



MANAGEMENT DISCUSSION & ANALYSIS

Q1 2026

MAIRGROUP.COM



ABU DHABI, UAE – 13 May 2026: MAIR Group PJSC (ADX: MAIR) ("MAIR" or the "Group"), a strategic investment company focused on grocery retail and commercial real estate in the UAE, announced its condensed consolidated interim financial results for the three-month period ended 31 March 2026 ("Q1 2026").

Key Highlights

- Retail Like-for-Like ("LFL") sales growth of 7.7%, total sales flat vs. last year
- Makani Real Estate ("Makani") revenue grew 11% year-on-year
- Group revenue reached AED 564.2 million (+2% YoY)
- Q1 2026 EBITDA of AED 87.8 million, delivering a margin of 15.6%
- Q1 2026 net profit after tax reached AED 52.0 million, +0.8% year-on-year on reported basis
- The Group continues to work closely with its supplier partners to ensure strong stock availability across the retail network

Statement by Nehayan Hamad Alameri, Managing Director and Group CEO:

"MAIR delivered a solid start to 2026. This performance was driven by strong underlying retail momentum, with like-for-like growth of 7.7%, alongside continued strength in our real estate platform, where Makani recorded 11% revenue growth year-on-year. Throughout the quarter, the Group maintained consistent product availability across its retail network, supported by strong supplier relationships, disciplined inventory management, and resilient sourcing. We remain focused on enhancing customer engagement, optimizing our product mix, and driving operational efficiencies while delivering long-term value for our shareholders."

<i>All figures are in AED million, unless otherwise stated</i>	Q1 2026	Q1 2025	YoY (%)
Revenue	564.2	553.9	1.8
Gross profit	189.4	190.9	(0.8)
EBITDA ¹	87.8	88.2	(0.5)
Net profit for the period	52.0	51.5	0.8
Earnings per share (AED)	0.023	0.023	-

¹ EBITDA (Post IFRS-16) is calculated by adding net finance costs, income tax expense, depreciation, amortization and impairment to net profit, excluding non-operating income and profit from associates.



Operational Highlights

Grocery Retail

In Q1 2026, the Group enjoyed a strong retail sale of +7.7% LFL, operating a network of 99 stores across ADCOOP, SPAR and COOPS formats. The Group continued to advance its retail network strategy through the closure of non-strategic stores and the redeployment of resources toward higher-performing locations, supporting enhanced customer value and improved operational efficiency across the network. During the quarter, ADCOOP closed three non-strategic stores and opened three new stores in new locations, including the first ADCOOP format in Dubai.

During Q1 2026, the Group launched the new “ADCOOP+” Loyalty program and has enrolled c.100,000 new members since 1 March 2026. The Group has expanded the strategic partnership with the Department of Municipalities and Transport (DMT) by becoming the exclusive operator of the Abu Dhabi Citizens’ Food Products Program through the ADCOOP retail network.

As part of its long-term growth strategy, ADCOOP launched two private label product lines, Yalla! and Xpert in 2025, expanding product assortment while supporting margin enhancement initiatives. Building on this initiative in the current year, 180+ new private-label products were introduced in the first quarter.

Commercial Real Estate

In Q1 2026, Makani, the Group’s commercial real estate arm, continued to expand and strengthen its real estate portfolio with a strong revenue growth of 11%.

Makani completed and fully integrated the acquisition of KEZAD Logistics Park - KLP Free Zone 3 (FZ3). This increases exposure to income-generating logistics assets while further diversifying the real estate portfolio and strengthening its presence. The Group also marked the opening of Oud Al Muteena in Dubai, its first asset in the Emirate, reflecting the Group’s continued expansion across the UAE. In addition, the Group secured a long-term property management agreement for a group of four properties in Al Wathba North and South.

The addition of these new assets added a total of 68,057 sqm of gross leasable area (GLA), bringing the total portfolio to c. 475,000 sqm as of 31 March 2026.

Makani continues to focus on curating a diversified tenant mix, aimed at enhancing footfall, improving tenant retention, and strengthening the overall customer experience across its community retail destinations.



Financial Highlights

Group Revenue

The Group reported total revenue of AED 564 million in Q1 2026 (2025: AED 554 million), as the business continues its transformation journey. In Retail, like-for-like (LFL) sales grew by 7.7% year-on-year, while total sales were in line with last year. Makani's leasing revenue increased by 11% year-on-year to AED 58.3 million (2025: AED 52.5 million), continuing to strengthen the Group's revenue mix.

Net Profit

Net profit for Q1 2026 reached AED 52.0 million, compared to AED 51.5 million in Q1 2025. This performance reflected improving underlying operational performance across the Group, supported by strong retail like-for-like growth and continued momentum in the Makani commercial real estate platform.

Capital Expenditure

Q1 2026 CAPEX amounted to AED 100.8 million compared to AED 37.6 million in Q1 2025. The increase is primarily driven by the initial payment towards the acquisition of KEZAD warehouse as part of the Group's effort to expand its footprint.

Cashflow and Balance Sheet

As of 31 March 2026, the Group's total assets stood at AED 6,019 million, compared to AED 5,610 million at the end of 2025. The increase is mainly attributed to the acquisition of KEZAD warehouse for AED 295 million.

Net cash stood at AED 354 million at quarter-end, providing the Group with sufficient liquidity to fund future expansion opportunities.

Dividends

At the Annual General Assembly Meeting held in April 2026, the shareholders have approved a cash dividend of AED 95.4 million, equivalent to AED 0.043 per share. The dividend payout will be equivalent to 50% of profit after tax for the year ended 31 December 2025, reflecting a balanced approach to retained earnings that support future growth.



Financial Summary

Income Statement		
AED'000	Q1 2026	Q1 2025
Total revenue	564,157	553,941
Cost of goods sold	(374,802)	(363,088)
Gross profit	189,355	190,853
Operating expenses	(109,003)	(104,213)
Depreciation and amortization	(29,841)	(30,110)
Operating profit	50,511	56,530
Share of profit of equity-accounted investees, net of tax	6,121	6,095
Other income	4,079	1,537
Net finance cost	(4,217)	(8,206)
Income tax expense	(4,540)	(4,419)
Net profit for the year	51,954	51,537

Cash Flow Statement		
AED'000	Q1 2026	Q1 2025
Cash and cash equivalents at 1 January	323,395	431,432
Net cash generated from operating activities	151,559	195,473
Net cash used in investing activities	(97,907)	51,223
Net cash used in financing activity	(23,334)	(194,341)
Cash and cash equivalents at 31 March	353,713	483,787

Balance Sheet		
AED'000	As at 31 March 2026	As at 31 December 2025
Non-current assets	5,083,826	4,770,863
Current assets	934,746	840,082
Total assets	6,018,572	5,610,945
Total equity	4,402,231	4,350,616
Non-current liabilities	932,837	751,519
Current liabilities	683,504	508,810
Total liabilities	1,616,341	1,260,329
Total equity and liabilities	6,018,572	5,610,945



Nehayan Hamad Alameri - Managing Director and Group CEO



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About MAIR Group

The strategic investment company MAIR Group has been established in Abu Dhabi, marking the launch of a transformative company focusing on driving purposeful business growth across key sectors of the economy. MAIR Group manages a portfolio of well-established businesses, including ADCOOP - its flagship retail arm - and SPAR, a premium European supermarket chain that has been in Abu Dhabi for over a decade. The leading retail chain "ADCOOP" was founded in 1977 which united seven trusted retail brands - Abu Dhabi Coop, Al Ain Coop, Al Dhafra Coop, Delma Coop, COOPS, Earth, and Mega Mart - under one cohesive identity based on a resolution issued by the Abu Dhabi Department of Economic Development. MAIR's commercial real estate portfolio, Makani, positions as one of the top property operators in the UAE, supported by a 89% occupancy rate across c. 475,000 square meters of premium space across 70+ malls and community hubs and many other commercial assets including Al Ain Mall. The Group also offers shared support services, providing accounting, human resources, procurement, legal, and compliance functions to affiliates. Operating with a vertical integration model, MAIR Group supports growth in the local economy, ensuring the continuity of its commitment to the local community, while remaining focused on the national food security agenda of the United Arab Emirates.

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