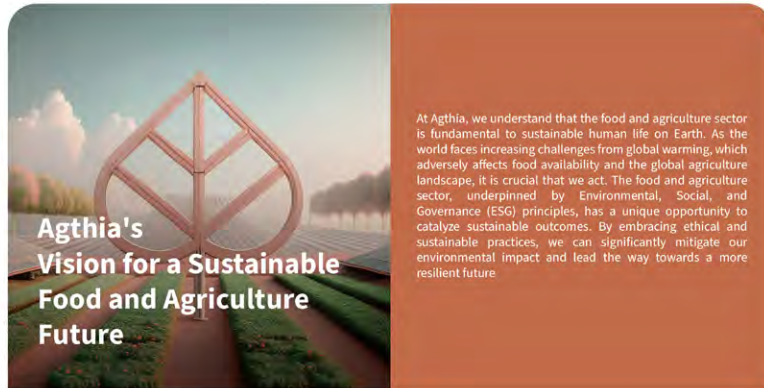
By leveraging renewable energy and enhancing our operational efficiencies, we minimize our environmental impact while boosting productivity and achieving cost savings. These efforts highlight Agthia's role as a leader in corporate responsibility, driving innovation and setting the course for a sustainable future.

Our Pledge:

Through focussed strategy and dedication, Agthia is striving to lead by example in the transition to a low-carbon economy. We are committed to continuous improvement and transparent reporting of our progress, inspiring stakeholders and other corporations to join us in this critical mission for a healthier planet.

Disclaimer: This statement represents Agthia's current sustainability vision and voluntary commitments. All goals are aspirational and may evolve based on changing circumstances. Nothing in this statement is intended to be, or shall be construed as, a legal obligation.

Sustainability Position Statements continued



Agthia's Vision for a Sustainable Food and Agriculture Future

At Agthia, we understand that the food and agriculture sector is fundamental to sustainable human life on Earth. As the world faces increasing challenges from global warming, which adversely affects food availability and the global agriculture landscape, it is crucial that we act. The food and agriculture sector, underpinned by Environmental, Social, and Governance (ESG) principles, has a unique opportunity to catalyze sustainable outcomes. By embracing ethical and sustainable practices, we can significantly mitigate our environmental impact and lead the way towards a more resilient future.

Our Strategic Approach:

As a leader in the food manufacturing industry, spanning multiple categories such as Water & Food, Snacking, Protein & Frozen, and Agribusiness, Agthia recognizes the role it can play in enhancing the food and agriculture value chain from farm to shelf.

Empowering Local Agriculture:

We are committed to the development of local farmers, starting with the support of over 24,000 date farmers across the UAE. We provide comprehensive assistance and development resources aimed at improving product quality, increasing yields, and advancing the agricultural sector. Our initiatives are intended to foster sustainable farming practices among our suppliers, ensuring the long-term viability of food resources.

Innovating for Sustainable Growth:

Our investments in research and development focus on boosting agricultural yields and enhancing resilience to environmental challenges. We are also dedicated to optimizing our production processes, employing efficient techniques to minimize waste, and continuously upgrading our equipment to reduce losses.

Enhancing Supply Chain Efficiency:

In our supply chain operations, we implement advanced predictive analytics to accurately forecast demand, prevent overproduction, and ensure the efficient delivery of raw materials. This strategic approach not only supports regional and global food availability but also establishes Agthia as a pivotal player in promoting sustainable practices within the industry.

Our Commitment:

Through dedicated efforts and strategic innovation, Agthia is not just participating in the industry; we strive to lead by example in the transition to a sustainable food economy. We will continue working toward steadfast dedication, aiming to inspire and catalyze change across the global food and agriculture sector.



Disclaimer: This statement reflects Agthia Group PJSC's current aspirations and sustainability approach within the food and agriculture sector. It is not intended to create any legal obligations or binding commitments. All goals and initiatives outlined are aspirational in nature, and subject to change based on evolving scientific, regulatory, market, and operational conditions.



Agthia's Waste Position Statement

At Agthia Group, our commitment to sustainability is at the heart of everything we do. As a leader in the food manufacturing sector, we recognize the critical impact of waste on the environment. Embracing robust waste reduction and management practices is not just a responsibility—it's an integral part of our mission to lead with purpose and innovation.

Strategic Waste Reduction:

We aim to minimize our ecological footprint, optimizing resource efficiency, and championing a circular economy. This pursuit not only conserves natural resources and cuts greenhouse gas emissions but also upholds our dedication to corporate social responsibility. We are working towards sustainability, ensuring that our operations contribute positively to the communities we serve and establishing a legacy of environmental stewardship.

Innovative Approaches:

Agthia Group is at the forefront of innovation in waste management, being a pioneer in the UAE and the region to introduce groundbreaking solutions like the PLA Plant Based Pottle and the rPET recycled material Bottle through our iconic brand, AI Ain Water. Our transition to recyclable, recycled, and decomposable materials is a testament to our belief in and commitment to waste reduction. By significantly reducing waste, Agthia not only diminishes pollution and resource depletion but also combats climate change actively.

Comprehensive Waste Management:

Our dedication extends across all operational facets, with specific initiatives aimed at reducing waste from diverse materials such as plastics, wood, paper, glass, metals, tires, oils, agricultural by-products, and more. Each category is addressed with tailored strategies that reflect our holistic approach to waste management. We rigorously measure our waste generation through frequent KPI assessments and have set ambitious long-term targets to significantly reduce and work towards achieving zero waste across all sites. These initiatives are pivotal in reducing our environmental impact and enhancing operational efficiencies, reinforcing Agthia's role as a trailblazer in the food industry.

Our Commitment:

Agthia seeks to lead by example, inspiring the entire industry to recognize and act on the imperative of waste reduction for a healthier, more sustainable world. Through relentless innovation and a culture of sustainability, we aim to not only meet but we strive to set high environmental standards, laying the foundation for future generations.



Disclaimer: This statement sets out Agthia Group PJSC's aspirations and ongoing efforts related to waste management and environmental sustainability. It does not constitute a binding commitment or guarantee of future performance. All goals and initiatives described are subject to change based on evolving scientific, regulatory, operational, and market conditions.

Sustainability Position Statements continued



Agthia's Commitment to Water Stewardship

At Agthia Group, we recognize that effective water management is crucial for minimizing our environmental footprint and ensuring sustainability in our operations. Efficient use of water not only conserves a precious resource but also enhances the ecological harmony of our production processes. By implementing advanced strategies like water recycling, reuse, and the optimization of water use during bottle cleaning, we seek to enhance our conservation efforts. Furthermore, our commitment extends to using sustainable packaging materials and technologies in bottle manufacturing and ensuring thorough wastewater treatment to prevent local water body contamination, thereby safeguarding ecosystems.

Approaches:
At Agthia, responsible water management is fundamental to our operations and the well-being of the communities we serve. We are committed to continuously advancing water-efficient practices across all production stages. Through the integration of cutting-edge technology and innovative practices, we are working towards optimizing water use, reduce consumption, and minimize waste. Our initiatives in water recycling and reuse are designed to maximize efficiency and reduce environmental impact. We follow best practices and strive to exceed regulatory standards in wastewater treatment, ensuring it is safely reintegrated into the environment. In addition to our operational strategies, Agthia leads the market in sustainable packaging innovations. We are proud to be the first in the market to introduce Plant-Based Bottles and 100% Recycled PET bottles. This pioneering move not only underscores our dedication to sustainability but also reduces our environmental impact across production and packaging processes.

Natural Mineral Water Management Practices:
In regions where Agthia uses well water for production, we adhere to stringent best practices to ensure sustainable usage and minimal ecological impact. Our Natural Mineral Water management includes regular monitoring and testing to maintain water quality, implementing advanced filtration technologies to prevent any potential contamination, and strict adherence to water withdrawal limits to preserve groundwater levels. These practices are part of our broader commitment to sustainable water use and are aligned with our goals to protect natural water resources.

Our Commitment:
Agthia is dedicated to protecting and preserving vital water resources, reducing our ecological footprint, and contributing to global sustainable water management efforts. We believe that responsible water stewardship is not just an operational necessity but a core value that propels our mission to positively impact the environment and the communities where we operate. Through these concerted efforts, Agthia aims to lead by example in the industry for environmental responsibility and water conservation.








Disclaimer: This statement outlines Agthia Group PJSC's vision and efforts toward sustainable water management. While reflecting our current goals and practices, it does not constitute a binding obligation or guarantee of performance. All initiatives are subject to change in response to evolving scientific, regulatory, operational, and environmental developments.





Agthia's Commitment to Biodiversity and Sustainable Future

At Agthia, we understand that biodiversity—the vibrant tapestry of life on Earth—is not only the foundation of ecological health but also crucial for the well-being of communities and the resilience of our business. Biodiversity enriches our planet with essential ecosystem services such as clean water, pure air, and fertile soil, forming the backbone of our operations and supporting the communities we cherish.

We believe in the power of shared responsibility. Integrating biodiversity conservation into our core business strategies and daily operations, we aim to foster a thriving planet and a sustainable future for everyone. We are dedicated to continuously enhancing our practices and transparency in our biodiversity initiatives and we encourage our stakeholders to collaborate in these essential efforts.

Agthia strives to leading by example in the conservation of biodiversity and the sustainable use of natural resources. Our commitment is guided by the following principles:

01 Conservation and Sustainable Use	We are committed to working towards promoting the conservation of biodiversity and the sustainable management of ecosystems within our operations and supply chains. As of the date of this statement, Agthia does not operate manufacturing sites in or near Natura regions, ensuring minimal impact on these critical biodiversity areas.
02 Impact Reduction	We are committed to identifying, evaluating, and reducing our environmental footprint. Our approach includes comprehensive measures to avoid, mitigate, and, where necessary, rehabilitate ecosystems impacted by our activities.
03 Compliance and Beyond	We adhere strictly to all biodiversity-related legal requirements and regulatory compliances with the aim, where feasible, to go beyond these standards through innovative initiatives and voluntary commitments.
04 Stakeholder Engagement	We actively engage with local communities, governments, NGOs, and other partners to bolster biodiversity conservation and promote sustainable development.
05 Education and Awareness	We are dedicated to educating and cultivating awareness among our employees, customers, and partners about the critical importance of biodiversity. We empower them with knowledge and actionable steps to make a positive impact.

Through these endeavors, **Agthia** is not just participating in a global movement but is **leading** the way towards a more **sustainable** and ecologically **responsible** world.

Disclaimer: This position statement outlines Agthia's voluntary approach to biodiversity and sustainability and is not intended to create any legally binding obligations or confer any rights.



Shared Accountability continued

Cyber Security, Data Privacy, & Digitalisation

As part of its ongoing digital evolution, Agthia continues to strengthen its approach to cyber security, data protection, and responsible digitalisation to support business operations while managing technology-related risks.

With increasing reliance on digital platforms, cloud services, enterprise systems, and e-commerce, Agthia has established and continues to strengthen foundational cyber security and information protection controls, supported by Group-level policies and governance frameworks, to safeguard information and digital assets (including data), systems, applications, and services.

Agthia's digitalisation approach is guided by the following key focus areas:

- Enhancing cyber security resilience through the ongoing improvement of monitoring, detection, and response capabilities across key information systems and digital platforms.
- Aligning with applicable data protection and privacy requirements, including UAE data protection regulations, through policy definition, awareness activities, and control implementation.
- Supporting business enablement and innovation by facilitating secure and responsible adoption of digital technologies and platforms.
- Strengthening stakeholder confidence through defined governance, oversight, and accountability for information security, digital risk management, and data handling practices.

In parallel, Agthia is progressively advancing its digital capabilities through targeted investments in cloud platforms, analytics, and digital solutions.

Through the Digital & Technology Centre of Excellence, the Company supports the business in leveraging information assets, improving operational efficiency, and enhancing customer engagement.

Digital delivery models continue to evolve to balance control, resilience, and adaptability.

Security & Digitalisation Focus Areas	2025 Progress
Security Operations & Threat Monitoring	Established a state-of-the-art 24/7 Security Operations Centre (SOC) with centralised monitoring across endpoints, networks, cloud, and applications. Integrated SIEM, SOAR, and threat intelligence platforms to enable real-time detection, automated containment, and proactive threat hunting.
Brand Protection & Cyber Fraud Prevention	Deployed AI-driven brand monitoring and digital risk protection capabilities to detect phishing campaigns, fake domains, social media impersonation, and online fraud. Enabled rapid takedown processes to minimise customer impact and protect organisational reputation.
Employee Cyber Security Training	Implemented organisation-wide cyber security awareness and role-based training programmes focused on phishing, social engineering, data protection, and secure digital practices. Reinforced learning through simulations and continuous awareness campaigns to reduce human-related security risks.
Advanced Data Encryption & Access Controls	Strengthened data security through multi-layer encryption for data at rest and in transit, supported by zero-trust access models. Enhanced identity and access management using least-privilege principles, multi-factor authentication, and biometric controls for critical systems.
Incident Response & Business Continuity	Matured incident response capabilities through standardised playbooks, automation, and regular tabletop exercises. Achieved a 45.7% reduction in response time for security incidents compared to 2024.
Cloud & Digital Infrastructure Security	Strengthened security across cloud and hybrid platforms (Azure, Oracle, and Microsoft 365) by enabling centralised audit logging, monitoring, and visibility.
Governance, Risk, & Compliance (GRC)	Enhanced cyber security governance frameworks aligned with industry standards and regulatory requirements. Conducted vendor risk assessments, gap assessments and streamlined audit management to ensure consistent security controls across the organisation.
Security Automation & Digitalisation	Expanded the use of automation and orchestration to streamline incident handling, alert triage, and routine security operations. Reduced manual effort, improved consistency, and enabled teams to focus on higher-value investigative and strategic activities.

Shared Accountability continued

Investor Relations: Strengthening Transparency and Building Trust

At Agthia, the Investor Relations (IR) function plays a central role in maintaining transparency, accountability, and effective communication with the investment community. As a key pillar of our corporate governance framework, IR ensures that investors receive timely, accurate, and comprehensive insights into our financial performance, strategic direction, and market positioning.

IR serves as a vital link between Agthia's management, Board of Directors, and the investment community, ensuring a continuous exchange of insights, market perception, and strategic feedback. We provide regular updates to senior leadership on investor sentiment, key market developments, and financial benchmarks, enabling data-driven decision-making.

Key IR Achievements in 2025

- **Strengthening Investor Engagement:** In 2025, Agthia continued to expand its investor outreach, holding numerous one-on-one and group meetings with institutional investors and analysts to deepen market understanding of our equity story, strategy, and performance. The team also represented Agthia at key regional and international conferences, including:
 - The 19th EFG Hermes One-on-One conference (Dubai)
 - HSBC GCC Exchange London Conference 2025 (London)

- **Enhancing Sell-Side Relationships:** We further strengthened our engagement with the sell-side community, reinforcing Agthia's visibility among international investors and supporting high-quality research coverage of the Company. [Analysts' coverage.](#)
- **Continuous Improvement in Disclosure and Tools:** In 2025, we continued to refine our financial and ESG disclosures to provide greater clarity on key performance indicators, strategic milestones, and market opportunities. We also revamped the [Agthia IR app](#), giving investors fast and convenient access to key Company information, disclosures, and materials in one place.

The Role of ESG in Investor Relations

While financial performance remains a core focus for investors, there is growing interest in ESG considerations as part of long-term investment decisions. Agthia continues to integrate sustainability into its financial communications by:

- Reporting key ESG KPIs and progress on a quarterly basis.
- Addressing investor inquiries on sustainability topics and governance practise, reinforcing our commitment to responsible growth.
- Strengthening and expanding our annual ESG reporting to meet the evolving expectations of the investment community.



Shared Accountability continued

Global and Regional Sustainability Awards

18 Sustainability Global & Regional Awards in 2025 2025 Awards & Recognitions



2025 Superior Taste Awards by the International Taste Institute in Belgium for Al Ain water superior taste.

Other Agthia's product received the Superior Taste Award:

- Al Ain Water - 3-Star Exceptional Product
- BMB Pistachio Kunafa Chocolate - 3-Star Exceptional Product
- Al Foah Zadina Dates - 3-Star Exceptional Product
- BMB Mixed Baklava - Outstanding Product
- Alpin Mineral Water - Outstanding Product



Gold Award at Prime Award, The Sustainable Brand Owner of the Year 2025 for the Snacking sustainable packaging.



Gold Award of Best Employee Well-being at the Gulf Sustainability Awards.



Gold Award of Best Learning & Development at Gulf Sustainability Awards.



Gold Award of Renewable Energy Integration at Global ESG Awards for the Solar Energy Roadmap and renewable Strategy.



Dnata Supplier Sustainability Excellence Award 2025 for sustainable products supply.



Silver Award of Sustainability Team of the Year at Gulf Sustainability Awards for the sustainability agenda advancements.



Agthia won the Outstanding Contribution to Sustainability at the Gulf Sustainability Awards.

Shared Accountability continued

Global and Regional Sustainability Awards continued

Forbes Middle East SUSTAINABILITY LEADERS SUMMIT
 Gold Award of Renewable Energy Integration at Global ESG Awards for the Solar Energy Roadmap and Renewable Strategy.

Forbes Middle East SUSTAINABILITY LEADERS SUMMIT
 Forbes Sustainability Award for the Most Sustainable Project of the Year.



The UAE Energy Management Award of Excellence by The Minister of Energy & Infrastructure.



GULF SUSTAINABILITY AWARDS
 Silver Awards of Best Place to Work at Gulf Sustainability Awards.



TAQA appreciation award for Al Ain Water & Grand Mills for their efforts and support for advancing industrial energy Efficiency and hosting Energy Efficiency Club 2025.



Global ESG Awards
 Platinum Award of Education and Awareness Programme at Global ESG Awards.



Platinum Award of Promoting Decent Work Environment at Global ESG Awards.




Platinum Award of Sustainability Team of the Year at Global ESG Awards for the sustainability agenda advancements.

GRI Index

GRI Content Index

For the Content Index - Advanced Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

Statement of use	Agthia has reported in accordance with the GRI Standards for the period 1/1/2024 to 31/12/2025	
GRI 1 Used	GRI 1: Foundation 2021	

General Disclosures	Sector Standards reference numbers	Disclosure	Page Number and/or Direct Answer	Omission	
				Reason	Explanation
GRI 2: General Disclosures 2021		2-1 Organisational details	Strategic Report (Page 2-5)		
		2-2 Entities included in the organization's sustainability reporting	Scope of Sustainability Reporting (Page 30)		
		2-3 Reporting period, frequency and contact point	Scope of Sustainability Reporting (Page 30)		
		2-4 Restatements of information	Scope of Sustainability Reporting (Page 30)		
		2-5 External assurance	Scope of Sustainability Reporting (Page 30)		
		2-6 Activities, value chain and other business relationships	Business Review (Page 19-27)		
		2-7 Employees	Empowering our People (Page 62-66)		
		2-8 Workers who are not employees	Empowering our People (Page 62-66)		
		2-9 Governance structure and composition	Agthia Group Governance Structure and Framework (Page 102-115)		
		2-10 Nomination and selection of the highest governance body	Agthia Group Governance Structure and Framework (Page 102-115)		
		2-11 Chair of the highest governance body	Agthia Group Governance Structure and Framework (Page 102-115)		
		2-12 Role of the highest governance body in overseeing the management of impacts	Agthia Group Governance Structure and Framework (Page 102-115)		
		2-13 Delegation of responsibility for managing impacts	Agthia Group Governance Structure and Framework (Page 102-115)		
		2-14 Role of the highest governance body in sustainability reporting	Agthia Group Governance Structure and Framework (Page 102-115)		
		2-15 Conflicts of interest	Corporate Governance Policies (Page 103)		
		2-16 Communication of critical concerns	Ethical Business Conduct and Compliance Indicators (Page 85); Conduct and Values Committee (Page 113)		

GRI Index Continued

GRI Content Index Continued

General Disclosures	Sector Standards reference numbers	Disclosure	Page Number and/or Direct Answer	Omission	
				Reason	Explanation
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body	Agthia Group Governance Structure and Framework (Page 102-115)		
	2-18	Evaluation of the performance of the highest governance body	Directors' Fees and Remuneration (Page 108); Executive Management Compensation (Page 112-113)		
	2-19	Remuneration policies	Directors' Fees and Remuneration (Page 108); Executive Management Compensation (Page 112-113)		
	2-20	Process to determine remuneration	Directors' Fees and Remuneration (Page 108); Executive Management Compensation (Page 112-113)		
	2-21	Annual total compensation ratio	Omitted	Confidentiality Constraints	The annual total compensation ratio is considered confidential internal remuneration data; therefore, it is not publicly disclosed to protect employee privacy and maintain confidentiality of compensation structures.
	2-22	Statement on sustainable development strategy	Chairman's Statement (Page 6); MD and CEO Statement (Page 7)		
	2-23	Policy commitments	Sustainability Framework (Page 38); Alignment with Global Standards (Page 33)		
	2-24	Embedding policy commitments	Sustainability Framework (Page 38); Alignment with Global Standards (Page 33)		
	2-25	Processes to remediate negative impacts	Sustainability Framework (Page 38); Agthia Group Governance Structure and Framework (Page 102-115)		
	2-26	Mechanisms for seeking advice and raising concerns	Ethical Business Conduct and Compliance Indicators (Page 85); Conduct and Values Committee (Page 113)		
	2-27	Compliance with laws and regulations	Corporate Governance Policies (Page 103); Agthia Group Board Committees (Page 109-110)		
	2-28	Membership associations	Omitted	Not Applicable	Agthia is not a formal member of any associations
	2-29	Approach to stakeholder engagement	Double Materiality Assessment (Page 34-37)		
2-30	Collective bargaining agreements	Omitted	Not Applicable	Collective Bargaining agreements are not legally permitted in the UAE	

GRI Index Continued

GRI Content Index Continued

Material Topics	Sector Standards reference numbers	Disclosure	Page Number and/or Direct Answer	Omission	
				Reason	Explanation
GRI 3: Material Topics 2021		3-1 Process to determine material topics	Double Materiality Assessment (Page 34-37)		
Climate Change Mitigation and Adaptation					
GRI 3: Material Topics 2021	13.1.1, 13.2.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 302: Energy 2016		302-1 Energy consumption within the organization	Climate Resilience (Page 41-44)		
		302-2 Energy consumption outside of the organization	Climate Resilience (Page 41-44)		
		302-3 Energy intensity	Climate Resilience (Page 41-44)		
		302-4 Reduction of energy consumption	Climate Resilience (Page 41-44)		
		302-5 Reductions in energy requirements of products and services	Climate Resilience (Page 41-44)		
GRI 305: Emissions 2016	13.1.2	305-1 Direct (Scope 1) GHG emissions	Climate Resilience (Page 41-44)		
	13.1.3	305-2 Energy indirect (Scope 2) GHG emissions	Climate Resilience (Page 41-44)		
	13.1.4	305-3 Other indirect (Scope 3) GHG emissions	Climate Resilience (Page 41-44)		
	13.1.5	305-4 GHG emissions intensity	Climate Resilience (Page 41-44)		
	13.1.6	305-5 Reduction of GHG emissions	Climate Resilience (Page 41-44)		
	13.1.7	305-6 Emissions of ozone-depleting substances (ODS)	Ozone-depleting substances are not significantly used in the company's core operations.		
	13.1.8	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	NOx, SOx, and other air emissions are not monitored separately, as they are not generated in significant quantities from the company's operations.		
GRI 201: Economic Performance 2016	13.2.2	201-2 Financial implications and other risks and opportunities due to climate change	Climate Resilience (Page 41-44)		

GRI Index Continued

GRI Content Index Continued

Material Topics	Sector Standards reference numbers	Disclosure	Page Number and/or Direct Answer	Omission	
				Reason	Explanation
Water Stewardship and Biodiversity					
GRI 3: Material Topics 2021	13.7.1; 13.3.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 303: Water and Effluents 2018	13.7.2	303-1 Interactions with water as a shared resource	Water Management (Page 46)		
	13.7.3	303-2 Management of water discharge-related impacts	Water Management (Page 46)		
	13.7.4	303-3 Water withdrawal	Water Management (Page 46)		
	13.7.5	303-4 Water discharge	Water Management (Page 46)		
	13.7.6	303-5 Water consumption	Water Management (Page 46)		
GRI 101: Biodiversity 2024	13.3.2	101-1 Policies to halt and reverse biodiversity loss	Biodiversity Position Statement (Page 87)		
	13.3.3	101-2 Management of biodiversity impacts	Biodiversity Position Statement (Page 87)		
	13.3.4	101-3 Access and benefit-sharing	Biodiversity Position Statement (Page 87)		
	13.3.5	101-4 Identification of biodiversity impacts	Biodiversity Position Statement (Page 87)		
	13.3.6	101-5 Locations with biodiversity impacts	The company's operations are located in industrial areas and are not situated in or near areas identified as having significant biodiversity value.		
	13.3.7	101-6 Direct drivers of biodiversity loss	The company's activities do not involve operations that directly drive biodiversity loss such as land conversion or resource extraction.		
	13.3.8	101-7 Changes to the state of biodiversity	The company does not conduct activities that significantly alter biodiversity conditions in the areas where it operates.		
	13.3.9	101-8 Ecosystem services	The company's operations do not directly depend on or significantly impact ecosystem services.		

GRI Index Continued

GRI Content Index Continued

Material Topics	Sector Standards reference numbers	Disclosure	Page Number and/or Direct Answer	Omission	
				Reason	Explanation
Waste Management; Sustainable Materials and Circular Packaging					
GRI 3: Material Topics 2021	13.8.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 306: Waste 2020	13.8.2	306-1 Waste generation and significant waste-related impacts	Waste Management (Page 47); Sustainable Packaging (Page 48); Environmental Projects & Initiatives (Page 49-50)		
	13.8.3	306-2 Management of significant waste-related impacts	Waste Management (Page 47); Sustainable Packaging (Page 48); Environmental Projects & Initiatives (Page 49-50)		
	13.8.4	306-3 Waste generated	Waste Management (Page 47); Sustainable Packaging (Page 48); Environmental Projects & Initiatives (Page 49-50)		
	13.8.5	306-4 Waste diverted from disposal	Waste Management (Page 47); Sustainable Packaging (Page 48); Environmental Projects & Initiatives (Page 49-50)		
	13.8.6	306-5 Waste directed to disposal	Waste Management (Page 47); Sustainable Packaging (Page 48); Environmental Projects & Initiatives (Page 49-50)		
Employee Development and Well-being					
GRI 3: Material Topics 2021	13.20.1, 13.19.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 403: Occupational Health and Safety 2018	13.19.2	403-1 Occupational health and safety management system	Health and Safety (67-81)		
	13.19.3	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety (67-81)		
	13.19.4	403-3 Occupational health services	Health and Safety (67-81)		
	13.19.5	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety (67-81)		
	13.19.6	403-5 Worker training on occupational health and safety	Health and Safety (67-81)		
	13.19.7	403-6 Promotion of worker health	Health and Safety (67-81)		
	13.19.8	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety (67-81)		

GRI Index Continued

GRI Content Index Continued

Material Topics	Sector Standards reference numbers	Disclosure	Page Number and/or Direct Answer	Omission	
				Reason	Explanation
Employee Development and Well-being continued					
GRI 403: Occupational Health and Safety 2018	13.19.9	403-8 Workers covered by an occupational health and safety management system	Health and Safety (67-81)		
	13.19.10	403-9 Work-related injuries	Health and Safety (67-81)		
	13.19.11	403-10 Work-related ill health	Health and Safety (67-81)		
GRI 401: Employment 2016		401-1 New employee hires and employee turnover	Empowering our People (Page 62-66)		
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Empowering our People (Page 62-66)		
		401-3 Parental leave	Empowering our People (Page 62-66)		
GRI 404: Training and Education 2016		404-1 Average hours of training per year per employee	Empowering our People (Page 62-66)		
		404-2 Programs for upgrading employee skills and transition assistance programs	Empowering our People (Page 62-66)		
		404-3 Percentage of employees receiving regular performance and career development reviews	Empowering our People (Page 62-66)		
Workplace Diversity and Human Rights					
GRI 3: Material Topics 2021	13.15.1; 13.16.1; 13.17.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 405: Diversity and Equal Opportunity 2016	13.15.2	405-1 Diversity of governance bodies and employees	Agthia Group Governance Structure and Framework (Page 102-115)		
	13.15.3	405-2 Ratio of basic salary and remuneration of women to men	Omitted	Confidentiality Constraints	Agthia monitors pay equity to ensure fair and non-discriminatory remuneration practices; however, detailed data is not publicly disclosed due to confidentiality considerations.
GRI 406: Non-discrimination 2016	13.15.4	406-1 Incidents of discrimination and corrective actions taken	Ethical Business Conduct and Compliance Indicators (Page 85)		
GRI 409: Forced or Compulsory Labour 2016	13.16.2	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Responsible Supply Chain Management (Page 54-55)		
GRI 408: Child Labour 2016	13.17.2	408-1 Operations and suppliers at significant risk for incidents of child labour	Responsible Supply Chain Management (Page 54-55)		

GRI Index Continued

GRI Content Index Continued

Material Topics	Sector Standards reference numbers	Disclosure	Page Number and/or Direct Answer	Omission	
				Reason	Explanation
Community Engagement and Access					
GRI 3: Material Topics 2021	13.12.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 413: Local Communities 2016	13.12.2	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement (Page 57-60)		
	13.12.3	413-2 Operations with significant actual and potential negative impacts on local communities	Community Engagement (Page 57-60)		
Consumer Health and Awareness; Product Safety and Labelling					
GRI 3: Material Topics 2021	13.10.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 416: Customer Health and Safety 2016	13.10.2	416-1 Assessment of the health and safety impacts of product and service categories	Product Safety and Labelling (Page 52-53)		
	13.10.3	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product Safety and Labelling (Page 52-53)		
Corporate Governance					
GRI 3: Material Topics 2021	13.25.1, 13.26.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 206: Anti-competitive Behaviour 2016	13.25.2	206-1: Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Ethical Business Conduct and Compliance Indicators (Page 85); Corporate Governance Policies (Page 103)		
GRI 205: Anticorruption 2016	13.26.2	205-1 Operations assessed for risks related to corruption	Ethical Business Conduct and Compliance Indicators (Page 85); Corporate Governance Policies (Page 103)		
	13.26.3	205-2 Communication and training about anti-corruption policies and procedures	Ethical Business Conduct and Compliance Indicators (Page 85); Corporate Governance Policies (Page 103)		
	13.26.4	205-3 Confirmed incidents of corruption and actions taken	Ethical Business Conduct and Compliance Indicators (Page 85); Corporate Governance Policies (Page 103)		
GRI 418: Customer Privacy 2016		418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ethical Business Conduct and Compliance Indicators (Page 85); Corporate Governance Policies (Page 103)		

Outlook

Agthia entered 2026 with a clear strategic focus on sharpening portfolio priorities, accelerating technology-enabled execution, and pursuing selective expansion across the MENA region and key international markets. As consumer preferences continue to evolve toward convenience, health, and accessible nutrition, the Group is strengthening our insight capabilities and innovation pipeline to ensure continued relevance and competitiveness across our brands.

To support this next phase of growth, we are centralising Agthia's critical capabilities, including consumer insights, innovation, and e-commerce, while maintaining strong category expertise within each segment to preserve agility and speed of execution. Technology, particularly AI, will play an increasingly central role in enhancing operational efficiency, improving decision-making, and deepening consumer engagement across the Group.

M&A will remain a disciplined lever for growth, with management actively assessing opportunities that strengthen the Group's portfolio and expand its geographic footprint, with a primary focus on MENA and select international markets aligned with our long-term strategy.

With a strengthened operating platform, focused investment agenda, and clear strategic direction, Agthia is well positioned to capture future growth opportunities and advance the Group's ambition of becoming a leading regional fast-moving consumer goods (FMCG) champion.



GRI Index Continued

GRI Content Index Continued

Material Topics	Sector Standards reference numbers	Disclosure	Page Number and/or Direct Answer	Omission	
				Reason	Explanation
Responsible Supply Chain Management; Sustainable Agriculture					
GRI 3: Material Topics 2021	13.23.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 308: Supplier Environmental Assessment 2016		308-1 New suppliers that were screened using environmental criteria	Responsible Supply Chain Management (Page 54-55)		
		308-2 Negative environmental impacts in the supply chain and actions taken	Responsible Supply Chain Management (Page 54-55)		
GRI 414: Supplier Social Assessment 2016		414-1 New suppliers that were screened using social criteria	Responsible Supply Chain Management (Page 54-55)		
		414-2 Negative social impacts in the supply chain and actions taken	Responsible Supply Chain Management (Page 54-55)		
Responsible Growth					
GRI 3: Material Topics 2021	13.22.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37)		
GRI 201: Economic Performance 2016	13.22.2	201-1 Direct economic value generated and distributed	Agthia at Glance (Page 2-4)		
GRI 203: Indirect Economic Impacts 2016	13.22.3	203-1 Infrastructure investments and services supported	Agthia at Glance (Page 2-4)		
	13.22.4	203-2 Significant indirect economic impacts	Agthia at Glance (Page 2-4)		
Animal Welfare					
GRI 3: Material Topics 2021	13.11.1	3-3 Management of material topics	Double Materiality Assessment (Page 34-37); Waste Management (Page 47)		
Data Privacy and Responsible Digitalisation					
GRI 3: Material Topics 2021		3-3 Management of material topics	Double Materiality Assessment (Page 34-37); Cyber Security, Data Privacy, and Digitalisation (Page 88)		

GRI Index Continued

GRI Content Index Continued

Topics in the applicable GRI Sector Standards determined as not material	
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	
Topic	Explanation
13.4 Natural ecosystem conversion	It does not represent our most significant impacts at present given the nature of our operations. We may consider it in our next materiality assessment.
13.5 Soil health	It does not represent our most significant impacts at present as the company does not directly engage in agricultural production. We may consider it in our next materiality assessment.
13.6 Pesticides use	This topic is primarily managed at the supplier level and is covered under our Sustainability Strategy, with initiatives to be implemented in the coming years.
13.13 Land and resource rights	It does not represent our most significant impacts at present given the nature of our operations. We may consider it in our next materiality assessment.
13.14 Rights of indigenous peoples	It does not represent our most significant impact at present as the company's operations do not take place in areas with identified indigenous communities. We may consider it in our next materiality assessment.
13.18 Freedom of association and collective bargaining	It does not represent our most significant impacts. Additionally, collective bargaining is not permitted under UAE labour regulations.
Topic 13.20 Employment practices	Employment practices are not considered material as Agthia adheres to UAE labour laws and regulations, follows established wage and living income standards, and maintains policies that prohibit discrimination across its workforce.
13.24 Public Policy	It does not represent our most significant impacts as Agthia does not have political affiliations and does not contribute directly or indirectly to political matters.



