



**Initiation Coverage**  
Agility Global PLC



## Key Investment Highlights:

We initiate coverage on **Agility Global PLC** (“Agility Global” or “The Company”) with a **Valuation of AED 2.10 price per share**. Agility Global PLC is a multi-business operator and a long-term investor in global and regional businesses. The Company’s multiple businesses operate in Aviation Services, Fuel Logistics, Agility Logistics Parks, and Others. Agility Global is headquartered in Abu Dhabi and operates in more than 70 countries with global market access. The Company’s revenue stood at USD 3.9 Bn as of FY2023.

**Our investment view** is supported by:

- *Acquisitions Help in Achieving Market Leadership and Expand Operations*
- *Operations in Multiple Geographies Drive the Future Revenue Growth*
- *Acquisitions Coupled with Sticky Customer Base of Tristar Bodes Future Growth*
- *ALP’s Experience and Regional Reach Give an Edge over Competitors*

### Acquisitions Help in Achieving Market Leadership Positions and Expand Operations

Agility Global owns John Menzies, the world’s largest Aviation Services company in terms of countries of operation. Menzies’ operations span across 55+ countries and employ more than 45K individuals across 265 airports. Menzies provides ground-handling services to c. 1.3 Mn aircrafts and handles 2 Mn air cargo tons annually. The acquisition helped the Company grow its revenue from aviation services to USD 2.2 Bn in 2023 compared to USD 0.2 Bn in 2021. In addition, Agility Global subsidiary Tristar (65% stake) which is an energy logistics company, acquired a majority stake of 51% in Aquarius Energy (previously known as HG Storage) for USD 215 Mn in March 2022 in line with the Company’s goal of scaling key business segments.

### Operations in Multiple Geographies Drive the Future Revenue Growth

Menzies Aviation operates across multiple geographies with the highest contribution from the Americas at 33% of total revenue, followed by Europe 29%, MEAA 15%, OSEAA 12%, and Forwarding 10% in FY2023. Menzies Aviation has a healthy geographic mix with operations in both emerging and developed countries thereby providing future growth opportunities in emerging markets as well as stability in the developed markets. The growth in passenger traffic is expected to continue as evidenced by IATA’s expectations of 4.7 Bn of passenger traffic in 2024 surpassing pre-COVID levels. IATA also expects demand for air travel to double by 2040 with a CAGR of 3.4% with passenger traffic of over 8 Bn.

### Acquisitions Coupled with Sticky Customer Base of Tristar Bodes Future Growth

Tristar is the number one fuel supplier to the UN, indicating efficiency in its business operations. Tristar covers almost all forms of transportation from road to maritime and transports different types of products including packed petroleum products, industrial chemicals, jet aviation fuel, and marine Lubricants among others. Tristar also provides warehouse management services at key destinations where its clients can store essential petroleum products and chemicals. Tristar has a strong global network with operations in 29 countries, with a sizable fleet of more than 2,000 transport assets and 35 vessels, allowing it to offer its services to multinational clients. The acquisition of a majority stake in Aquarius has helped Tristar to increase its capacity and expand into different geographies. Tristar is also likely to benefit from the expertise of Glencore plc, the other stakeholder in Aquarius.

### Agility Logistics Park Experience and Regional Reach Gives an Edge over Competitors

Agility Logistics Park (ALP) operates warehousing and light industrial parks spread across the Middle East, Africa, and South Asia. ALP has 74% of its warehouse capacity in KSA, 17% in Africa, and the remaining 9% in India as of FY2023. With a present warehousing capacity of 680,000 sqm, ALP is focused on increasing and optimizing its existing land bank to further increase its warehouse capacity. ALP has more than 50 customers as tenants across 7 countries from different industries including e-commerce companies, Oil & Gas service providers among others. Such a wide range of operations gives it an advantage when it comes to onboarding new clients from different industries and regions.

## Initiating Coverage

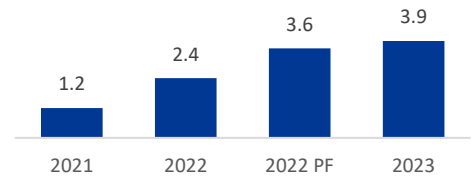
### Sector: Logistics

Analyst Name: Ahmad Banihani

### Rating: Buy

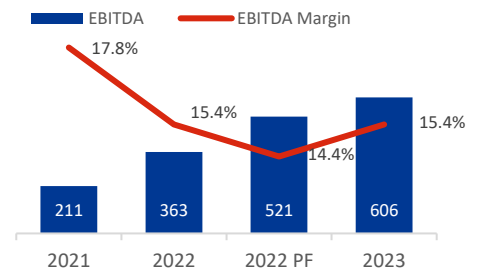
Target Price (AED)	2.10
Market Cap (AED, Bn)	16.46
Upside/(Downside)	+33%

### Agility Global Total Revenue across period (USD, Bn)



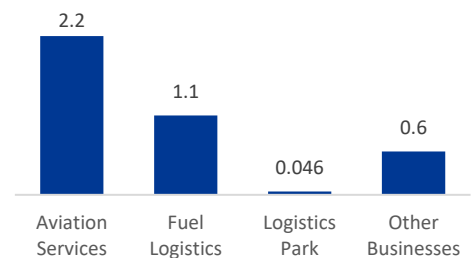
Source: Company Information (FY 2022 pro forma including the full impact of Menzies and Aquarius acquisitions)

### Agility Global EBITDA (USD, Mn) and EBITDA Margin (%)



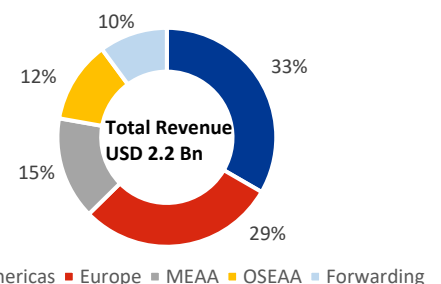
Source: Company Information, (1) FY2022 pro forma including the full impact of Menzies and Aquarius (HG Storage) acquisitions

### Agility Global Total Revenue across segments- FY2023 (USD, Bn)



Source: Company Information

### Revenue Mix Menzies as of FY2023 (%)



Source: Company Information

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## Introduction to Agility Global PLC

### Agility Global is a Multi-Business Operator and Long-Term Investor across Multiple Sectors and Geographies

Agility Global is a multi-business operator and a long-term investor in global and regional markets across four segments namely, Aviation Services, Fuel Logistics, Agility Logistics Parks, and Other Businesses

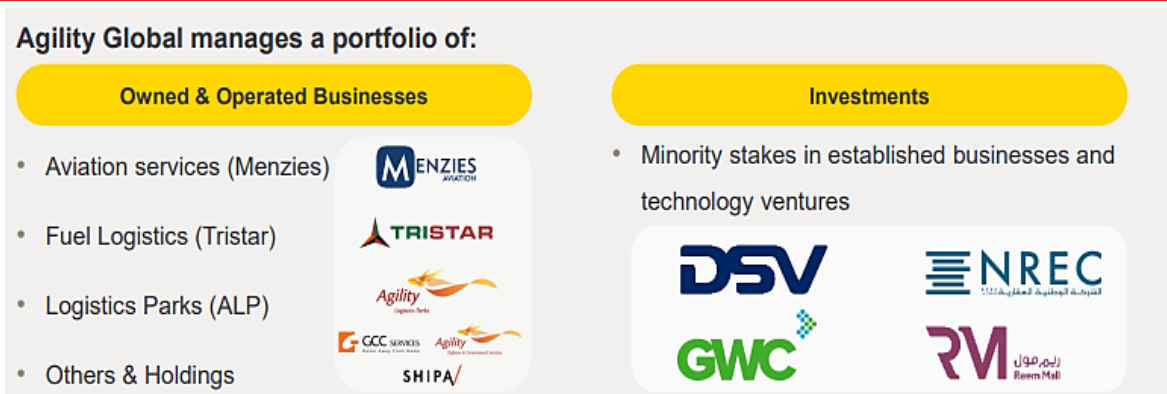
**Agility Public Warehouse Company KSCP** (“Agility”) is a publicly traded global logistics company and has approved an in-kind dividend distribution representing shares forming 49% of the issued share capital of a new entity named **Agility Global PLC**. Agility Global PLC is a multi-business operator and a long-term investor in global and regional businesses. The Company’s multiple businesses operate in Aviation Services, Fuel Logistics, Agility Logistics Parks, and Others. Agility Global is headquartered in Abu Dhabi and operates in more than 70 countries with global market access. Post listing on ADX, the existing shareholders of Agility Public Warehouse Company (AGWC) will receive shares in Agility Global PLC in the form of in-kind dividends proportionate to their holdings in Agility. As of date, Agility holds a 51.0% stake in Agility Global.

The Company will manage the business through four segments including:

- **Aviation Services:** A 100% equity stake in John Menzies Limited (Menzies) acquired by Agility in August 2022 and combined it with its existing National Aviation Services (NAS) business to provide aviation services.
- **Fuel Logistics:** Tristar is headquartered in Dubai and offers end-to-end fuel logistics solutions to clients including international and national oil companies and intergovernmental organizations.
- **Agility Logistics Park (ALP):** ALP is constructing, developing, and leasing Grade A warehousing and logistics complexes in the Middle East, Africa, and South Asia.
- **Other Businesses:** The Other Businesses segment consists of Agility Defence & Government Services (DGS), Shipa, a digital logistics company, and Gulf Catering Company (GCC).

Additionally, the Company owns minority stakes in established business and technology ventures like DSV, NREC, Gulf Warehousing Company (GWC), and Reem Mega-Mall project. The Company also invests in venture capital portfolios through minority investments in Shiprocket, Hylion, TVP Solar, and many leading-edge startups focused on technologies that contribute to digital supply chain, climate action, communities, and SME empowerment. Agility Global recorded revenue of USD 3.9 Bn in FY2023 from USD 3.6 Bn in FY2022 on a pro forma basis. In addition, the Company generated 55% of revenue from Aviation Services, 28% from Fuel Logistics, 1% from Agility Logistics Park, and the remaining 16% from the Other Businesses segment. The EBITDA stood at USD 606 Mn with an EBITDA margin of 15.4% in FY2023.

**Figure 01: Agility Global Active Portfolio**



Source: Company Information

Menzies' operations span across 55+ countries, provide ground handling services to c. 1.3 Mn aircrafts p.a and also handles c. 2 Mn air cargo tons annually

### Agility Global- Key Segments

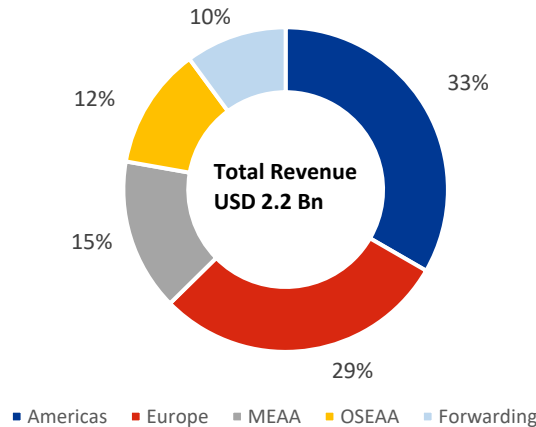
#### 1) Aviation Services

Menzies is the world's largest Aviation Services company in terms of countries of operation. Agility acquired complete ownership of John Menzies in August 2022. Agility Global now owns the Menzies and offers comprehensive services which include:

- **Ground Handling services:** Passenger and ramp activities to aircraft on the ground services
- **Aviation Fueling services:** Plane fueling, technical services, fuel logistics and fleet management
- **Cargo Handling & Warehousing:** Full-service cargo handling services and international cargo forwarder
- **Executive Services:** Executive services to airport lounges, private jets, and VIP passenger services
- **Freight Forwarding Solutions:** Wholesale and niche freight forwarding services, and management of cargo shipments

Menzies' operations span across 55+ countries and employ more than 45K individuals across 265 airports. Menzies provides ground handling services to c. 1.3 Mn aircraft and handles 2 Mn air cargo tons annually. Moreover, the company provides services to over 500+ customers i.e. airlines and the fueling turns per year is more than 3.2 Mn. Menzies ranks as the top aviation services provider globally and holds the leading position in the number of countries of operations. The company ranks second in the number of airports served, and third in terms of revenue generation. Menzies reported a revenue of USD 2.2 Bn with an EBITDA of USD 318 Mn, and an EBITDA margin of 15% in FY2023.

Figure 02: Menzies Revenue split across geographies as of FY2023



Source: Company Information

#### 2) Fuel Logistics

Tristar provides liquid logistics solutions to the energy industry and operates in 29 countries across the globe

Tristar is a fully integrated liquid logistics solution provider catering to the energy industry. Agility Global holds a 65% stake in Tristar, the number one fuel supplier to intergovernmental organizations (IGO). In 2022, Tristar acquired a 51% stake in Aquarius Energy (formerly HG Storage) In addition, the company is present in 29 countries across the Middle East, Africa, Asia, the Pacific, the Americas, and Europe.



Tristar provides a comprehensive array of services as follows:

- **Road Transport and Warehousing:** The company offers transport, and distribution and warehousing services for clean petroleum products, chemicals and lubricants
- **Maritime Logistics:** Tristar handles LNG and LPG, clean petroleum products, dry bulk commodities, coastal bunkering, and chemicals
- **Fuel Farms:** Storage and logistics of clean petroleum products, industrial chemicals, jet fuel and gas oil
- **Fuels:** Remote fuel solutions for peacekeeping missions and commercial fuel operations providing jet fuel and lubricants

Tristar operates in 29 countries with a total workforce of 2,400 employees. The company provides over 80 operated fuel sites, 2,000+ transport assets, and 35 vessels. Tristar serves 200+ customers across various sectors including oil and gas, chemicals, governmental organizations, and construction. Tristar reported USD 1,096 Mn in revenue in FY2023, with an EBITDA of USD 218 Mn and a 20% EBITDA margin in FY2023.

Figure 03: Tristar's Customers



Source: Tristar Website

**Agility Logistics Park provides Grade A Warehousing and Light Industrial Park across the Middle East, Africa, and South Asia**

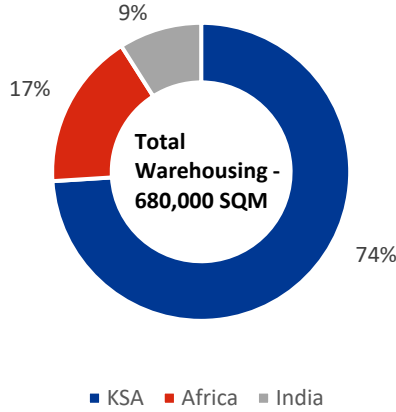
### 3) Agility Logistics Park (ALP)

Agility Logistics Parks (ALP) is one of the largest private owners and developers of **Grade A Warehousing** and **Light Industrial Parks** in the Middle East, Africa, and South Asia. Agility Global owns complete ownership of Agility Logistics Park. The company provides services to ready-built warehouses and light industrial units, built-to-suit facilities, open yards, and 24/7 facilities management services. ALP operates a standalone business across countries providing logistics services, assets, financials, and with local management. The ALP businesses are managed by different countries.. Agility Global will not manage the operations of ALP Kuwait.

Agility Logistic Park offers services globally and manages 680,000 SQM of warehousing space and 3.65 Mn SQM of industrial land spread across 17 locations in 7 countries. The Logistic Park serves over 50 tenants and employs more than 100 individuals. The client base includes multinational and local retailers, FMCG manufacturers and distributors, food and beverage companies, light industrial manufacturers, automobile manufacturers and distributors, oil and gas service providers, and logistics companies. The company reported a revenue of USD 46 Mn

with an EBITDA of USD 30 Mn (excluding USD 44 Mn of change in fair value of investment properties) in FY2023.

**Figure 04: Agility Logistics Park Warehousing (SQM) split across Geographies**



Source: Company Information

**Agility Global has complete ownership in GCC Services, Shipa, and Agility Defence & Government Services**

#### 4) Other Owned and Operated Business

Agility Global has complete ownership in other businesses like GCC Services, Shipa, and Agility Defence & Government Services.

- **GCC Services:** Agility Global owns 100% of GCC Services with its headquarters in Dubai. GCC Services offers comprehensive real-life support services, including skilled and unskilled manpower supply and integrated facilities management, utilities, and environmental services across more than nine global locations.
- **Shipa Group:** The group comprises digital logistics companies that provide self-service freight and logistics management (Shipa Freight); e-commerce fulfilment, IT integration, and related services (Shipa Ecommerce); and last-mile and local delivery for businesses and consumers (Shipa Delivery). Agility Global owns 100% in Shipa which is headquartered in Dubai.
- **Agility Defence and Government Services (DGS):** DGS is a business unit that offers specialized logistics services to defense and government bodies. The services include supply chain solutions, including specialized procurement, warehousing, inventory and distribution, contingency logistics, and military logistics (moving military-grade equipment, disposing of surplus military equipment, etc). Top of Form Agility Global owns 100% in DGS which operates in Africa, the Middle East, Europe, and the United States.

#### Agility Global - Investments

**Agility Global owns a 9% stake in DSV making it one of the largest shareholders in the company**

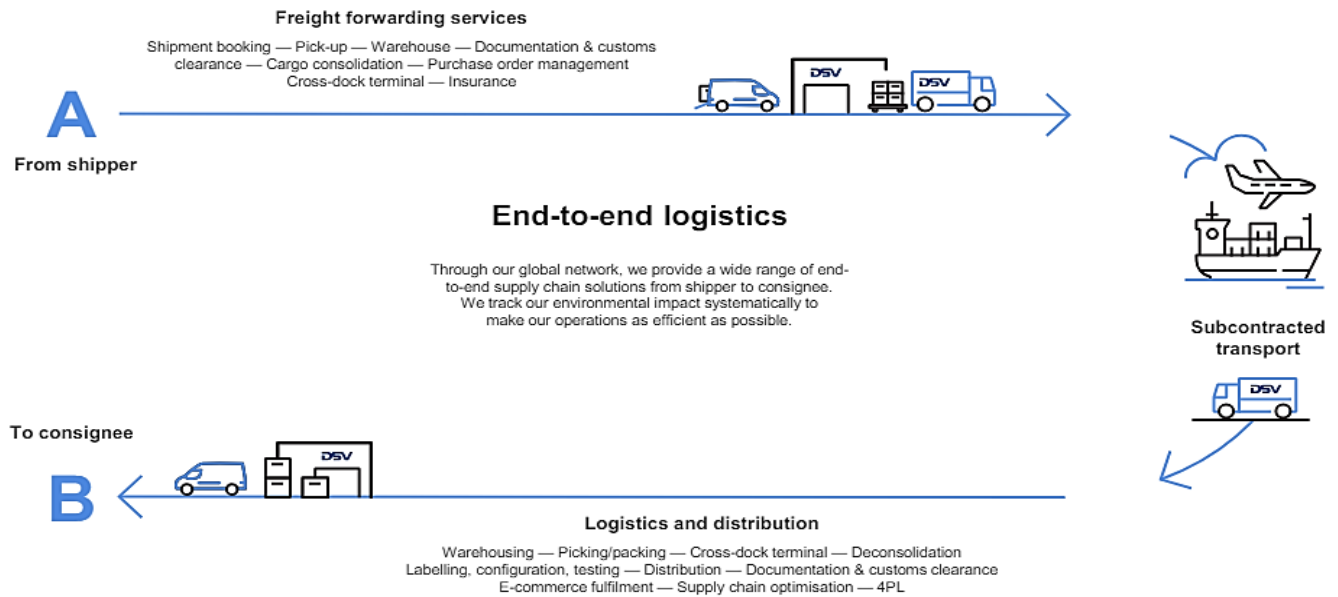
DSV is a global leader in air & ocean freight forwarding, contract logistics, and road freight. The company is listed on the Copenhagen Stock Exchange and ranks among the top three global freight forwarding, supply chain solutions, and road transportation leaders. Agility Global owns a 9% stake in DSV, making it one of the largest shareholders in the company. DSV operates with a total workforce of more than 75,000 employees across more than 80 countries and 1,600 offices and logistics facilities. DSV offers a wide range of services:

- **Air and Sea:** DSV provides access to all markets via a global network and possesses strategic partnerships with leading carriers and airlines, Full Container Load (FCL)/ Less-than-Container Load (LCL) and project transports, air charter network, and customs declarations.

- **Road Services:** The company offers road freight services in EMEA and North America, including groupage and Less than Truck-Load (LTL) (LTL)/ Full Truck-Load (FTL) services, specialized services in temperature-controlled transports, hazardous cargo, etc.
- **Solutions:** DSV offers contract logistics services across Europe, North America, the Middle East, and South Africa. The solutions services include omnichannel fulfilment, healthcare and pharma warehousing, multi-user and dedicated facilities, and warehouse automation.

In addition, DSV reported a revenue of USD 21.9 Bn with an EBITDA of USD 3.3 Bn and an EBITDA margin of 15.3% in FY2023. DSV targets an annual dividend payout ratio of 10-15% of net profit.

**Figure 05: DSV Supply Chain**



Source: DSV website

**Reem Mega Mall is a project developed by Al Farwaniya Property Developments, a partnership between Agility-affiliated UPAC, and NREC**

**Reem Mall** is a USD 1.3 Bn project in Abu Dhabi and a premier destination for retail, leisure, dining, and entertainment. Agility Global owns 20% of the Reem Mega-Mall project **and it also has an option of converting a loan which would make it a top shareholder**. The project is being developed by Al Farwaniya Property Developments, a partnership between Agility-affiliated United Projects for Aviation Services Company (UPAC), and National Real Estate Company (NREC). UPAC is a lead investor in the Reem Mall development which has 400 retail units, 80 F&B units, and 23,000 square feet (SQFT) logistics hub. In addition, the mall features the UAE's largest indoor snow park, offers a leasable space of 2 Mn SQFT, and has a 73% occupancy rate as of FY2023.

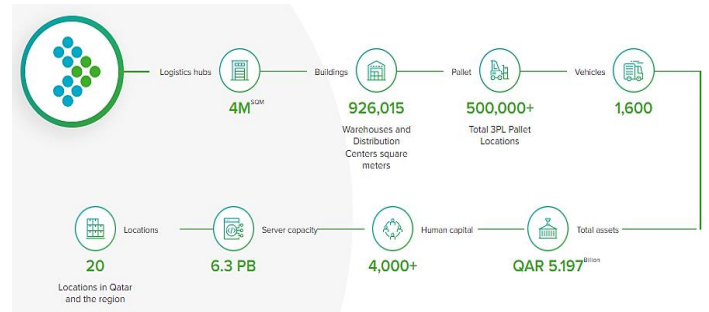
**Other Investments:** Agility Global has other strategic investments in commercial and industrial real estate across the GCC. Gulf Warehousing Company Q.P.S.C. (GWC) is the leading logistics and supply chain solutions provider in the State of Qatar. In addition, Agility Global invested in National Real Estate Company K.P.S.C. (NREC), a real estate and investment company with a portfolio located in the Middle East and North Africa. Agility Global owns a 25% stake and a 20% stake in GWC and NREC, respectively. In addition, the Company possesses other investments in emerging tech companies that support minority stakeholders, which operate in North America, South America, the Middle East, Africa, and Europe.



Figure 06: Reem Mega Mall Key Anchor Customers



Figure 07: GWC's Scale of Operations



Source: Company Information, GWC website

## Highly Experienced Management Team

### Board Structure

The Company has a one-tier board structure which from Listing will comprise five members, including one Executive Director and four Non-Executive Directors. The Board is responsible for leading and controlling the Company and has overall authority for the management and conduct of the Company and the Company's strategy and development. The Board is also responsible for ensuring the maintenance of a sound system of internal control and risk management (including financial, operational and compliance controls, and for reviewing the overall effectiveness of systems in place) and for the approval of any changes to the capital, corporate and/or management structure of the Company.

### Powers, Responsibilities and Functioning

The principal duties of the Board are to provide the Company's strategic leadership, to determine the fundamental management policies of the Company and to oversee the performance of the Company's business. The Board is the principal decision-making body for all matters that are material to the Company, whether in terms of their strategic, financial or reputational implications. The Board has final authority to decide on all issues, save for those which are specifically reserved to the Shareholders by law or by the Company's Articles of Association.

Members of the Board are appointed by the Shareholders for three-year terms.

### Composition of the Board

Name	Date of Birth	Position	Member as of	Term
Tarek Sultan	07 April 1964	Chairman	26 March 2024	3 years
Faisal Al-Essa	17 Nov 1981	Board Member & Vice Chairman	26 March 2024	3 years
Essa Al-Saleh	17 Sep 1970	Board Member	26 March 2024	3 years
Christopher Michael Gordon	22 Sep 1963	Board Member	26 March 2024	3 years
Hanadi Al-Saleh	24 Aug 1973	Board Member & CEO	26 March 2024	3 years

### Agility Global – Board of Directors

#### Chairman – Tarek Sultan

Tarek Sultan is the Vice Chairman and Chief Executive Officer of Agility and Chairman of the Board of the Company. Tarek assumed leadership of Agility in 1997 and spearheaded its growth in a global enterprise spanning six continents with more than 45,000 employees. Tarek is a member of the board of directors of DSV, a global top-three freight forwarding company, following DSV's acquisition of Agility's global logistics business in 2021. Tarek is also a member of the Board of Directors of NREC. Tarek has also previously served as advisor to the Singapore Economic Development Board, sat on Wharton's International Advisory Council, and served as a member of the Board of Directors of Gulf Bank and Burgan Bank. Tarek has also been named by the head of the World Trade Organization to a new 10-member Business Advisory Group created to share the views of businesses on trade and regulation. Tarek is an active supporter of the World Economic Forum (WEF), and is a member of the WEF's International Business Council, which brings together 120 business leaders to represent global business from all industries. He is also a Steward of the WEF's Stewardship Board of the Platform on Shaping the Future of Mobility and a Governor of the World Economic Forum's Supply Chain & Transport Industry Community. Before taking on his leadership role at Agility, Tarek was the managing director of

New York Associates, a regional investment banking services provider and an associate with Southport Partners, a U.S.-based corporate finance advisory firm specialising in the technology sector. Tarek holds an MBA from the Wharton School at the University of Pennsylvania and a Bachelor of Economics from Williams College.

**Board Member – Faisal Al-Essa**

Faisal Al-Essa is the Vice Chairman and CEO of Kuwait-based National Real Estate Company K.S.C.P, one of the leading publicly traded real-estate companies in the Middle East with around US\$2 billion in assets under management and projects and offices in more than 10 countries. Before his appointment as Vice Chairman and CEO, Faisal led business development, and served as a Board member at NREC, as well as Chairman and Managing Director of various NREC subsidiary organisations. Faisal is also Chairman of Kuwait Agro Holding, one of the leading fruits and vegetable, poultry and dairy companies in the Middle East, as well as a Board member of Agility. Faisal is a graduate of US-based Barry University with a degree in Management.

**Board Member – Essa Al-Saleh**

Essa Al-Saleh is Chief Executive Officer of Volta Commercial Vehicles Ltd, a leading and innovative electric commercial vehicle company. Essa has over 25 years' experience in leading, developing and scaling businesses in various sectors including logistics, automotive and early stage start ups. Essa joined Volta Trucks from Agility Global Integrated Logistics where he spent 22 years of which the last 13 years as President and CEO. During that time, Agility grew from a one-country operation with 300 employees and US\$150 million in revenue to a global freight and logistics business operating in over 100 countries with 18,000 employees and US\$4 billion in revenue. Prior to joining Agility, Essa worked as an engineer with the Kuwait Oil Company. He was part of the team responsible for reconstructing oil fields that were damaged during the Iraqi invasion of Kuwait in 1990. Essa has an MBA from Boston College and a Bachelor of Science in Electrical Engineering from Tufts University. Both degrees were earned with honours.

**Board Member – Christopher Michael Gordon**

Christopher serves as President of Wynn Development for Wynn Resorts. He is also a Lecturer at the Massachusetts Institute of Technology Center for Real Estate, teaching a graduate level course on project delivery. Prior to Wynn, Chris served as an advisor and manager on complex development projects worldwide as President of the Dirigo Group. Prior to that, he served as the Chief Operating Officer for the Allston Development Group, the real estate development arm of Harvard University, and as director of Capital Programs and Logan Modernization for the Massachusetts Port Authority. Chris also serves on the Board of Directors of NREC and served on the Real Estate Committee for the Boston 2024 Olympic bid, and is the Chairman of the Board of Fryeburg Academy, one of the oldest private high schools in America. Chris has also served as a board member of the National Research Council's Board on Infrastructure and the Built Environment and a trustee of the Engineering Center Education Trust. Chris holds a bachelor's degree in civil engineering from the University of Maine and a Master's Degree in Civil Engineering from the Massachusetts Institute of Technology, and is a registered Professional Engineer in several states.

**CEO of Agility Global & Board Member – Hanadi Al-Saleh**

Hanadi Al-Saleh is the CEO of Agility Global, a multi-business owner and operator and investor in leading global logistics and transportation, industrial real estate, and emerging technology companies, with 50,000+ employees across 70 countries. Hanadi joined Agility the controlling shareholder of Agility Global in 2007 to lead Investor Relations and Financial Planning and Analysis. She was appointed the Chairperson of the Board of Directors of Agility in 2014. In that capacity, Hanadi oversaw the company's corporate governance program, safeguarding the

interests of investors and stakeholders; led digital transformation, including overseeing the incubation and growth of its digital logistics arm, Shipa; and spearheaded its corporate ventures division. Hanadi has been named as one the most powerful businesswomen in the Middle East by Forbes magazine. She serves on the Global Board of Advisors of the Council of Foreign Relations in the U.S.A., as a Board member of the Gulf Warehousing Company in Qatar, and as a Trustee of the Bayan Bilingual School in Kuwait. Hanadi is a former board member of the Kuwait Chamber of Commerce. Before joining Agility, Al-Saleh was the head of the Financing Group at NBK Capital in Kuwait. She earned a Bachelor of Economics from Tufts University.

### **Agility Global – Senior Management**

The Company is managed by the Senior Management Team. The current Senior Management Team consists of the CEO and the CFO (the “Senior Management Members”), each of whom oversees a specific aspect of the business. The persons set forth below are the current Senior Management Members.

<b>Name</b>	<b>Date of Birth</b>	<b>Position</b>
Hanadi Al-Saleh	24 Aug 1973	CEO
Ehab Aziz	22 Feb 1972	CFO

#### **CFO of Agility Global – Ehab Aziz**

Ehab Aziz is the Chief Financial Officer for the Company. Ehab joined Agility, the controlling shareholder of Agility Global, in 1999, playing an instrumental role in transforming the company from a regional GCC player into one of the world’s leading global logistics providers with a network in 100+ countries. At Agility, Ehab oversaw operational and financial strategy, assessment of organic and acquisition expansion opportunities, business performance reviews, capital allocation, financial planning & reporting, investor relations, treasury, and tax and accounting. Ehab played an instrumental role in the sale of Agility’s Global Integrated Logistics business to DSV in 2021, in one of the largest transactions in the Middle East, and in the logistics sector, that year. A certified internal auditor, Ehab worked at Arthur Andersen before joining Agility. During his tenure, Ehab was responsible for audits of large banks, investment companies, government organizations and pension funds. Ehab is a Board Member of the National Real Estate Company (NREC), a publicly traded real estate company in Kuwait. He also serves as a member of the World Economic Forum’s Community of CFOs and the Community of Industry Strategy Officers.

## Investment Highlights

### Acquisitions Help in Achieving Market Leadership Position and Expand Operations

Menzies Aviation is a market leader in aviation services in several countries. Tristar increased its capacity and expanded geographically after having acquired a stake in Aquarius

#### National Aviation Services (NAS) and John Menzies combine to become a leading Aviation Services Provider

Agility Global is a provider of supply chain services with a focus on growing and scaling key business segments that have strong future growth potential. One such segment within Agility Global was National Aviation Services (NAS), a provider of Ground Handling Services, Aviation Fueling Services, and Cargo Handling among others.

- In August 2022, Agility acquired John Menzies plc for GBP 763 Mn. NAS Segment combined its business with Menzies to create the world's largest aviation services company. The acquisition increased the company's geographical presence, which decreased after the sale of Global Integrated Logistics (GIL) to DSV in 2021.
- The combination created the world's largest aviation services company in terms of countries and the second largest in terms of number of airports served.
- The combined entity, Menzies Aviation operates in more than 55 countries, covering over 265 airports. It is focused on creating value through synergies, efficiently managing its cost and building a competitive advantage through its scale, services and geographic presence.
- The acquisition was timely and immediately after the end of the pandemic in 2022. The industry was recovering from the pandemic, which gave Menzies Aviation key resources to scale its operations to more than 265 airports in 2023 compared to 254 airports of the combined entity in 2022.
- **Strong Customer base** - Menzies Aviation also boasts a strong customer base including Air Canada, Air China, American Airlines, British Airways, Cathay Pacific, and Qatar Airways among others.

The combination of market leadership, strong customer base and growth in the industry as the passenger volumes have crossed the pre-pandemic levels, will help Menzies Aviation to grab a larger chunk of the expected demand thereby increasing its revenue and profitability. The acquisition helped Menzies Aviation grow its revenue to USD 2.2 Bn compared to USD 0.2 Bn in 2021. EBITDA also rose five times to USD 318.1 Mn compared to USD 51.2 Mn in 2021. The management expects the revenue of Menzies Aviation to grow at a CAGR of 9-10% in the mid-term and EBITDA margins will also amount to 14-15% in the mid-term. Menzies Aviation can likely unlock more growth opportunities by further expanding into new geographies, adding more customers, and thereby increasing its aircraft turns per year.

#### Capacity and geographic expansion after acquiring a majority stake in HG Storage International Ltd (HGSI)

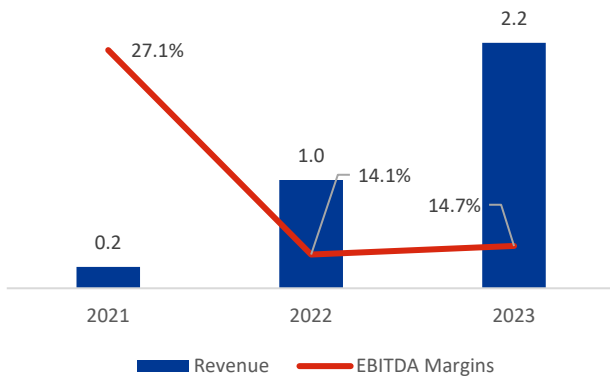
Agility Global's subsidiary, Tristar (65% stake) which is an energy logistics company, acquired a majority stake (51%) in HG Storage International Ltd (HGSI) for USD 215 Mn in March 2022 in line with the company's goal of scaling key business segments. Glencore which is one of the world's largest natural resource companies owns the remaining 49% of HGSI.

- After this acquisition, Tristar gained access to oil storage, distribution and retail assets owned by HGSI along with gaining access to new geographies.

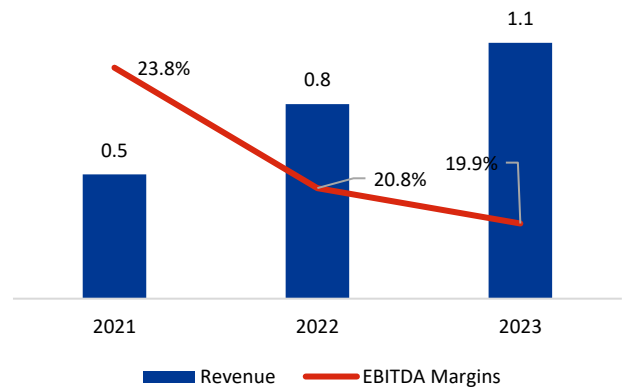
- Tristar gained access to eight operational properties located in Europe, the Americas, the Middle East, and Africa, expanding Tristar's global reach to 29 countries and boosting fuel storage capacity by 3 Mn cubic meters.

In 2023, driven by the HGSI performance, revenue for Tristar grew 106% in two years to USD 1.1 Bn compared to USD 0.5 Bn in 2021. Similarly, EBITDA also grew 72% to USD 217.9 Mn in 2023 compared to USD 126.7 Mn in 2021. The growth momentum is expected to continue in 2024 as well driven by key partnerships. Tristar recently teamed up with Shell and RM Parks Inc., both based in the US. It now has the license to run more than 150 Shell-branded petrol stations in Sri Lanka for more than 20 years. Tristar is also in talks for several big projects with oil majors which should provide financial stability in the future. Hence, driven by all the positive steps taken by Tristar such as the acquisition of a majority stake in HGSI and key partnerships with oil majors, the management expects revenue from the segment to grow in the range of 14-15% and EBITDA margins will amount to 15-16% in the mid-term.

**Figure 08: Revenue and EBITDA Margin from Ground Handling and Airport Services Segment (USD, Bn)**



**Figure 09: Revenue and EBITDA Margin from Fuel Logistics Services Segment (USD, Bn)**



Source: Company Information

## Operations in Multiple Geographies within a Growing Industry has the Potential to Drive Future Revenue Growth

### Presence in different regions gives stability as well as future growth opportunities

The International Air Transport Association (IATA) expects 4.7 Bn passenger traffic in 2024, crossing pre-covid levels. Such a strong recovery is expected to boost demand for Aviation services

Menzies Aviation operates across the globe with the highest contribution from Americas at 33% of total revenue, followed by the Europe 29%, MEAA 15%, OSEAA 12% and Forwarding 10% in FY2023. Menzies Aviation has a healthy geographic mix with operations in both emerging and developed countries. This provides future growth opportunities from emerging markets as well as stability from developed markets. With the acquisition of John Menzies Plc in FY2022, it increased its exposure to major markets like the Americas and the UK.

### Rebound in the air travel industry will likely support growth in Menzies Aviation

According to the International Air Transport Association (IATA), the recovery in air travel continued in 2023 and the demand reached near pre-pandemic levels.

- In FY2023, total air traffic measured in terms of revenue passenger kilometers (RPK) grew 36.9% and reached 94.1% of 2019 levels and in Q4 2023 air traffic reached 98.2% of 2019 levels, indicating a strong recovery in passenger volume and expectations of growth in airlines operations in 2024.



- The airline industry fully recovered in February 2024, with total passenger volume surpassing 2019 levels by 5.7%. This was mainly due to the higher demand for air travel during the Lunar New Year. However, in March, demand stabilized, suggesting a strong desire for air travel.

The Air Cargo market is expected to face challenges in the near term. However, in the long term, the demand is likely to be strong driven by cross-border trade, increasing international e-commerce, and changing consumer preferences among others

In terms of regions, North America saw 15.3% growth in traffic with a growth in capacity of 14.0%. Europe’s air traffic grew 20.2% with an increase in capacity of 15.8%. While the Middle East posted 32.3% growth and traffic in Asia Pacific climbed 96.3%. The growth in passenger traffic is expected to continue as evidenced by IATA’s expectations of 4.7 Bn of passenger traffic in 2024 surpassing pre-covid levels of c. 4 Bn passengers. It also expects demand for air travel to double by 2040 with a CAGR of 3.4% of over 8 Bn in passenger traffic. Menzies Aviation operates globally with Americas and Europe contributing 62% to the total revenue, Middle East, Africa and Asia with 15% and Oceania and South East Asia contributed 12%. Hence, with such strong growth expected in air traffic, commercial airlines will likely see growth in operations and capacity, thereby leading to an increase in the demand for Ground Handling Services, and Aviation Fueling Services among others, which will be an opportunity for market leaders like Menzies to grab additional share of the market and increase its revenue and profitability.

Figure 10: Global Passenger Load Factor (PLF)

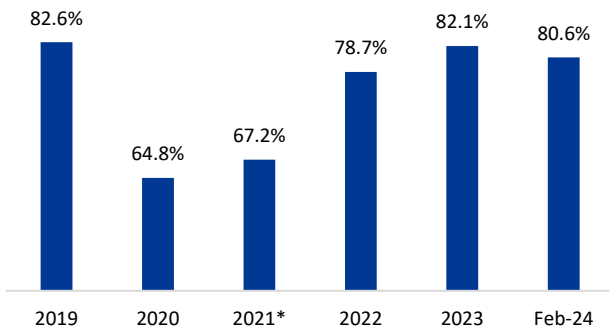
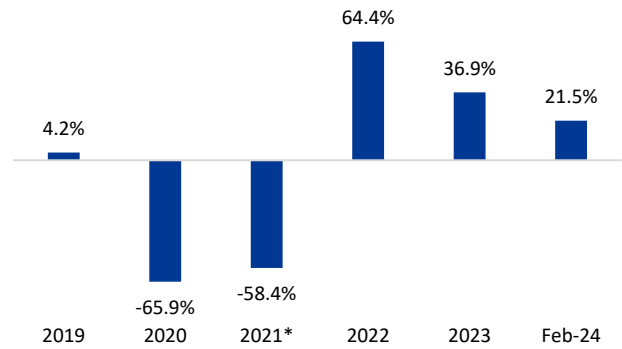


Figure 11: Growth in Global Revenue Passenger-Km (RPK)



Source: IATA; \* Figures compared with 2019 levels

### Air Cargo Market is expected to see near-term challenges; the Middle East is likely to grow the fastest

In 2023, global air cargo traffic grew 1.9% and remained 3.6% below the total air cargo traffic recorded in 2019. Air cargo capacity rose 10% in 2023, mainly driven by growth in traffic in the Asia Pacific region which surpassed its pre-pandemic levels.

- IATA expects the air cargo industry to record a modest 4.5% growth in traffic in 2024 with the Middle East expected to grow the fastest at 12.3%, followed by Latin America at 7.7%, Europe 4.1%, Asia Pacific 3.6% and North America 2.1%.

In the short term, it is expected that the cargo industry might face some challenges like lower demand driven by geopolitical tensions, reliability on ocean shipping and competition from belly capacity (refers to the cargo capacity in the passenger aircraft). However, in the long-term air cargo market is forecasted to pick up driven by growth in cross-border trade, increasing international e-commerce, and changing consumer preferences among others. Hence, it should benefit Menzies which has strong experience in air cargo management services.

Figure 12: Global Cargo tonne-kilometers (CTK)

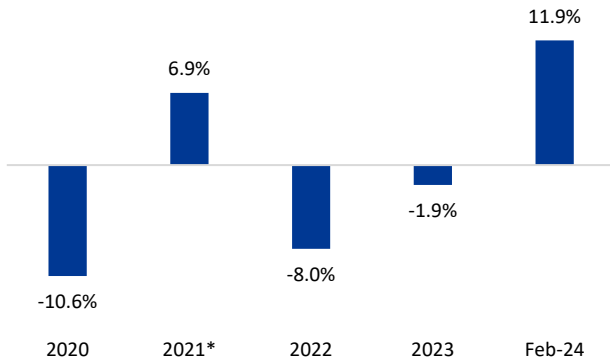
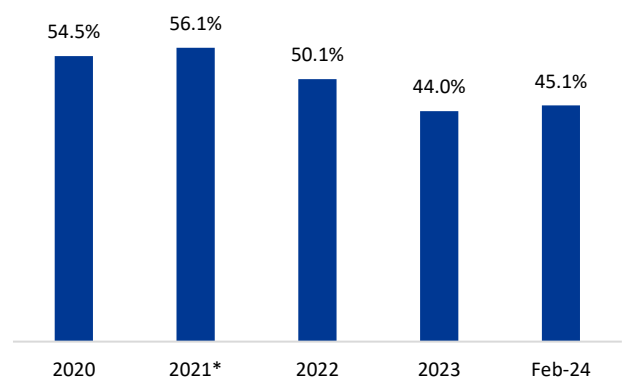


Figure 13: Cargo Load Factors (CLF) over the period



Source: IATA; \* Figures compared with 2019 levels

## Acquisitions Coupled with Sticky Customer Base of Tristar Bodes well for Future Growth

### Integrated oil transportation company with a strong clientele

The well-diversified portfolio of services gives Tristar a competitive edge and makes it an ideal choice for businesses in need of Energy Logistics Services

Tristar is a fully integrated Energy logistics company which has developed customer loyalty by operational excellence. It has a strong and diversified client base covering Government organization and many blue-chip companies including Saudi Aramco, ADNOC, BP, Exxon Mobil, and Shell among others. Tristar is also the number one fuel supplier to a leading IGO, indicating efficiency in its business operations. Tristar covers nearly all forms of transportation from Road to maritime; and transports different types of products including packed petroleum products, Industrial chemicals, Jet Aviation fuel, and Marine Lubricants among others. Tristar also provides warehouse management services at key destinations where its clients can store essential petroleum products and chemicals. Such a comprehensive portfolio of services has helped Tristar to make multiple essential partnerships and makes it an obvious choice for businesses in need of Energy Logistics Services. A well-balanced portfolio of services also gives Tristar a cushion during challenging times and services like warehousing and long-term contracts give stability in terms of revenue and cash flows.

A strong global network spread across 29 countries with a fleet size of 2,000 transport assets and 35 vessels allows Tristar to serve more multinational clients

Tristar has a strong global network with operations in 31 countries, with a sizable fleet of more than 2,000 transport assets and 29 vessels, which gives it the ability to offer its services to multinational clients. Also, the expectations of global trade picking up in future allow Tristar to grab a larger share of the energy logistics market.

Tristar's subsidiary, RM Parks partnered with Shell to operate a network of 150 retail fuel stations in Sri Lanka, for an initial period of 20 years. It was awarded the contract by the Sri Lankan Ministry of Petroleum and Energy in 2023. This step allows Tristar to enter the downstream fuel industry in Sri Lanka and look for future growth potential in the country.

### Acquisition of Majority Stake in HGSI is likely to Fuel the next phase of Growth

The acquisition of a majority stake in HGSI helped Tristar to increase its capacity and expand into different geographies. The company is also likely to benefit from the expertise of Glencore plc,

In March 2022, Tristar announced the acquisition of a 51% stake in HG Storage International Limited (HGSI) for USD 215 Mn from Madison Pacific Trust Limited. HGSI provides storage and logistics services for petroleum products. Madison Pacific sold the stake as holder of a security interest granted by HNA Innovation Finance Group Co. Ltd (HNA). HGSI was a joint venture between HNA and Glencore Group Funding Limited, a wholly-owned subsidiary of Glencore Plc. Glencore which is one of the world's largest commodity trading and mining companies will remain a significant strategic shareholder and a joint venture partner to Tristar with a 49% stake in HGSI. With this acquisition, Tristar will have access to -

the other stakeholder in  
HGS

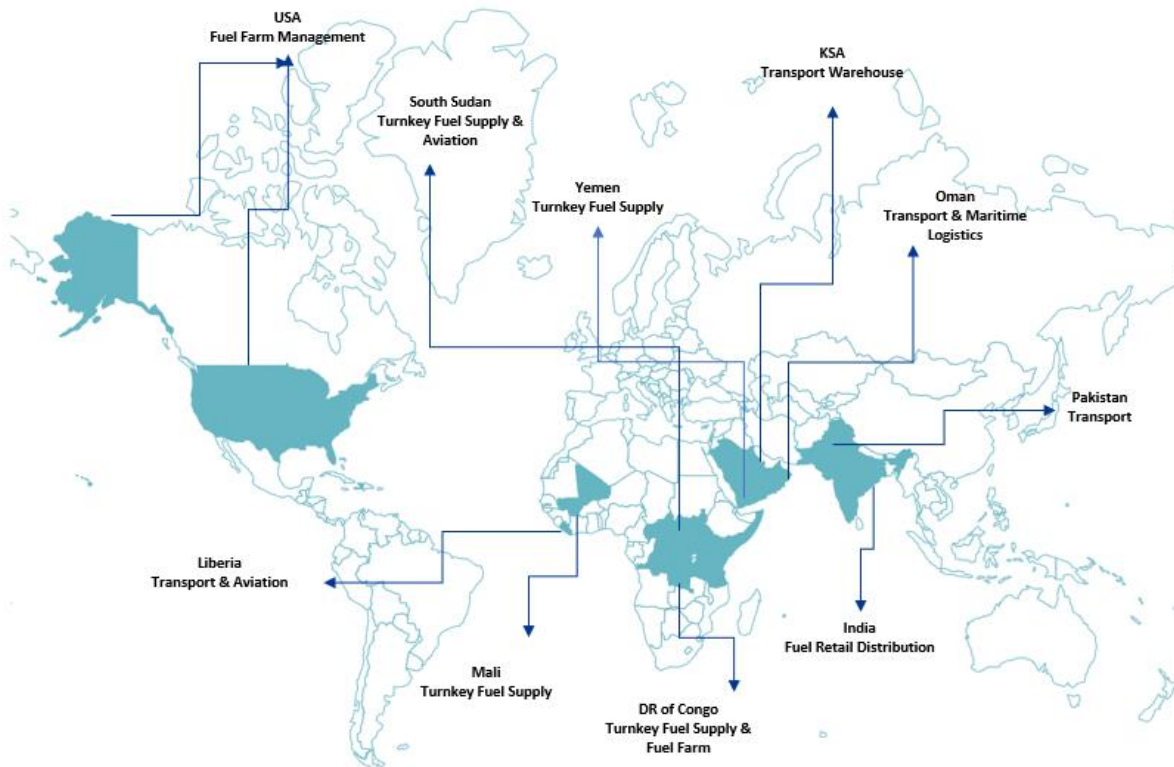
- Oil storage, distribution and retail assets owned by HGS along with gaining access to new geographies.
- It also received access to eight operational properties located in Europe, the Americas, the Middle East, and Africa, expanding Tristar’s global reach of currently 31 countries and boosting fuel storage capacity by 3 Mn cubic meters.

This acquisition is beneficial for Tristar as it has increased its capacity and global reach in important markets where logistics and storage of petroleum products play an important role in the economy. The addition of 3 Mn cubic meters of fuel storage capacity can help Tristar attract more clients and give it a stable revenue stream as fuel storage plays a critical part as a hedge against fluctuations in oil prices.

Tristar can also likely benefit from the JV with Glencore Plc, one of the largest producers and marketers of commodities. It is likely that Glencore also has the experience of operating warehouses with fuel storage and can pass on the technical know-how and technology to Tristar thereby benefiting it in terms of scale.

Tristar has a strong track record of growing through successful acquisitions. In January 2016 Tristar announced the acquisition of Emirates Ship Investment Company (ESHIPS), an owner and operator of oil & gas and chemicals tankers based in Abu Dhabi for USD 90 Mn. Tristar acquired a fleet of seven ocean chemical tankers including two LPG tankers under a long-term contract with an oil major. The acquisition aligned well with its strategy to diversify revenue and make maritime an integral part of its liquid logistics business along with providing scale and expertise. After the acquisition, the revenue from Logistics and related services grew 14.3% in 2017. In March 2023, Tristar formed a JV with Norstar Shipping to operate chemical and clean petroleum product tankers.

**Figure 14: Tristar operations in different countries**



Source: Company Information

## Agility Logistics Park's Decades of Experience and Regional Reach Gives it an Edge over Competitors

Large-scale operations across multiple regions coupled with decades of experience give ALP an edge over its competitors

Strategic expansion in important regions and segments such as data centers can ensure steady cashflows in the future

### A robust and well-established business gives the organization an advantage over its competitors

Agility Logistics Park (ALP) operates warehousing and light industrial parks spread across the Middle East, Africa and South Asia. ALP has 74% of its warehouse capacity in KSA, 17% Africa and the remaining 9% in India as of FY2023.

Demand for warehousing space has been increasing across the globe driven by Global economic expansion and the emergence of e-commerce creating a need for distribution and storage facilities. Similar to this, it is anticipated that the economies in which ALP operates will likewise experience rapid growth.

- **KSA Warehouse Industry is expected to grow driven by government initiatives** - According to Data Bridge Market Research, the Saudi Arabian warehousing industry is anticipated to grow at a CAGR of 4.50% from USD 9.3 Bn in FY2022 to USD 13.2 Bn in FY2030. The growth is expected to be driven by the Kingdom's strategy to diversify its economy away from oil and to do so it aims to become a global logistics hub through the development of 59 logistics centers throughout the country as part of its National Transport and Logistics Strategy. Also, to increase food security and lessen dependency on imports, Saudi Arabia is making investments in the food processing and production sectors. Additionally, this will increase the demand for specialized storage facilities to hold perishable items, such as cold storage.
- **Warehousing markets in India and Africa are also expected to witness similar growth** – According to Research and Markets, India's warehousing market is expected to have a CAGR of 15.64% between 2022-2027, to reach USD 34.9 Bn by 2027. The growth is expected to be fueled by a surge in e-commerce, an economic boom, Industrial expansion and higher disposable income. Similarly, as per Mordor Intelligence, Africa is likely to record a CAGR of 6.36% between 2024 and 2029 to reach USD 222.6 Bn.

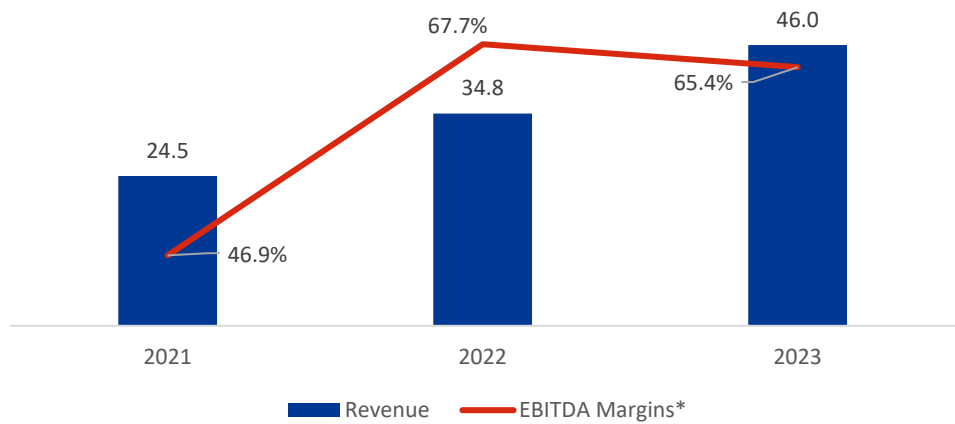
ALP has an edge over its peers given its presence in fast-growing warehousing markets and large-scale operations, which is supported by four decades of experience, thus ensuring the successful execution of strategies. With a present warehousing capacity of 680,000 sqm, ALP is focused on increasing and optimizing its existing land bank to further increase its warehouse capacity. ALP has more than 50 customers as tenants across 7 countries from different industries including e-commerce companies, Oil & Gas service providers among others and potentially IT companies. Such a wide range of operations gives it an advantage when it comes to onboarding new clients from different industries and regions.

**Strategic expansion in key areas will lead to generating steady cashflows in the future** - Global logistics companies have planned to construct an integrated logistics complex in Port Jeddah, a key location linking Europe, Asia, and Africa. The project will be built on 200,000 square meter of land and will encompass cold chain logistics, e-commerce, warehousing and distribution facilities, and act as a central point for petrochemical, transshipment, air freight, and less-than-container load (LCL) goods. In November 2022, ALP also announced an agreement with Saudi Arabia's State Properties General Administration (SPGA) to build a large logistics park for storage and distribution on 576,760 sqm of land near Jeddah. It will own the right to operate the facility for 25 years. This move will give ALP a steady cash flow given the expectations of a higher occupancy rate of warehouses in such a strategic location.

**Plan for future growth** – In FY2023, ALP expanded its operations into Egypt, where it will build and operate modern logistics parks and Grade A warehousing facilities in partnership with Hassan Allam Utilities. ALP also has designated land parcels for the construction of data centers within several of its existing parks including those in Riyadh, Cairo, and Ghana. In addition, it also plans to allocate land parcels for the development of data centers in Nairobi, Casablanca, and other rapidly expanding Middle Eastern and African markets. With the rising demand for data centers driven by the growing need for digitization, rental income from these data centers will be a strong growth driver in the near future.

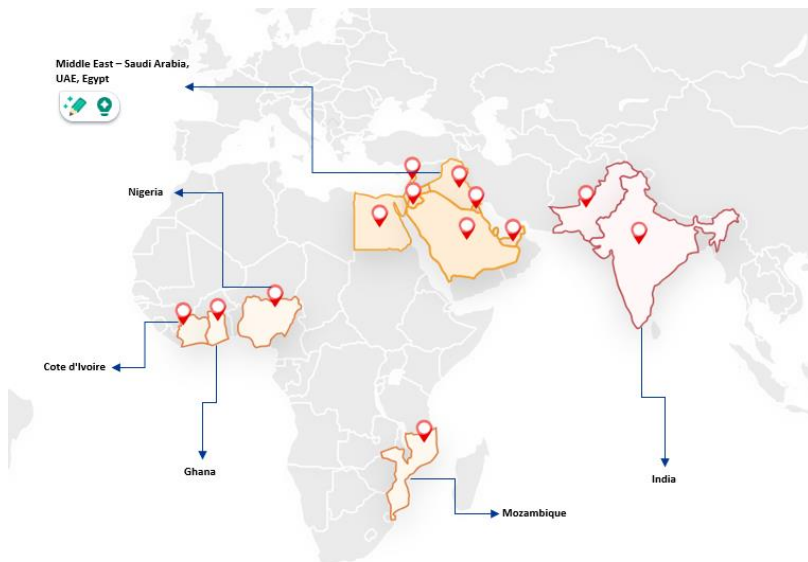
Given all the positive moves by ALP, the management expects revenue from the segment to grow at an annualized rate of 25% in midterm compared to 31.4% growth in FY2023. It is also expected to record EBITDA margin in the range of 80-85%, excluding valuation gains.

**Figure 15: Revenue and EBITDA Margins of Agility Logistics Park (ALP) (USD, Mn)**



Source: Company Information, \* excluding valuation gain in FY2021-23

**Figure 16: Agility Logistics Park (ALP) operations in different countries**



Source: Company Information, ALP Kuwait will not be a part of Agility Global Plc

## Strategic Investments Provide Regular Dividend Stream

Agility Global investment portfolio in market leading and strong companies gives a stable return over a period of time

Dividend income from investments in profitable companies increases the bottom line for Agility Global

### Investments in complimentary businesses will provide operational benefit in the future

#### DSV

Agility Global owns 9% stake in DSV, a global leader in providing transport and logistics services worldwide. In August 2021, DSV acquired Global Integrated Logistics (GIL), a subsidiary of Agility. GIL is an integrated logistics service provider including air, ocean and road freight forwarding services, and contract logistics with a strong exposure to emerging markets. As a consideration of acquiring 100% of GIL, Agility received shares representing today 9% stake in DSV. The acquisition created the third largest player in the logistics industry and benefitted DSV in terms of economies of scale and expanded its presence in both APAC and the Middle East markets. Also, DSVs warehousing capacity increased with the addition of 1.4 Mn sqm of capacity from GIL. As a result, Agility Global's stake in DSV is a strategic move because the two companies are in related industries and are expected to derive positive operational benefits in the future. Agility Global is one of the largest shareholders in DSV and receives a regular dividend income from it, c. DKK 135.1 Mn equivalent to USD 19.3 Mn in 2023, providing a regular earning stream. Agility also entered into two equity collar agreements with international banks during March and July 2023 for a duration of 3 and 4 years, respectively. Agility could raise debt at a lower rate by hedging its stake in DSV. The investment will be an important source of financing in the event Agility Global plans to undertake any growth initiatives in the future.

#### Reem Mall

Agility Global owns 20% stake in Reem Mall and has an option of converting a loan which would make it a top shareholder. In FY2017, Agility along with United Projects for Aviation Services Company (UPAC) and National Real Estate Company (NREC) invested USD 1.3 Bn in Reem Mall. The mall is located on Abu Dhabi's Reem Island with a 2 Mn sq. ft. of leasable space comprising 400 retail units and 23,000 sq ft logistics hub. The mall became operational in February 2023 with an occupancy rate of 73% in FY2023. It has strong global brands as its customers including ZARA, Sephora, home center among others. In FY2023, consumer spending in the UAE grew 13% mainly driven by 14% growth in spending on supermarkets, F&B, leisure and entertainment, and fashion. Also, 70% of the total spending was made through mobile phones which can benefit Reem Mall as it provides e-commerce and last mile logistics services as well. Going forward the retail spending in the UAE is expected to continue its growth trajectory driven by higher tourism, changing spending habits of citizens especially the youth and growth in country's economy. Based on these factors, the occupancy rate for the mall will increase with global brands thereby increasing the revenue and profitability for the mall. Agility Global will receive a share from the profits as a part of its stake in Reem Mall.

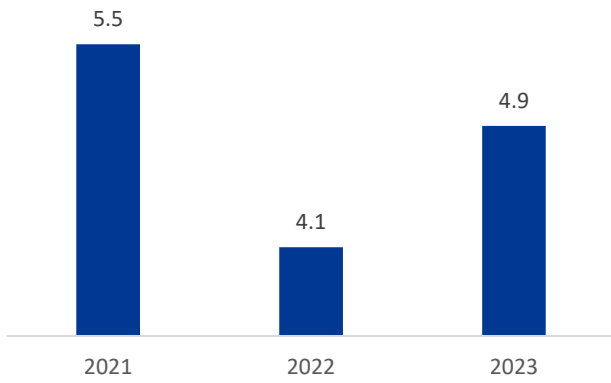
Other companies in which Agility global owns considerable stake are -

- **Gulf Warehousing company (GWC)** is Qatar's leading provider of logistics & supply chain solutions in which Agility Global owns 25% stake. GWC has been growing at a healthy rate from the past three years with revenue growing at an annualized rate of 8% to reach QAR 1.5 Bn in FY2023 from QAR 1.3 Bn in FY2021 and during the same time operating profit had a CAGR of 6% to reach QAR 323.0 Mn in FY2023 from QAR 289.2 Mn in FY2021. Cash flow from operations had displayed a faster growth of 22% CAGR to reach QAR 623.9 Mn by FY2023. GWC has also been paying dividends regularly. Agility Global. received a dividend of USD 3.98 Mn in FY2023, thereby increasing its profitability.

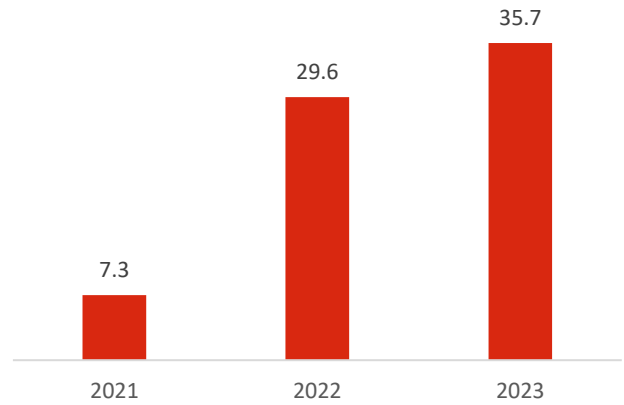


- **National Real Estate Company (NREC)** is a Kuwait-based real estate company in which Agility Global holds a 20% stake. NREC holds a diversified portfolio of properties in multiple countries including UAE, Jordan, Egypt, and Libya.

**Figure 17: Total Investments (USD, Bn)**



**Figure 18: Dividend received from Investments (USD, Mn)**



Source: Company Information

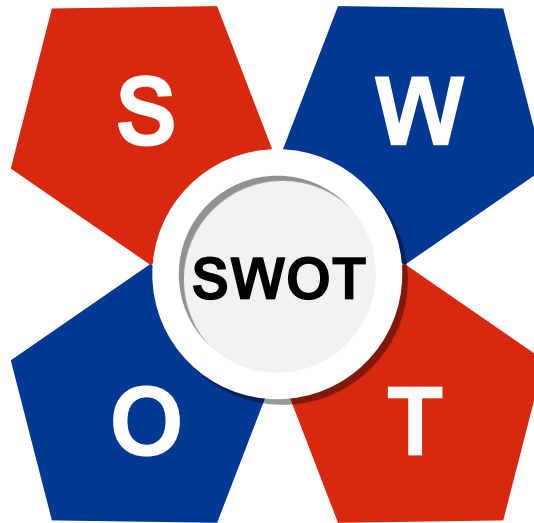
## SWOT Analysis:

### STRENGTH

- **Geographical Presence:** The Company has a strong operational footprint across developed and emerging markets. This helps it effectively serve a diverse global customer base
- **Quality Focus and Operational Performance:** Agility Global is recognized for its emphasis on quality and robust operational performance, which positions it well in the competitive logistics market
- **Market Leadership:** Menzies is the number one aviation service provider by the number of countries it serves, making it the preferable choice for companies, as evidenced by the more than 500 customers (airlines) it currently serves
- **Decades of Experience:** Management has extensive experience in the logistics industry and has survived different business cycles. This has made it a key player in the industry and helped the Company gain market leadership
- **Diverse Services Portfolio:** The Company offers a wide range of services, including Ground Handling Services, Road transport and warehousing, and Maritime logistics, among others enhancing its ability to meet various customer demands across different sectors

### WEAKNESS

- **Rising transportation cost:** High transportation costs can falter consumer demand, impacting the Company's volumes
- **Environmental Regulations:** Logistics companies may find it difficult and expensive to comply with government environmental standards



### OPPORTUNITIES

- **Positive Outlook for the Aviation Industry in Key Markets:** The Aviation industry is expected to continue its growth trajectory after crossing its pre-pandemic highs. This will increase the demand for aviation services, thereby benefitting the Company
- **M&As across Geographies:** By making acquisitions, the Company can diversify its operations and increase its capacity in different countries
- **Technological Advancements:** Agility Global can improve its operational efficiency and customer service by investing in new technologies and keeping pace with industry trends and customer expectations
- **Growing demand for Warehousing:** Driven by the growth in e-commerce and world trade, demand for warehouses has increased exponentially, creating an opportunity for ALP

### THREATS

- **Geopolitical risk:** Economic instability caused by factors like conflict between two countries or a pandemic can impact the demand for Aviation and logistics services, having a material impact on Agility Global's financial performance
- **Increasing Competition:** The logistics sector is highly competitive, with new entrants and existing players expanding their capabilities, which could squeeze market share and margins
- **Currency Fluctuation Risk:** Agility Global has operations across geographies so any fluctuation in the exchange rate can impact its profitability
- **Government Contract Compliance:** If not managed properly, the risks associated with competitive bidding and compliance with government contracts could impact operations

## Valuation Methodology

### Target Fair Value Analysis

We arrive at Agility Global's price per share of AED 2.10 based on a mix of valuation methods

#### DCF AND SOTP VALUATION

We have used a blend of Discounted Cash Flow (DCF) and Sum-of-the-parts (SOTP) valuation methods to arrive at Agility Global's fair value. In SOTP valuation, we have used Comparable Company Method (CCM) (EV/EBITDA) to value the firm. Agility Global PLC is a multi-business operator and a long-term investor in global and regional businesses. The Company is headquartered in Abu Dhabi and operates in more than 70 countries with global market access. Post listing on ADX, the existing shareholders of Agility Public Warehouse Company will receive shares in Agility Global PLC in the form of in-kind dividends proportionate to their holdings in Agility. As of date, Agility holds 51.0% stake in Agility Global. The Company's main business segments are Aviation Services, Fuel Logistics, Industrial Real Estate, Investment, and Others. We have assigned an equal weightage of 50% each to the DCF and CCM valuation methods. The DCF valuation captures future cash flow projections over multiple periods. In the relative valuation, we have valued each business segment separately using EV/EBITDA multiple and added value of investment to the consolidated value. In CCM valuation, EV/EBITDA is used to value the Company because it allows us to compare companies of various sizes with different capital structures.

### CONSOLIDATED VALUATION AGILITY GLOBAL PLC

	Valuation (USD, Mn)	Weight (%)	Total Valuation (USD, Mn)
<b>Valuation of the Agility Global based on -</b>			
Discounted Cash Flow (DCF)	5,182	50.0%	2,591
SOTP Valuation	6,712	50.0%	3,356
<b>Total Valuation (USD, Mn)</b>			<b>5,947</b>
<b>Value per share (AED)</b>			<b>2.10</b>

The performance of Agility Global is analyzed in detail to arrive at fair value estimates. We took a fair estimate across the income statement and financial position to arrive at their valuation. The valuation brought forward a target value of AED 2.10 per share.

#### 1) Discounted Cash Flow Valuation

We relied upon the guidance provided by the Company management for FY2024 and midterm. Our forecasting period starts in FY2024 and ends in FY2028 to arrive at the valuation through the DCF methodology. Using the Gordon Model, we derived the Company's Terminal Value and extrapolated last year's adjusted free cash flows at a terminal growth rate of 2.0% to perpetuity. To arrive at Ke (Cost of Equity), we have used the 10-year government bond yield of 5.5%, Country risk premium of 5.5%, and Beta of 0.84 for the logistics sector. After applying all these, we arrived at the cost of equity of 10.1%. We have used a 10-year US Government Yield and added an average 10-year CDS Spread of the Abu Dhabi and Kuwait Governments to arrive at an appropriate risk-free rate.

Agility Global entered into two equity collar agreements with international banks during March and July 2023 for a duration of 3 and 4 years. Agility Global raised the debt at a lower rate by hedging its stake in De Sammensluttete Vognmænd (DSV). The Company also borrowed funds

We arrived at a value of USD 5,182 Mn/AED 1.83 per share using DCF valuation

using other interest-bearing loans of USD 794 Mn and these loans carry interest rate margins ranging from 0.97% to 3.6% per annum over benchmark rates. We have used free cash flow to the firm to arrive at the valuation using the DCF methodology. The same is discounted using the weighted average cost of capital. We assumed the cost of debt of 7.9% and adjusted it for the tax rate to arrive after the tax-adjusted cost of debt rate of 5.7%. We have assigned 60% weight to equity and 40% weight to debt for calculating WACC.

We have also included the value of Agility Global's investments in different businesses, including DSV, GWC, NREC, Reem Mall, and Others. The quoted investments are valued using the spot price multiplied by the number of shares held by the Company for DSV, GWC, and NREC. The unquoted investments, such as Reem Mall and Other investments are valued at the last reported book value.

## I. DCF Valuation of Agility Global PLC

	FY2024	FY2025	FY2026	FY2027	FY2028
<b>All figures in USD Mn, unless stated</b>					
NOPAT	237	288	346	397	448
(+/-) Depreciation & amortization	140	167	188	194	191
(+/-) CAPEX	-400	-420	-320	-180	-140
(+/-) Working Capital	-90	-77	-87	-122	-101
<b>Free Cash flow to Firm</b>	<b>-112</b>	<b>-42</b>	<b>127</b>	<b>290</b>	<b>398</b>
Discount factor	0.95	0.87	0.81	0.74	0.69
<b>Present Value of FCFF</b>	<b>-106</b>	<b>-37</b>	<b>103</b>	<b>216</b>	<b>274</b>
<b>Total Present value of FCFF</b>					449
Terminal Value					4,391
Terminal growth rate					2.0%
Weighted Average Cost of Capital (WACC)					8.4%
<b>Enterprise Value</b>					<b>4,840</b>
Cash/ (Net Debt)					-3,586
Investments					3,928
<b>Equity Value</b>					<b>5,182</b>

Source: FAB Securities Research

## II. Valuation of Investments

Name of Entity	Share Outstanding (Mn)	Price (USD)	Valuation (USD, Mn)
DSV	19.3	147.9	2,854
GWC	145.1	0.91	132
NREC	397.0	0.33	131
Reem Mall			712
Others			98
<b>Total (USD, Mn)</b>			<b>3,928</b>

Source: FAB Securities Research, Prices as of 26<sup>th</sup> of Apr 2024.

### a) Sensitivity of DCF to Key Assumptions

Sensitivity analysis generates the highest valuation of USD 7.6 Bn and the lowest valuation of USD 3.9 Bn

Our DCF valuation is based on a weighted average cost of capital (WACC) of 8.4%. A sensitivity analysis shows that a change of +/- 0.5% in the weighted average cost of capital and terminal growth rate will provide a valuation range of USD 3.9 Bn to USD 7.6 Bn. The table below shows the sensitivity between the change in terminal growth rate and the weighted average cost of capital.

#### 1. DCF Sensitivity to Terminal Growth Rate and WACC

		Terminal growth					
		7.499	1.0%	1.5%	2.0%	2.5%	3.0%
WACC	7.4%		5,352	4,921	4,549	4,225	3,941
	7.9%		5,764	5,266	4,842	4,477	4,159
	8.4%		6,252	5,671	5,182	4,766	4,407
	8.9%		6,841	6,151	5,580	5,100	4,691
	9.4%		7,564	6,730	6,052	5,491	5,019

#### 2) Sum-of-the-parts (SOTP) Valuation

We are using EV/EBITDA multiple in SOTP valuation to value the firm

In the SOTP valuation, we have used EV/EBITDA to value the Company. The EV/EBITDA multiple allows us to compare companies of various sizes with different capital structures. Since the Company operates into multiple segments hence each segment is valued separately using the peers of the segment. The value of all segments is summed up to compute the total enterprise value of the firm and after that includes the value of net debt and value of investments held. Menzies Aviation a provider of Ground Handling services, Aviation Fueling services, Cargo Handling & Warehousing, is valued using the peers' offering services to the Air Transportation Sector. The Fuel Logistics Segment is engaged in Road Transport and Warehousing, Maritime Logistics, and Fuel Farms and is valued using the peer from Maritime, Warehousing, and Transportation Sector. Similarly, the Industrial Real Estate Segment, which includes the logistics subsidiary ALP is valued using the REIT companies offering logistics services. The value of Other segments is not included since the segment is yet to generate profit on consistent basis.

### III. Consolidated SOTP valuation of Agility Global PLC

(All Figures in Million USD)

Menzies Aviation Services	2,932
Tristar (Fuel Logistics)	2,633
Agility Logistics Park (ALP)	806
<b>Enterprise Value</b>	<b>6,370</b>
Net (Debt)/Cash	-3,586
Investments	3,928
<b>Equity Value</b>	<b>6,712</b>

Source: Company Information, FAB Securities Research

#### Relative Valuation of Menzies Aviation

(All Figures in Million USD, unless stated)

Based on EV/EBITDA Multiple

EBITDA (FY2024)	333
Peer Average Valuation (x)	8.8x
<b>Enterprise Value</b>	<b>2,932</b>

## Relative Valuation of Tristar (Fuel Logistics)

(All Figures in Million USD, unless stated)

### Based on EV/EBITDA Multiple

EBITDA (FY2024)	266
Peer Average Valuation (x)	9.9x

<b>Enterprise Value</b>	<b>2,633</b>
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## Relative Valuation of Agility Logistics Park (ALP)

(All Figures in Million USD, unless stated)

### Based on EV/EBITDA Multiple

EBITDA (FY2024)	39
Peer Average Valuation (x)	20.9x

<b>Enterprise Value</b>	<b>806</b>
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## IV. Peers Valuation

Company Name	Market Cap (USD, mn)	EV/EBITDA (x)	
		2024	2025
<b>Aviation</b>			
Fraport Ag Frankfurt Airport	4,723	10.3	9.5
Aena S.M.E Sa	28,295	10.0	9.5
Toscana Aeroporti S.p.a	239	6.1	5.2
<b>Average</b>		<b>8.8</b>	<b>8.1</b>
<b>Median</b>		<b>10.0</b>	<b>9.5</b>
<b>Max<sup>1</sup> (Quartile 3)</b>		<b>10.1</b>	<b>9.5</b>
<b>Min<sup>2</sup> (Quartile 1)</b>		<b>8.0</b>	<b>7.4</b>

Source: Bloomberg, <sup>1</sup> Values correspond to Quartile 3, <sup>2</sup> Values correspond to Quartile 1

Company Name	Market Cap (USD, mn)	EV/EBITDA (x)	
		2024	2025
<b>Logistics</b>			
Growth Point Properties Ltd	1,907	16.3	15.6
Prologis Inc	95,586	21.3	19.0
Mapletree Logistics Trust	4,953	22.2	21.2
CTP NV	7,716	23.6	20.1
<b>Average</b>		<b>20.9</b>	<b>19.0</b>
<b>Median</b>		<b>21.7</b>	<b>19.6</b>
<b>Max<sup>1</sup> (Quartile 3)</b>		<b>22.5</b>	<b>20.4</b>
<b>Min<sup>2</sup> (Quartile 1)</b>		<b>20.0</b>	<b>18.2</b>

Source: Bloomberg, <sup>1</sup> Values correspond to Quartile 3, <sup>2</sup> Values correspond to Quartile 1



Company Name	Market Cap (USD, mn)	EV/EBITDA (x)	
		2024	2025
<b>Transportation &amp; Fuel Logistics</b>			
Hunt (JB) Transport Svcs Inc	16,914	10.6	9.1
Knight-Swift Transportation	7,590	9.2	7.2
Qatar Navigation	3,306	12.4	11.9
ADNOC Logistics & Services	7,977	7.7	7.1
Abu Dhabi National Oil Co For Distribution	11,877	12.6	12.0
Qatar Fuel Qsc	3,902	6.8	6.7
<b>Average</b>		<b>10.1</b>	<b>9.9</b>
<b>Median</b>		<b>9.9</b>	<b>9.9</b>
<b>Max<sup>1</sup> (Quartile 3)</b>		<b>12.0</b>	<b>12.0</b>
<b>Min<sup>2</sup> (Quartile 1)</b>		<b>8.3</b>	<b>8.1</b>

Source: Bloomberg, <sup>1</sup> Values correspond to Quartile 3, <sup>2</sup> Values correspond to Quartile 1

## Key Financial Metrics

**We expect consolidated revenue to grow at a CAGR of 11.7% from USD 3.9 Bn in FY2023 to AED 6.8 Bn in FY2028**

### Financials

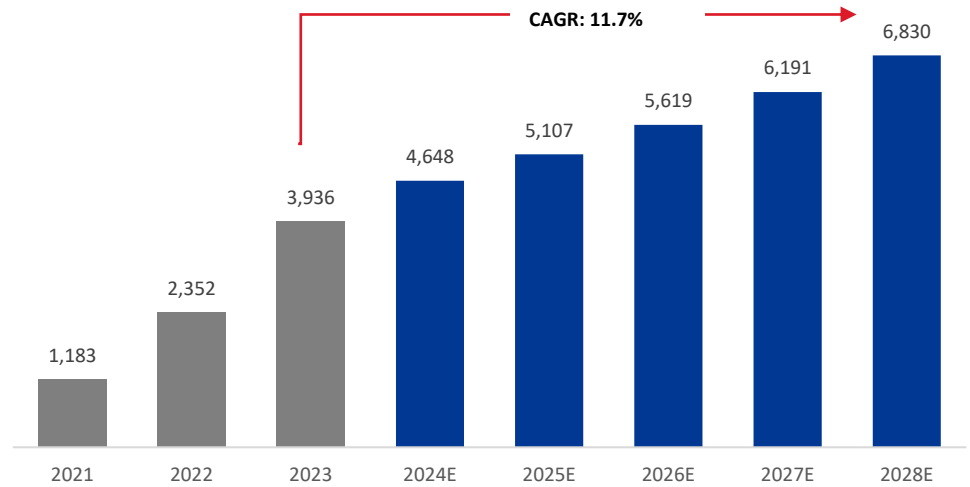
#### REVENUE

Agility Global PLC is a multi-business operator and a long-term investor in global and regional businesses. The Company is headquartered in Abu Dhabi and operates in more than 70 countries with global market access. Post-listing on ADX, Agility Public Warehouse Company owns the majority stake in Agility Global at 51.0%, the remaining 49% will be distributed as dividends in-kind to existing Agility shareholders. The Company's main business segments are Aviation Services, Fuel Logistics, Industrial Real Estate, Investment and Others. Aviation provides ground, fuel and air cargo services, generating 55.0% of total revenue in FY2023. Fuel Logistics provides integrated energy logistics services catering to the energy industry and generated 27.9% of total revenue in FY2023. ALP constructs, develops, and leases Grade A warehousing and logistics complexes and generated 1.2% of total revenue in FY2023. Other business segment holds stake in other businesses like GCC Services, Shipa, and Agility Defence & Government Services generating 15.9% of total revenue in FY2023. The acquisition of John Menzies Plc in addition to the majority stake in HGSI increased the Company's capacity and geographic reach, which aids in further boosting the top line.

Agility Global revenue grew 67.3% to USD 3.9 Bn in FY2023 driven by robust growth across all the segments coupled with acquisitions made in FY2022. Revenue from Aviation services grew 126.8% to USD 2,166 Mn, mainly due to the acquisition of John Menzies Plc, which provided the combined entity a competitive advantage through scale, services offered, and geographic presence. Revenue from its second-largest segment, Fuel Logistics, rose 31.5% to USD 1,096 Mn, supported by new contract wins, the development in the Fuel and Road Transport & Warehousing areas, and the stake purchase in HGSI in 2022. Agility Logistics Park's revenue grew 32.3% to USD 46 Mn as it is focused on increasing and optimizing its existing land bank and developing new projects. Revenue from other business segments expanded 18.8% to USD 628 Mn mainly due to growth in other owned and operated businesses such as GCC Services, Shipa and Agility Defence & Government Services.

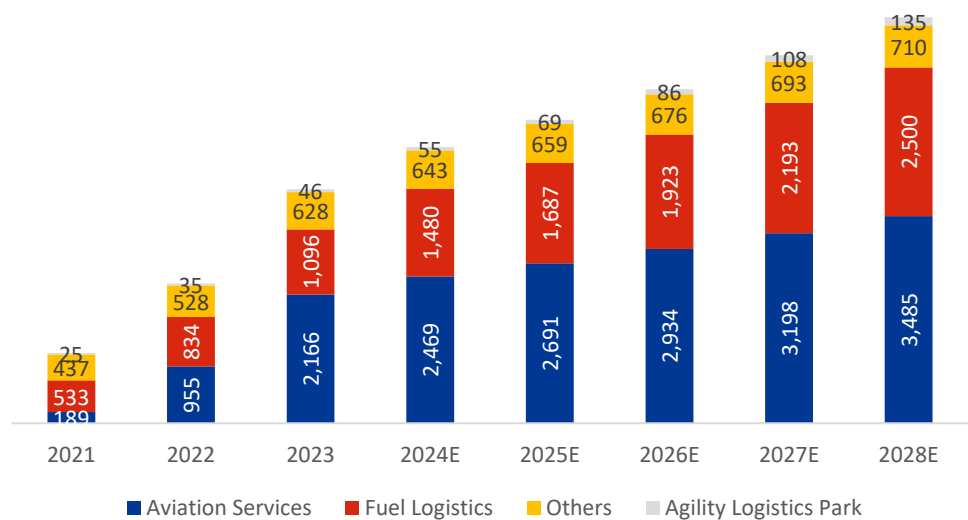
We anticipate Agility Global's revenue to grow at a CAGR of 11.7% from USD 3.9 Bn in FY2023 to USD 6.8 Bn by FY2028. Menzies Aviation and Tristar are anticipated to account for most of the revenue growth. Revenue from Menzies Aviation is expected to grow at a CAGR of 10.0% from USD 2,166 Mn in FY2023 to USD 3,485 Mn in FY2028. The demand for Menzies Aviation's services will rise as the aviation industry has fully recovered from the pandemic and is anticipated to grow, leading to the expansion of air tourism. Similarly, revenue from Tristar is forecasted to grow at an annualized rate of 17.9% to reach USD 2.5 Bn by FY2028 driven by its diverse portfolio of business and continued growth in the maritime segment. On the other hand, ALP is expected to grow the fastest, with a CAGR of 24.0% to reach USD 135 Mn by FY2028 from USD 46.0 Mn in FY2023 as the company adds new capacities in strategically important regions like Jeddah amid rising demand for warehousing facilities in emerging markets.

**Figure 19: Total Revenue (USD, Mn)**



Source: Company Information, FAB Securities research (FY2024-28)

**Figure 20: Revenue by Segment (USD, Mn)**



Source: Company Information, FAB Securities Research (FY2024-28)

### EBITDA

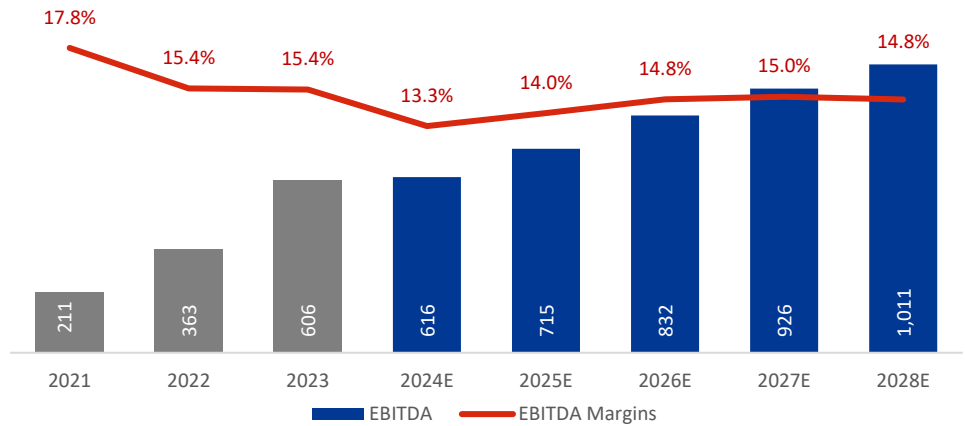
**Agility Global's EBITDA is expected to grow at a CAGR of 10.8% from USD 606 Mn in FY2023 to USD 1,011 Mn in FY2028**

Agility Global's EBITDA grew 66.7% to USD 606 Mn in FY2023, while the EBITDA margin remained flat at 15.4%. Aviation Services EBITDA grew 135.5% to USD 318 Mn, and EBITDA margins expanded 60 bps to 14.7%. Fuel Logistics EBITDA grew 25.9% to USD 218 Mn, while EBITDA margins contracted 90 bps to 19.9%. However, EBITDA for Agility Logistics Park fell 23.7% to USD 74 Mn, and margins fell to 161.0% in FY2023 from 279.1% in FY2022. Adjusted EBITDA excluding gain on fair value of investment properties for ALP rose 27.9% to USD 30 Mn in FY2023 with a margin of 65.4% in FY2023 compared to 67.7% in FY2022.

We expect Agility Global's EBITDA to grow at a CAGR of 10.8% from USD 606 Mn in FY2023 to USD 1,011 Mn by FY2028. EBITDA margins are expected to amount to 14.8% in FY2028, averaging 14.4% during FY2024-28. The decline in the EBITDA margin during the forecasted period is owing to nil gain recognized on the fair value of investment properties in the forecasted period. Menzies Aviation's EBITDA is anticipated to increase from USD 318 Mn in FY2023 to USD 505 Mn in FY2028, recording a CAGR of 9.7%. Menzies' EBITDA margins are

expected to amount to 14.5% in FY2028, with an average EBITDA margin of 14.5% during FY2024-28. Tristar’s EBITDA is expected to record a CAGR of 12.2% from USD 218 Mn in FY2023 to reach USD 387 Mn in FY2028 with an average EBITDA margin of 16.2% during FY2024-28. ALP’s EBITDA is expected to grow from USD 74 Mn in FY2023 to USD 111 Mn in FY2028E, at a CAGR of 8.5%. EBITDA margins for the segment is expected to amount to 82.5% in FY2028 with an average margin of 80.0% during FY2024-28.

**Figure 21: Agility Global EBITDA (USD, Mn) and Margin**



Source: Company Information, FAB Securities research (FY2024-28)

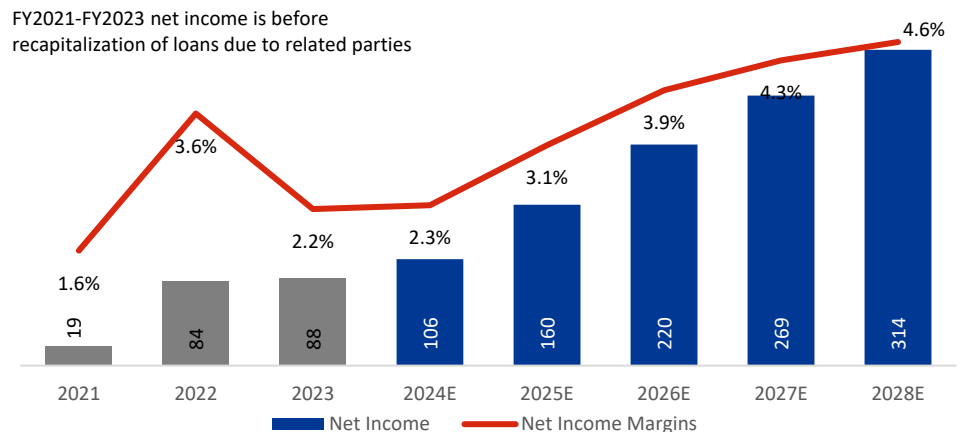
### Net Income

**Net profit before profit attributable to non-controlling interest holder is expected to grow at a CAGR of 29.1% during FY2023-28**

Agility Global’s net income before profit attributable to non-controlling interest holders grew 3.9% to USD 88 Mn in FY2023 from USD 84 Mn in FY2022, while the net margins contracted 140 bps to 2.2%. The subdued profit growth is owing to an increase in finance costs from USD 114 Mn in FY2022 to USD 217 Mn in FY2023 despite a strong growth in operating profit. Total debt rose from USD 616 Mn in FY2022 to USD 3,218 Mn in FY2023.

We estimate Agility Global’s net income before profit attributable to non-controlling interest holders will grow at a CAGR of 29.1% from USD 88 Mn in FY2023 to USD 314 Mn in 2028, mainly driven by healthy profitability growth in the Aviation Services and Fuel Logistics business. Net income margin is also expected to grow from 2.2% in FY2023 to 4.6% in FY2028, with an average net margin of 3.4% between FY2023 and FY2028. Net profit attributable to equity holders is also expected to grow at a CAGR of 38.4% from USD 50 Mn in FY2023 to USD 256 Mn in FY2028.

**Figure 22: Agility Global Net Income (USD, Mn) and Margin**



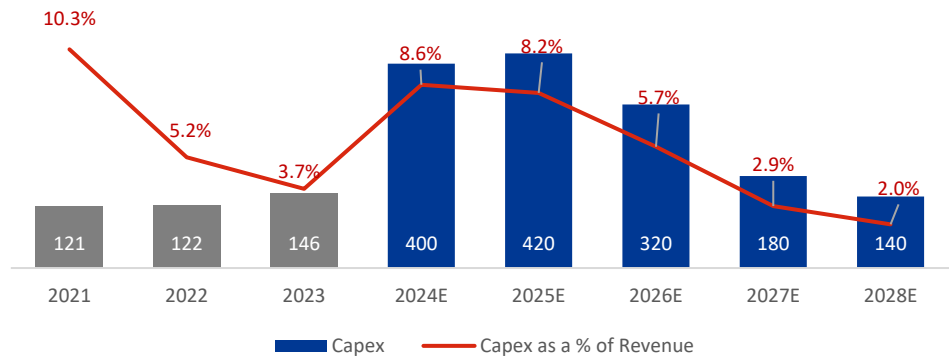
Source: Company Information, FAB Securities research (FY2024-28)

Agility Global is expected to incur a cumulative total capex of USD 1,460 Mn from FY2024-28

### Capital Expenditure

Agility Global capital expenditure grew 19.7% from USD 122 Mn in FY2022 to USD 146 Mn in FY2023. The Company incurred a capital expenditure of USD 74 Mn on Aviation Services, USD 46 Mn on Fuel Logistics, USD 24 Mn on Agility Logistics Park, and USD 2.5 Mn on Other Business Segments. Agility Global is expected to incur a capex of USD 400 Mn in FY2024. It is further expected to incur a cumulative total capex of USD 1,060 Mn from FY2025 to FY2028. The total capex includes USD 360 Mn as maintenance capex and USD 700 Mn as growth capex from FY2024-28.

Figure 23: Capital Expenditure (USD, Mn)



Source: Company Information, FAB Securities research (FY2024-28)

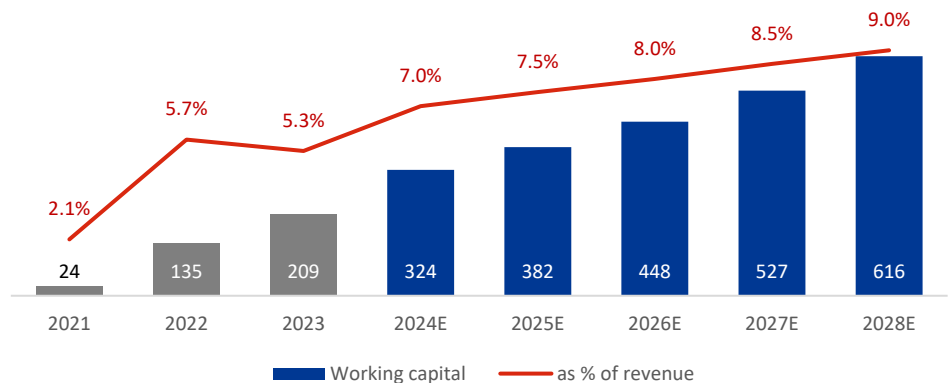
We estimate a cumulative positive outflow from working capital of USD 476 Mn during FY2024-28

### Working Capital

Agility Global’s working capital consists of inventories, trade receivables, other current assets, and trade and other payables. The Company recorded a working capital of USD 209 Mn in FY2023 with an investment in working capital of USD 34 Mn in FY2023. Receivable days amounted to 54 days, inventory days of 42 days and payable days of 193 days in FY2023. Other current assets, including prepaid expenses, prepaid interest, advances to suppliers, deposits, job in progress, other claim receivable, staff receivable and others, amounted to 7.9% of total revenue in FY2023.

We estimate receivable days to average 71 days, inventory 186 days and payable 45 days during FY2024-28. Other current asset is adjusted for prepaid interest until FY2027 when borrowings from both equity collar will mature. We further project the net working capital to record a cumulative outflow of USD 476 Mn during FY2024-28.

Figure 24: Change in Working Capital (USD, Mn)



Source: Company Information, FAB Securities research (FY2024-28)

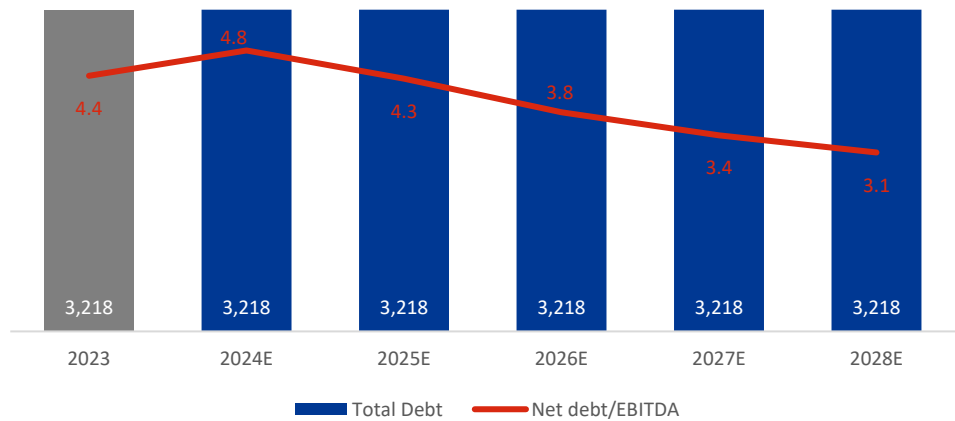
We anticipate Agility Global's debt to remain unchanged at USD 3.2 Bn in FY2028 and also expect capex to be met through internal accruals

### Financial Leverage

Agility Global's total debt excluding lease liabilities, rose from USD 616 Mn in FY2022 to USD 3,218 Mn in FY2028. The debt increase is due to two equity collar agreements entered by Agility Global with international banks during March and July 2023 for a duration of 3 and 4 years. The equity collar transaction is borrowed against DSV shares owned by Agility Global. The transactions allowed Agility Global to draw a gross amount of EUR 2.2 Bn. Interest on debt is fully repaid in FY2023, and no cash outflow is expected in the next 3-4 years. Agility Global recorded an interest expense of USD 79.0 Mn and USD 163.3 Mn in the current and non-current assets in FY2023. The company hedged 73% of the total stake in DSV to receive this cheap liquidity. Other interest-bearing loans carry margins ranging from 0.97% to 3.6% per annum over the benchmark rates. Net debt (excluding lease liabilities) to EBITDA ratio increased from 0.6x in FY2022 to 4.4x in FY2023.

Going forward, we expect the Company to refinance the debt on expiration and debt to remain unchanged at USD 3.2 Bn in FY2028. Meanwhile, net debt to EBITDA (excluding lease liabilities) is expected to decline from 4.4x in FY2023 to 3.1x in FY2028.

**Figure 25: Total Debt (USD, Mn)**



Source: Company Information, FAB Securities research (FY2024-28)

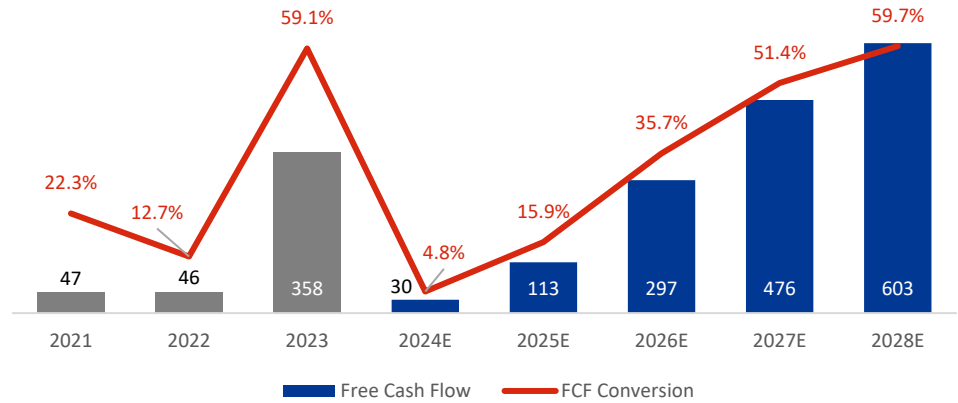
### Cash Flow Generation

Agility Global is expected to generate a cumulative free cash flow of USD 1.5 Bn during FY2024-28

Agility Global's net cash flow from operating activities grew twice, from USD 168 Mn in FY2022 to USD 505 Mn in FY2023, mainly due to profitability growth, lower working capital investment, and higher D&A expenses. The Company generated USD 46 Mn and USD 358 Mn in free cash flow (FCF) with an FCF conversion ratio of 12.7% and 59.1% in FY2022 and FY2023, respectively.

We expect the Company to generate a cumulative cash flow from operations of USD 3.0 Bn during FY2024-28. It is also expected to generate a cumulative free cash flow of USD 1.5 Bn in FY2024-28. The cash flow conversion will improve from 4.8% in FY2024 to 59.7% in FY2028. The lower free cash flow generation and conversion is owing to higher capex at the beginning of the year from FY2024-26. Once the capex cycle normalizes the free cash flow generation is expected to improve to 60.7% in FY2028. The capex expense will amount to a cumulative expense of USD 1,460 Mn during FY2024-28 with an expenditure of USD 400 Mn, USD 420 Mn, and USD 320 Mn in FY2024, FY2025, and FY2026, respectively.

**Figure 26: Free Cash Flow<sup>1</sup> (USD, Mn) and FCF Conversion<sup>2</sup> (%)**



Source: Company Information, FAB Securities research (FY2024-28), <sup>1</sup>Free cash flow = Cash flow from operations – Additions to PPE – Additions to Project in Progress, <sup>2</sup>FCF Conversion = Free Cash Flow/EBITDA

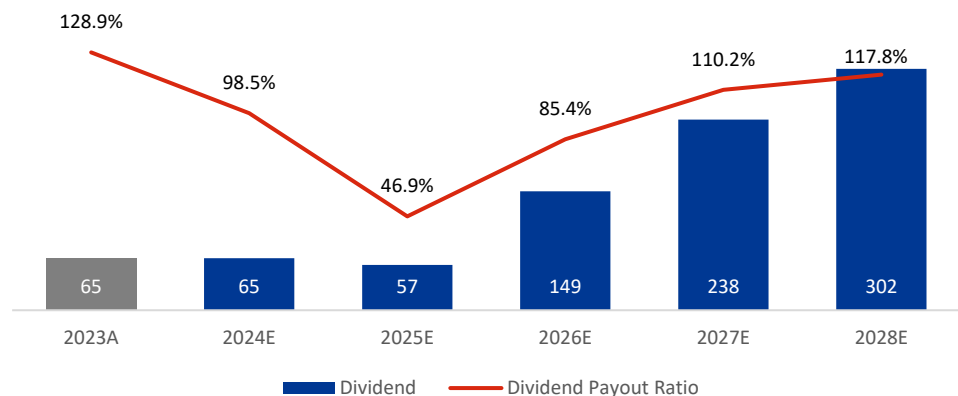
### Dividend

**Agility Global is expected to declare a cumulative dividend of USD 875 Mn during FY2023-28**

Agility Global adopts a policy to pay semi-annual dividends. Dividends will be paid in April, for the 6-month financial performance ending 31 December; and in October, for the 6-month financial performance ending 30 June. Throughout 2024, the Company intends to pay to its shareholders a dividend of USD 130 Mn: the first semi-annual dividend of USD 65 Mn will be paid out within one month after listing, and the second semi-annual dividend of USD 65 Mn will be paid out six months thereafter. The dividend is subject to company outlook, financial performance, investments / M&A objectives and capital structure/leverage position, and subject to Board of Directors recommendation and shareholders' approval.

We expect Agility Global to declare a cumulative cash dividend of USD 875 Mn during FY2023-28 driven by healthy free cash flow generation. It is expected to pay a cumulative cash dividend of USD 724 Mn during FY2024-28. The average dividend payout during the forecasted period stood at 92% during FY2024-28.

**Figure 27: Dividend Declared to Shareholders (USD, Mn)**



Source: Company Information, FAB Securities research (FY2024-28)



## Financial Statements:

### Income Statement, (USD, Mn)

	2021A <sup>1</sup>	2022A <sup>1</sup>	2023A <sup>1</sup>	2024E	2025E	2026E	2027E	2028E
Revenue from contracts with customers	1,183	2,352	3,936	4,648	5,107	5,619	6,191	6,830
Direct expenses	-737	-1,225	-1,673	-1,999	-2,170	-2,360	-2,600	-2,834
<b>Gross Profit</b>	<b>445</b>	<b>1,127</b>	<b>2,263</b>	<b>2,649</b>	<b>2,937</b>	<b>3,259</b>	<b>3,591</b>	<b>3,996</b>
<b>Expenses</b>								
Other operating expenses	-273	-811	-1,740	-2,098	-2,291	-2,500	-2,742	-3,066
Change in fair value of invest prop	64	73	44	0	0	0	0	0
Transaction costs on acquis of subsidiaries	0	-25	0	0	0	0	0	0
Share of results of associates and JVs	15	-7	20	23	23	23	24	24
Unrealised loss on financial assets at fair value through profit or loss	-46	-21	-8	0	0	0	0	0
Expected credit loss	0	0	-10	0	0	0	0	0
Dividend income	0	16	18	19	21	22	23	24
Miscellaneous income	6	10	19	23	26	28	31	34
<b>Total Expenses</b>	<b>-235</b>	<b>-764</b>	<b>-1,658</b>	<b>-2,033</b>	<b>-2,221</b>	<b>-2,427</b>	<b>-2,664</b>	<b>-2,984</b>
<b>EBITDA</b>	<b>211</b>	<b>363</b>	<b>606</b>	<b>616</b>	<b>715</b>	<b>832</b>	<b>926</b>	<b>1,011</b>
Depreciation	-88	-125	-239	-255	-298	-336	-361	-378
Amortisation	-16	-21	-34	-27	-24	-22	-20	-18
<b>EBIT</b>	<b>107</b>	<b>217</b>	<b>333</b>	<b>333</b>	<b>393</b>	<b>475</b>	<b>546</b>	<b>615</b>
Interest income	1	2	7	0	0	0	0	0
Recycling of hedging reserve	0	0	0	0	0	0	0	0
Finance costs	-75	-114	-217	-173	-172	-171	-175	-182
<b>Profit before tax</b>	<b>32</b>	<b>105</b>	<b>124</b>	<b>161</b>	<b>221</b>	<b>304</b>	<b>371</b>	<b>434</b>
Income Tax Expense	-13	-21	-36	-55	-61	-83	-102	-119
<b>Net Profit/(Loss) for the Year</b>	<b>19</b>	<b>84</b>	<b>88</b>	<b>106</b>	<b>160</b>	<b>220</b>	<b>269</b>	<b>314</b>
Non-controlling interest	-12	-22	-37	-40	-39	-46	-53	-58
<b>Profit attributable to equity holders</b>	<b>7</b>	<b>62</b>	<b>50</b>	<b>66</b>	<b>121</b>	<b>174</b>	<b>216</b>	<b>256</b>

Source: Company Information, FAB Securities research (2024E-28E), <sup>1</sup> Based on Carve-out financials and 2022A statement is restated

### Key Ratios:

	2021A <sup>3</sup>	2022A <sup>3</sup>	2023A <sup>3</sup>	2024E	2025E	2026E	2027E	2028E
<b>YoY % Change</b>								
Revenue	NA	98.9%	67.3%	18.1%	9.9%	10.0%	10.2%	10.3%
EBITDA	NA	72.4%	66.7%	1.7%	16.1%	16.4%	11.3%	9.2%
Net profit	NA	792.8%	-19.2%	30.9%	83.1%	43.9%	24.3%	18.5%
<b>% Margin</b>								
EBITDA	17.8%	15.4%	15.4%	13.3%	14.0%	14.8%	15.0%	14.8%
EBIT	9.0%	9.2%	8.5%	7.2%	7.7%	8.4%	8.8%	9.0%
Net profit margin	1.6%	3.6%	2.2%	2.3%	3.1%	3.9%	4.3%	4.6%
<b>Leverage</b>								
Net Debt/EBITDA	0.75	0.64	4.38	4.82	4.33	3.76	3.36	3.07
Debt/Equity	0.07	0.17	1.53	0.60	0.59	0.59	0.58	0.58
<b>Return ratios</b>								
ROE	0.1%	1.7%	2.4%	1.2%	2.2%	3.2%	3.9%	4.7%
ROA	0.1%	0.7%	0.5%	0.6%	1.1%	1.5%	1.9%	2.2%
ROCE	5.0%	6.6%	8.4%	7.6%	8.7%	10.1%	11.4%	12.6%
<b>Free Cash Flow</b>								
Free cash flow (FCF) <sup>1</sup>	47	46	358	30	113	297	476	603
FCF conversion <sup>2</sup>	22.3%	12.7%	59.1%	4.8%	15.9%	35.7%	51.4%	59.7%

Source: Company Information, FAB Securities research (2024E-28E), <sup>1</sup>Free cash flow = Cash from operations – Addition to PPE – Additions to project in progress, <sup>3</sup> Based on Carve-out financials and 2022A statement is restated, <sup>4</sup>ROCE = EBIT/(Total Assets-Total Current Liabilities-Goodwill-Investment in associates and joint ventures-Financial assets at fair value through other comprehensive income

**Balance Sheet (USD, Mn)**

	2021A <sup>1</sup>	2022A <sup>1</sup>	2023E <sup>1</sup>	2024E	2025E	2026E	2027E	2028E
<b>Assets</b>								
Property, plant and equipment	509	903	934	1,220	1,497	1,651	1,657	1,625
Projects in progress	59	61	59	45	33	25	19	14
Right-of-use assets	222	434	475	519	568	623	684	752
Investment Properties	494	606	725	740	751	760	766	771
Intangible assets	37	303	271	244	220	198	178	160
Goodwill	111	835	852	852	852	852	852	852
Investment in associates & JVs	335	439	457	462	468	474	480	486
Financial assets at fair value through profit or loss	53	18	8	8	8	8	8	8
Financial assets at fair value through other comprehensive income	4,619	3,209	3,505	3,505	3,505	3,505	3,505	3,505
Other non-current assets	84	99	462	889	834	780	780	780
Loans to related parties	514	597	736	736	736	736	736	736
Amount due from related parties	10	26	26	26	26	26	26	26
<b>Total non-current assets</b>	<b>7,047</b>	<b>7,531</b>	<b>8,509</b>	<b>9,245</b>	<b>9,498</b>	<b>9,636</b>	<b>9,689</b>	<b>9,713</b>
<b>Current Assets</b>								
Inventories	60	147	190	246	268	291	321	349
Trade receivables	185	586	586	828	951	1,093	1,272	1,441
Amount due from related parties	16	12	13	13	13	13	13	13
Other current assets	138	239	310	296	281	266	231	231
Bank balances, cash and deposits	207	384	565	252	120	91	104	117
<b>Total Current assets</b>	<b>604</b>	<b>1,369</b>	<b>1,664</b>	<b>1,635</b>	<b>1,632</b>	<b>1,754</b>	<b>1,940</b>	<b>2,151</b>
<b>Total assets</b>	<b>7,652</b>	<b>8,899</b>	<b>10,173</b>	<b>10,879</b>	<b>11,130</b>	<b>11,390</b>	<b>11,630</b>	<b>11,864</b>
<b>Equities and liabilities</b>								
<b>Equity</b>								
Share capital	2,094	2,094	770	625	625	625	625	625
Other distributable reserve	2,932	1,556	1,339	4,703	4,796	4,867	4,890	4,876
Total equity attributable to Agility Global	5,027	3,650	2,109	5,328	5,421	5,492	5,515	5,501
Non-controlling interests	150	376	392	414	433	460	489	521
<b>Total equity</b>	<b>5,177</b>	<b>4,026</b>	<b>2,501</b>	<b>5,742</b>	<b>5,854</b>	<b>5,952</b>	<b>6,004</b>	<b>6,022</b>
<b>Non-Current Liabilities</b>								
Provision for employees' end-of-service benefits	35	54	71	71	71	71	71	71
Interest bearing loans	322	453	2,852	2,735	2,735	2,735	2,735	2,735
Lease liabilities	180	331	404	450	503	566	641	730
Amount due to related parties	1,472	2,747	2,803	0	0	0	0	0
Other non-current liabilities	28	186	161	200	195	189	182	170
<b>Total non-current Liabilities</b>	<b>2,037</b>	<b>3,771</b>	<b>6,290</b>	<b>3,456</b>	<b>3,505</b>	<b>3,562</b>	<b>3,630</b>	<b>3,707</b>
<b>Current Liabilities</b>								
Interest bearing loans	44	163	366	483	483	483	483	483
Lease liabilities	35	100	135	150	168	189	214	243
Trade and other payables	357	838	877	1,046	1,118	1,203	1,297	1,406
Amount due to related parties	2	3	3	3	3	3	3	3
<b>Total current liabilities</b>	<b>438</b>	<b>1,102</b>	<b>1,382</b>	<b>1,681</b>	<b>1,771</b>	<b>1,877</b>	<b>1,996</b>	<b>2,135</b>
<b>Total Liabilities</b>	<b>2,475</b>	<b>4,874</b>	<b>7,672</b>	<b>5,137</b>	<b>5,276</b>	<b>5,438</b>	<b>5,626</b>	<b>5,842</b>
<b>Total equity and liabilities</b>	<b>7,652</b>	<b>8,899</b>	<b>10,173</b>	<b>10,879</b>	<b>11,130</b>	<b>11,390</b>	<b>11,630</b>	<b>11,864</b>

Source: Company Information, FAB Securities research (2024E-28E), <sup>1</sup> Based on Carve-out financials and 2022A statement is restated

**Cash Flow Statement (USD, Mn)**

	2021A <sup>1</sup>	2022A <sup>1</sup>	2023A <sup>1</sup>	2024E	2025E	2026E	2027E	2028E
<b>Cash flow from operating activities</b>								
<b>Profit before taxation</b>	32	105	124	161	221	304	371	434
Expected credit losses on trade receivables	0	10	7	0	0	0	0	0
Expected credit losses on loans to related parties	12	0	10	0	0	0	0	0
Change in fair value of investment properties	-64	-73	-44	0	0	0	0	0
Release of provision no longer required	0	-18	0	0	0	0	0	0
Provision for employees' end-of-service benefits	8	20	42	0	0	0	0	0
Foreign currency exchange gain	-4	-4	-2	0	0	0	0	0
Share of results of associates and joint ventures	-15	7	-20	-23	-23	-23	-24	-24
Unrealized loss on financial assets at fair value through profit or loss	46	21	8	0	0	0	0	0
Dividend income	0	-16	-18	-19	-21	-22	-23	-24
Depreciation	88	125	239	255	298	336	361	378
Amortization	16	21	34	27	24	22	20	18
Interest income	-1	-2	-7	0	0	0	0	0
Finance costs	75	114	217	173	172	171	175	182
Miscellaneous income	-6	0	0	0	0	0	0	0
<b>Operating profit before changes in working capital</b>	<b>189</b>	<b>310</b>	<b>589</b>	<b>574</b>	<b>671</b>	<b>787</b>	<b>880</b>	<b>963</b>
<b>Change in working capital</b>								
Inventories	6	-62	-44	-56	-21	-23	-30	-29
Trade receivables	26	-50	-56	-242	-124	-142	-179	-169
Other current assets	-35	12	54	0	0	0	0	0
Other current liabilities	0	0	0	39	-5	-7	-7	-12
Trade and other payables	-1	-8	12	169	72	85	94	109
Taxation paid	-10	-21	-31	-55	-61	-83	-102	-119
Employees' end of service benefits paid	-6	-12	-20	0	0	0	0	0
Directors' remuneration paid	0	0	0	0	0	0	0	0
<b>Net Cash Inflows from Operating Activities</b>	<b>168</b>	<b>168</b>	<b>505</b>	<b>430</b>	<b>533</b>	<b>617</b>	<b>656</b>	<b>743</b>
<b>Cash Flows from Investing Activities</b>								
Net movement in financial assets at fair value through profit or loss	25	-18	-1	0	0	0	0	0
Net movement in financial assets at fair value through other comprehensive income	-62	-220	-23	0	0	0	0	0
Additions to property, plant and equipment	-89	-66	-137	-400	-420	-320	-180	-140
Proceeds from disposal of property, plant and equipment	2	19	4	0	0	0	0	0
Loans to related parties	-55	-84	-127	0	0	0	0	0
Additions to projects in progress	-32	-56	-9	0	0	0	0	0
Net movement in investment in associates and joint ventures	0	0	-14	0	0	0	0	0
Dividends received	7	30	36	36	38	39	40	42
Net cash outflow from acquisition of entities as part of business combination	-14	-622	-9	0	0	0	0	0
<b>Net Cash Outflow from Investing Activities</b>	<b>-218</b>	<b>-1,017</b>	<b>-281</b>	<b>-364</b>	<b>-382</b>	<b>-281</b>	<b>-140</b>	<b>-98</b>
<b>Cash Flow from Financing Activities</b>								

Received from related parties	185	1,234	0	0	0	0	0	0
Payments to related parties	-52	-5	-17	0	0	0	0	0
Parent Company investment received	34	59	69	0	0	0	0	0
Parent Company investment distributed	0	0	-210	0	0	0	0	0
Proceeds from interest-bearing loans	27	530	2,530	0	0	0	0	0
Repayment of interest-bearing loans	-43	-686	-27	0	0	0	0	0
Payment of lease obligations	-44	-82	-155	-167	-177	-188	-201	-214
Finance costs paid	-18	-20	-337	-63	-59	-55	-87	-122
Transaction cost amortized	0	0	0	0	0	0	0	0
Dividends paid to the Parent Company	-7	0	-1,880	0	0	0	0	0
Dividend paid to shareholders	0	0	0	-130	-28	-103	-193	-270
Dividends paid to non-controlling interest	-3	0	-14	-19	-20	-20	-23	-26
<b>Net Cash Inflow/ Outflow from Financing Activities</b>	<b>78</b>	<b>1,030</b>	<b>-40</b>	<b>-378</b>	<b>-284</b>	<b>-365</b>	<b>-504</b>	<b>-633</b>
Net foreign exchange translation differences	-2	-5	-2	0	0	0	0	0
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>27</b>	<b>177</b>	<b>181</b>	<b>-313</b>	<b>-133</b>	<b>-29</b>	<b>13</b>	<b>13</b>
Cash and Cash Equivalents at the Beginning of the Year	180	207	384	565	252	120	91	104
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>207</b>	<b>384</b>	<b>565</b>	<b>252</b>	<b>120</b>	<b>91</b>	<b>104</b>	<b>117</b>

Source: Company Information, FAB Securities research (2024E-28E), <sup>1</sup> Based on Carve-out financials and 2022A statement is restated

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