



Arabian Company for Agriculture and Industrial Investment (“Entaj”)

FY'25 Investor Presentation

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Entaj at a Glance

Key Facts

12.7%

Retail Market Share
(February 2026)

127M

Birds Produced
(FY2025)

406K / 480K per day

FY2025 Avg | Dec 2025 Year-End
Daily Processing Capacity

SAR

1.35B

FY2025 Revenue (+5.6%
YoY)



Increasingly Integrated

From breeding and hatching to processing and distribution — an increasingly efficient supply chain delivering quality and cost efficiency at every stage.



Strong Consumer Access

Dedicated B2B and B2C divisions, e-commerce platform, and strategic partnerships extending reach across the Kingdom. Five new GCC geographies entered in FY2025.



Growing Market Position

Retail market share expanded to 12.7% in FY2025, up from 7.6% in FY2024 — nearly doubling Entaj's market presence in a single year.



Capacity Expansion Complete

Maximum daily processing capacity of 600,000 birds per day fully delivered. Average daily capacity during FY2025 was 406,000 birds, closing the year at 480,000 — now entering the utilisation and operating leverage phase.



Quality and Accreditations

Certified to Saudi GAP, FSSC 22000, ISO and Halal standards. Air-chilling technique ensures consistent product freshness across the cold chain.



ARASCO-Backed Platform

Backed by one of the Kingdom's most prominent agribusiness groups, providing operational expertise, institutional depth and resource access.



Cost Efficiency Delivery

Feed and input cost savings of SAR 54.1M vs FY2024, delivered through active supplier negotiations and optimised procurement across the value chain.

FY2025- Positioned for the Opportunity Ahead

FY2025 was a year of three distinct chapters — headwinds, progress, and a platform set for recovery.

01



Sector Headwinds

A challenging external environment

- Sustained sector-wide pricing pressure throughout FY2025, with market dynamics creating an aggressive pricing environment that materially compressed Entaj's margins
- Entaj made a deliberate decision to protect and grow market share and volumes, investing in commercial initiatives to benefit from the eventual pricing recovery
- Elevated livestock mortality and hatching egg sourcing challenges, higher finance costs post-expansion, and higher inventory count provisions
- Net loss of SAR 123.10M; gross margin compressed 527bps to 9.38% compared to last year

02



Operational Progress

Commitments delivered on the ground

- Capacity expansion to 600,000 birds/day completed
- Retail market share grew to 12.7% (FY2024: 7.6%) despite sector pricing headwinds — nearly doubling market presence in one year
- B2B division launched; distribution network significantly expanded — weighted distribution grew from 60% to 80%
- SAP ERP S4/HANA implemented; strategic partnerships with JBS and Lulu secured

03



Platform for Recovery


Positioned for improved performance

- Positive operating cash flow of SAR 81.85M maintained despite the loss year (FY2024: SAR 91.97M) — underlying cash generation intact
- CAPEX stepped down sharply — the heavy investment cycle is complete
- Pricing conditions began stabilising toward year-end 2025; early indicators of market improvement in 2026 — though not yet back to 2022/23 price levels
- Margin improvement programme underway — cost efficiency, enhanced pricing discipline and utilisation gains driving recovery

A Market Built on Structural Demands

Saudi Arabia's poultry sector benefits from powerful, durable tailwinds that extend across the wider GCC, a region sharing the same demographics, Halal requirements, and fresh poultry demand dynamics.



 **Population & Demographics**


Population growing to 40.7M by 2030 (2024: 34.1M). Median age of 33.6 years — a young, high-consumption demographic with rising disposable incomes and strong protein demand.

 **Poultry as a Dietary Staple**


Chicken is the most consumed protein in the Kingdom — affordable, versatile, and culturally embedded. Per capita consumption of 49.1 kg/year (2024) ranks Saudi Arabia 5th globally, projected to rise to 50.6 kg by 2030.

 **Urbanisation & Foodservice Growth**


Rapid urbanisation and Vision 2030 tourism initiatives are driving strong foodservice channel growth. Online poultry sales growing at 8.2% CAGR through 2031.

 **Food Security Mandate**

The government has committed SAR 17 billion to poultry sector development, targeting 90% self-sufficiency by 2030. ADF now finances up to 70% of qualifying projects.

 **Halal Certification Premium**

Saudi Arabia is the global reference market for Halal poultry. Certified domestic producers command trust and preference over imports across retail and foodservice.

 **Fresh over Frozen Shift**

Fresh and chilled poultry accounts for approximately 55% of market volume and is growing. Domestic integrated producers are structurally advantaged over frozen importers.

The Saudi Consumer, Durable Growth, Shifting

Preferences

Consumption patterns are shifting in ways that structurally favour domestic integrated producers like Entaj.

5th

highest per capita poultry consumption in the world

Saudi consumers rank among the most protein-intensive in the world. Chicken is the preferred and most affordable protein source across all income groups.

The Kingdom's young median age (33.6 years), rising female workforce participation, and urbanisation are accelerating demand for fresh, portioned and ready-to-cook formats.

Vision 2030 tourism expansion is adding incremental foodservice demand — a channel accounting for a growing share of total poultry consumption in the Kingdom.



Fresh over Frozen

55.6%

of retail market is fresh/chilled (2024)

Consumer preference is shifting decisively toward fresh and chilled formats. Cold-chain integrated producers hold a structural advantage over frozen importers.



Foodservice Acceleration

10%

annual foodservice growth projected

QSR chains, hotels, and institutional caterers are expanding rapidly under Vision 2030. Government local content mandates increasingly require domestically sourced poultry, directly benefiting integrated producers like Entaj. Consistent quality and Halal certification are non-negotiable requirements.



E-Commerce Penetration

8.2%

CAGR for online poultry sales to 2031

97.9% internet penetration is driving digital F&B. Maturing cold-chain logistics are enabling next-day fresh poultry delivery across the Kingdom.



Premium & Value-Added

8.8%

CAGR for processed poultry to 2031

Rising incomes and lifestyle changes are driving demand for marinated, ready-to-cook and processed products — a segment Entaj is actively developing.

Vision 2030 – Policy Tailwinds Behind Every Plate

Vision 2030 targets 90% domestic poultry self-sufficiency by 2030 — up from 72% today — backed by SAR 17 billion in government investment. Closing this gap creates a structural growth mandate for domestic integrated producers like Entaj.

Saudi Arabia Poultry Self-Sufficiency Rate



SAR 17 Billion Committed

Vision 2030's largest food security investment — dedicated to poultry sector development through farm expansion, hatcheries, processing and cold chain infrastructure.



ADF Finances 70% of Projects

The Saudi Agricultural Development Fund may provide financing support of up to 70% for certain targeted agricultural projects, which can help ease funding requirements for domestic producers. Entaj has publicly disclosed that it has benefited from ADF financing.



Local Content Mandates

Government procurement and supply agreements increasingly require locally sourced poultry. Entaj's domestic integrated model directly satisfies these localization requirements.



Import Displacement Opportunity

Saudi Arabia still imports approximately 28% of poultry demand — the inverse of its current 72% self-sufficiency rate. As self-sufficiency targets tighten, policy actively incentivises substitution with domestic production. Entaj has already embarked on this opportunity through its co-packing partnership with JBS (Seara).



Secure Feed Access

ARASCO, Entaj's majority shareholder, is a key supplier of feed and other inputs, supporting security of supply and operational continuity. In addition, the Saudi poultry sector has historically benefited from government support mechanisms, although the scope and impact of such support may evolve over time.



GCC Export Platform

As domestic self-sufficiency targets are met, Saudi producers are positioned to serve the wider GCC. Entaj's Lulu MoU is an early step in this regional expansion.

Closing the gap from 72% to 90% requires ~330,000 additional tonnes of domestic production by 2030. The government is funding this build-out, mandating local sourcing and restricting imports — creating a structural growth runway for domestic integrated producers like Entaj.

From Investment Phase to Earnings Phase

Entaj has completed its capacity expansion — now focused entirely on utilization and operating leverage.

Where Entaj Is

Utilization & operating leverage phase

- Capacity expansion to 600,000 birds/day fully complete — no further major capital commitments required
- Zero execution risk on new builds — management focus is heavily calibrated towards quality standards, volume growth, efficiency and margins
- Capital investment stepped down sharply in FY2025, with further normalization expected — improving free cash flow generation
- Fixed cost base is set — incremental volumes flow directly to margin improvement through operating leverage
- Full management bandwidth available for commercial growth, B2B division development and strategic partnership execution — including JBS (Seara) and Lulu MoU
- Total volume grew +18% YoY in FY2025 — poultry SAR 1,228.55M (+3.21%) and table egg SAR 74.28M (+98.31%), reflecting expanded capacity and broadened customer base
- Feed and input cost savings of SAR 54.1M vs FY2024 — early evidence of cost efficiency delivery



Capex Cycle Complete

The hard investment is done. Future spend is maintenance-level only.



Operating Leverage Ahead

Same cost base, growing volumes — margin recovery without new investment.



Market Share Expanding

7.6% to 12.7% in FY2025 — gaining ground in a difficult pricing year.



Strategic Moats

Strategic partnerships in higher-value processing and GCC distribution expand the addressable market.

An Increasingly Efficient Production Process

Entaj participates across the poultry production chain — from breeding and hatching through to consumer — with owned operations deepening at the processing, cold chain and distribution stages. Feed mills and grandparent stock remain externally sourced.



Quality Control at Every Stage

Entaj maintains rigorous quality, biosecurity and food safety standards across its production process. Certified to Saudi GAP, FSSC 22000, ISO and Halal standards — recognised by the Kingdom’s most demanding retail and foodservice operators.

Cost Efficiency Through Integration

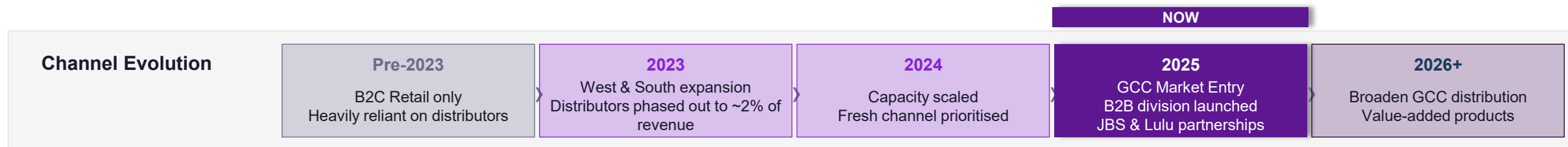
Deeper integration at each production step progressively reduces third-party dependency and improves cost efficiency. Combined with ARASCO’s feed supply infrastructure and the completion of the capacity expansion, Entaj’s cost base is increasingly competitive as utilisation rates improve.

Scalable Platform for Growth

With 600,000 birds/day processing capacity now operational, the platform is built for scale. Incremental volume growth requires minimal additional fixed investment — driving operating leverage as utilization improves.

A Distribution Platform Built for Scale

From local baqalas to GCC hypermarkets — Entaj reaches the consumer across every channel, format and occasion.



B2C Retail

Established & growing

- Daily temperature-controlled deliveries to traditional trade, hypermarkets and supermarkets nationwide
- In-store support and merchandising teams reinforce brand visibility at point of purchase
- Air-chilled fresh products commanding premium shelf positioning vs frozen imports

B2B Foodservice

New division — launched FY2025

- Targets restaurants, hotels, QSR chains, caterers and institutional operators directly
- Customised portioning, packaging and product formats for professional kitchen requirements
- Recurring, high-volume accounts providing predictable revenue base alongside B2C

E-Commerce

Fastest-growing channel

- Partnerships with leading online grocery and delivery platforms ensuring continuous availability
- Cold-chain logistics maturation enabling next-day fresh delivery — aligned with digital consumer shift
- Online channel growing at 8.2% CAGR across Saudi Arabia's poultry market through 2031

GCC & Value-Added

Strategic — JBS (Seara) & Lulu

- JBS (Seara) manufacturing partnership: local production of higher-value processed Seara-branded products
- Lulu MoU: potential GCC retail distribution across one of the region's largest hypermarket networks
- Both partnerships expand revenue beyond core broiler market into higher-margin categories

FY2025 Operational Milestones

Despite a challenging financial year, Entaj made substantial and lasting operational progress across every dimension of the business.



Capacity Expansion Delivered

Daily processing capacity scaled from 390,000 to 600,000 birds — fully delivered on schedule.



Market Share Gained

Retail market share (value) ended 2024 at 7.6% and by February 2026 had risen to 12.7% - a gain achieved against a backdrop of sector-wide pricing pressure and volume competition



B2B Division Launched

Dedicated B2B division stood up during FY2025, targeting foodservice, hospitality and institutional channels. Complementary revenue stream alongside established B2C.



SAP ERP S4/HANA Live

SAP ERP S4/HANA successfully implemented — enhancing operational visibility, reporting accuracy and data-driven decision-making across the business.



JBS (Seara) Partnership

Strategic manufacturing partnership with JBS (Seara) secured — Entaj will manufacture, process and package higher-value Seara-branded products locally, accessing a premium segment.



Lulu MoU Signed

Memorandum of Understanding signed with Al Tayeb International General Trading LLC to explore GCC distribution through Lulu's retail network — opening regional growth optionality.



Distribution Network Expanded

Weighted distribution coverage grew from 60% to 80% in FY2025. DSD network extended across additional cities, directly supporting retail market share gains.



127M Birds Produced

Annual production reached 127 million birds in FY2025, reflecting the ramp-up of expanded capacity and Entaj's ability to meet rising market demand for its products.

FY2025 was a year of building. Every major operational commitment made at IPO has been delivered. The operational platform that will drive FY2026 and beyond is now in place.

Financial Summary

Volume and revenue growth delivered against a challenging pricing environment. Profitability was impacted by a combination of sector headwinds and specific operational factors with resilient cash generation maintained throughout.

SAR 1,351.15M

Revenue

+5.58% YoY | Vol +18%

9.38%

Gross Margin

FY2024: 14.65% | Adj: ~14.7%*

+17.61%

Volume Growth

126.3M kg | 127M birds

SAR 81.85M

Operating Cash Flow

Positive despite loss

SAR 17.61M

Free Cash Flow

From negative to positive following completion of capital investment program

P&L Summary (SAR million)	FY2025	FY2024
Revenue <i>Poultry SAR 1,228.55M (+3.21%) Table Egg SAR 74.28M (+98.31%) Vol +18%</i>	1,351.15	1,279.70
Gross Profit	126.77	187.53
Gross Margin	9.38%	14.65%
EBITDA	45.97	109.55
Operating (Loss)/Profit	(68.84)	38.91
Net (Loss)/Profit	(123.05)	27.10

Balance Sheet	FY2025	FY2024
Total Assets (SAR M)	1,679.9	1,435.8
Total Equity (SAR M)	319.93	460.58
Total Liabilities (SAR M)	1,359.9	975.2

Cash Flow Resilience

Despite the net loss, operating cash flow remained positive at SAR 81.85M — reflecting SAR 114.82M of non-cash depreciation charges. The business continues to generate cash.

CAPEX Step-Down

Capital investment reduced from SAR 135.55M in FY2024 to SAR 64.25M in FY2025 — marking completion of the expansion program.

Behind the Numbers

(i) Pricing pressure: gross SAR 132.7M, offset by initiatives SAR 82.4M, net SAR 50.3M; (ii) livestock mortality & hatching egg challenges (SAR 35.0M); (iii) finance costs post-expansion (SAR 38.9M); (iv) inventory count provisions (SAR 32.2M).

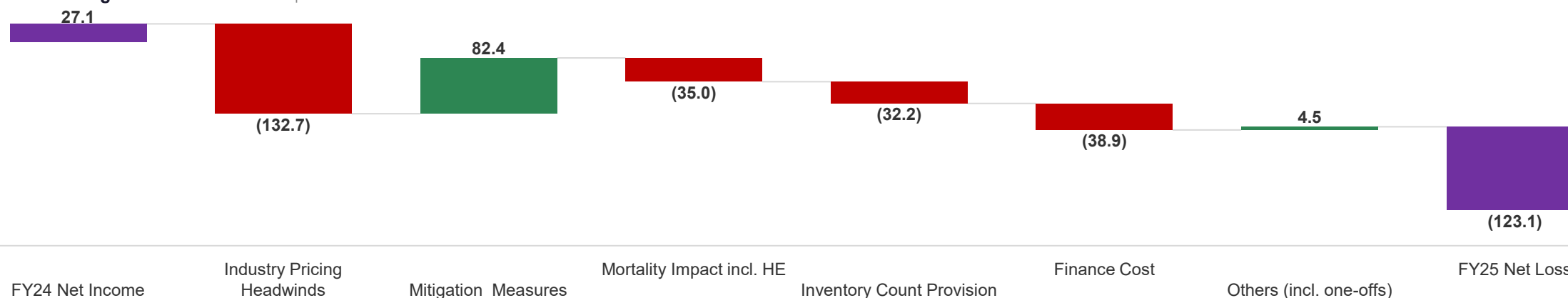
A Cleaner Base Entering 2026

FY2025 was shaped by identifiable factors — each quantified, each being addressed.

Factor	Financial Impact	Corrective Action / Why It Won't Repeat
Sustained sector-wide pricing pressure creating an aggressive pricing environment — Entaj made a deliberate decision to protect market share and volumes through commercial initiatives	SAR (50.3M) (net)	Gross pricing headwind of SAR 132.7M partially offset by SAR 82.4M of initiatives (feed savings, mix improvement, volume growth, efficiencies). Early signs of market pricing stabilisation toward year-end 2025.
Elevated livestock mortality and hatching egg sourcing challenges impacting hatchability and flock performance	SAR (35.0M)	Biosecurity protocols significantly strengthened; HE sourcing diversified. Flock performance has normalized.
Higher inventory count provisions recognized during the year across multiple categories	SAR (32.2M)	SAP ERP S4/HANA now fully operational — inventory visibility and controls significantly improved.
Finance costs arising as borrowing costs previously capitalized during the capacity expansion came into effect as an income statement charge	SAR (38.9M)	Structural cost arising from post-expansion financing — borrowing costs now fully reflected in the P&L. With no further major capital commitments, this charge stabilizes going forward.

Combined net impact: SAR 156.4M. With pricing stabilising, expansion complete and controls strengthened, FY2026 starts from a cleaner base.

Net Income Bridge: FY2024 to FY2025 | SAR million



Unique Operational Leverage in a Recovering Market



Volume growth +17.6% (126M kg) vs Revenue growth +5.6% with volume outpacing value, reflecting deliberate market share protection through the pricing downturn

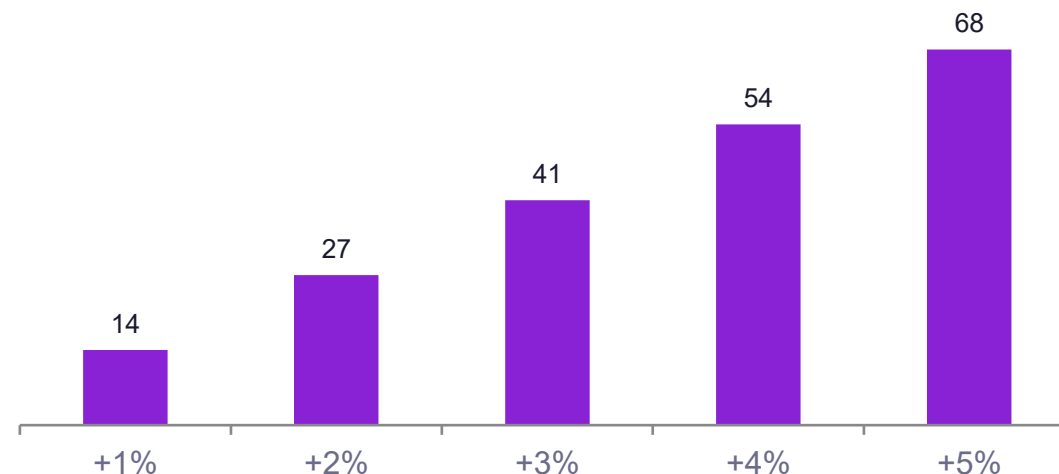
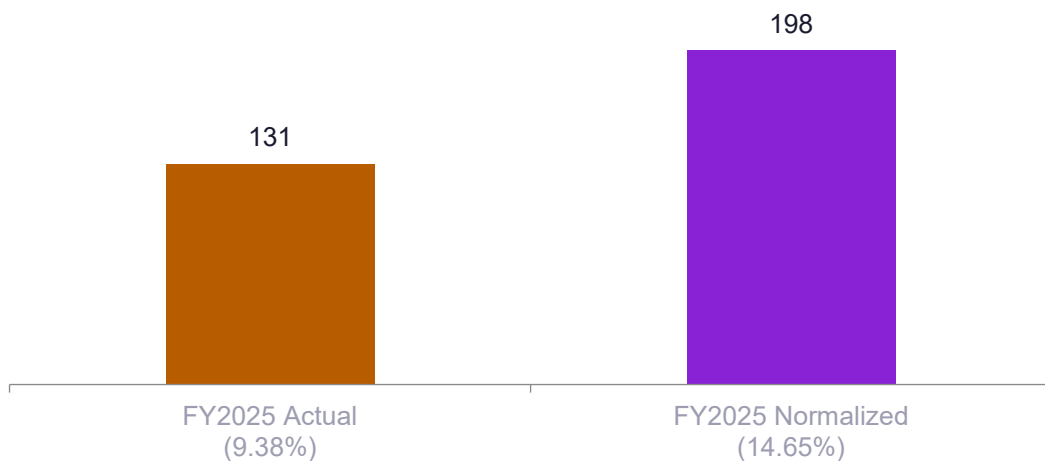
Illustrative sensitivities only (not guidance) showing how Entaj's financial profile responds to key operational levers.

Gross Profit Scenarios (SAR M)

Margin scenarios on FY2025 revenue of SAR 1,351M — bar 2 excludes non-recurring costs of mortality impact and inventory count provisions

Additional Gross Profit per 1% ASP Movement (SAR M)

Applied to FY2025 revenue base of SAR 1,351M



Free Cash Flow (OpCF minus CAPEX) — Confirmed Actuals (SAR M)

FY2024	SAR (25.14)M
OpCF: SAR 91.98M	CAPEX: SAR 117.12M
Negative FCF — expansion phase	

FY2025	SAR +17.61M
OpCF: SAR 81.85M	CAPEX: SAR 64.24M
FCF positive — expansion complete	

YoY Swing	SAR +42.76M
Driven by SAR 52.88M CAPEX step-down as expansion programme concluded	
FCF now positive — base cash generation intact	
Further normalisation expected as utilisation improves	

Note: Gross profit scenarios and ASP sensitivities are illustrative only and do not constitute guidance. FCF = Operating Cash Flow minus CAPEX.

Source: FY2024 OpCF from audited financial statements.

Driving Returns Through Utilization

With expansion complete, each lever drives incremental improvement to the bottom line

Lever 1: Gross Margin Normalisation

Capacity Utilisation Ramp → **600K/day capacity fully built; margin accretion requires only volume, not capital**

600K/day fully built — zero additional capex required. Each incremental bird processed flows directly to gross profit through fixed cost absorption.

Feed & Material Cost Efficiency → **Margin protection**

SAR 42.6M savings already demonstrated in FY2025 vs FY2024. Ongoing program targeting further reductions through procurement optimisation and ARASCO feed supply alignment.

Pricing Discipline → **ASP recovery**

Active pricing strategy review underway following FY2025 underperformance. Market conditions stabilising with early 2026 improvement indicators.

Lever 2: ASP Improvement

JBS (Seara) Partnership → **Each +1% ASP = SAR 13.5M gross profit**

Local manufacture of higher-value Seara-branded processed products. Accesses premium segment with structurally higher ASPs than core broiler.

Lulu MoU — GCC Distribution → **Revenue diversification + ASP mix improvement**

Al Tayeb International MoU opens potential GCC retail distribution across Lulu's network. Incremental revenue channel beyond Saudi domestic market.

B2B Foodservice Channel → **Channel mix improvement**

Dedicated B2B division launched FY2025 targeting restaurants, hotels, QSR and institutional operators. Recurring high-volume accounts with customised formats commanding premium pricing.

Lever 3: Free Cash Flow

CAPEX Normalisation → **FCF already turned positive at +SAR 17.61M**

Investment stepped down from SAR 117.12M (FY2024) to SAR 64.24M (FY2025). Maintenance-level only going forward — no further major builds required.

Operating Cash Flow Resilience → **FCF = OpCF minus maintenance capex**

SAR 81.85M OpCF maintained despite net loss year, underpinned by SAR 114.81M non-cash depreciation. Base cash generation is intact.

Distribution Network Efficiency → **Operating leverage on distribution costs**

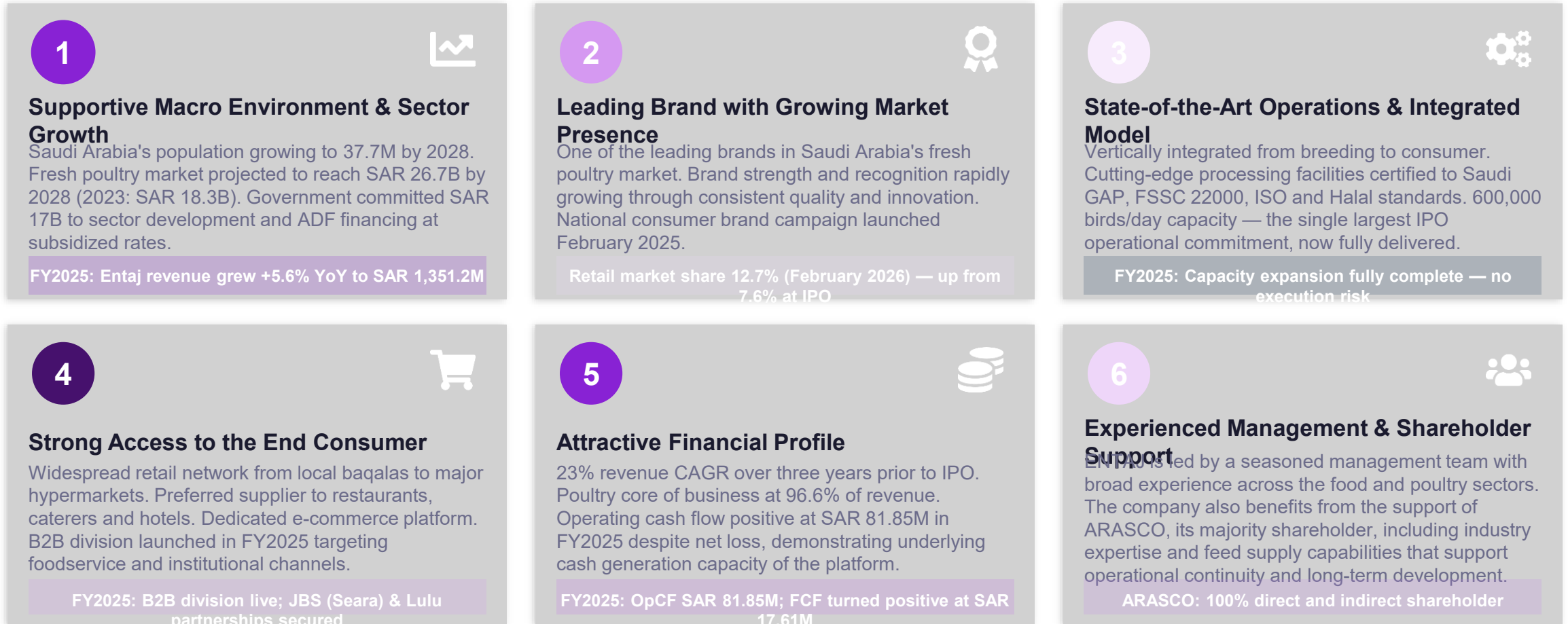
250 routes, 14 depots now operational. Route optimisation programme reducing logistics cost per unit as volume grows across the fixed infrastructure.

Strategic Priorities for 2026

The sequencing and accountability agenda — when we do what, and what success looks like.

H1 2026 — Stabilise	H2 2026 — Accelerate	Full Year — What Success Looks Like
<p>① Ramp utilisation on existing capacity Drive volume toward 600K/day target. Fixed cost base is set — volume is the only variable that matters for margin recovery.</p> <p>② Stabilise pricing and channel mix Actively manage B2B/B2C mix to improve ASP realisation. Sector pricing stabilising — position to capture improvement as market normalises.</p> <p>③ Embed operational controls SAP ERP fully operational — maintain inventory discipline, reinforce biosecurity protocols, and eliminate recurrence of FY2025 exceptional disruptions.</p>	<p>④ JBS (Seara) — live production Convert signed partnership to operational manufacturing of Seara-branded products. First revenues from higher-value processed segment expected H2 2026.</p> <p>⑤ Lulu — MoU to operational agreement Progress Al Tayeb International MoU toward a binding distribution agreement. First GCC retail listings represent a material new revenue channel beyond the Saudi domestic market.</p> <p>⑥ Scale B2B and grow recurring revenue base Build B2B division from launch to meaningful revenue contributor. Recurring institutional accounts provide predictable volume base alongside B2C.</p>	<p>Volume growth vs FY2025 Meaningful increase in total birds processed and revenue, building on FY2025's +18% volume base.</p> <p>Gross margin recovery Absence of exceptional items + utilisation gains drive margin improvement from 9.38%.</p> <p>FCF positive and improving FCF turned positive in FY2025. Lower capex regime and OpCF growth should improve FCF further in 2026.</p> <p>Retail market share growth to 12.7% Hold and grow the 12.7% position gained in February 2026 despite sector headwinds.</p>

Entaj at an Inflection Point



Entaj is a structurally advantaged domestic poultry producer operating in a government-supported growth market, with its capacity platform complete, market share growing, and multiple financial levers improving.

Thank You

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