

**Burjeel Holdings**  
Initial Public Offering  
Frequently Asked Questions (FAQs)

**24 September 2022**

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<b>Event</b>	<b>Date</b>
Offering commencement date	<b>30 September 2022</b>
Closing Date of the First Tranche (Retail Investors)	<b>4 October 2022</b>
Closing Date of the Second Tranche (Professional Investors)	<b>4 October 2022</b>
Announcement of Final Offer Price	<b>5 October 2022</b>
Allocation of First Tranche	<b>no later than 6 October 2022</b>
SMS Confirmation to all successful subscribers, commencement of refunds of investment surplus to the Subscribers and commencement of dispatch of registered mail relating to allotment of shares	<b>8 October 2022</b>
Expected date of Listing the Shares on the ADX	<b>10 October 2022</b>

## **Burjeel Holdings - Initial Public Offering**

### **Frequently Asked Questions**

#### **1. Company Overview**

##### **1.1. What is Burjeel Holdings?**

Burjeel Holdings is one of the leading regional private healthcare service providers in the UAE and Oman, operating as an integrated network across primary, secondary, tertiary and quaternary medical care services. It provides a comprehensive healthcare ecosystem to patients across the full socio-economic spectrum through its four key market leading brands, Burjeel, Medeor, LLH and Lifecare.

The Group consists of a fully-funded network of 16 hospitals, 23 medical centres (including polyclinics and specialty medical centres with dental, cosmetic, homecare services, a specialised orthopaedics centre and IVF centres) and 15 pharmacies, as well as seven entities conducting allied services such as central procurement (e.g., GPO), revenue cycle management, centralised diagnostics, central warehousing and patient valet parking services. Leveraging its clinical expertise and strengths in research and development, the Group will also provide medical education and research through its College of Medicine at Burjeel Medical City (BMC) , beginning in 2023.

##### **1.2. In terms of market share and patient volume, how does Burjeel Holdings compare to its industry peers?**

The Group has a private market leading position in the UAE in terms of in-patient volumes, with a total bed capacity of 1,660 beds as at 30 June 2022 and 4.8 million out-patients and 104,965 in-patients treated across its network in 2021. This represents a UAE private market

in-patient market share in 2021 of approximately 17 per cent. and an out-patient market share of approximately 12 per cent<sup>1</sup>, with comprehensive service offerings for oncology, women and child, orthopaedics and spine, cardiac science and bariatrics. BMC is also the only European Society for Medical Oncology-accredited cancer centre in the UAE and the largest private hospital in the UAE. The quality of the Group's portfolio of medical facilities is evidenced by its operating 12 hospitals with JCI accreditations, three hospitals with ISOC 9001:2015 certifications and eight labs with ISO 15189:2012 certifications.

The Group operates its healthcare facilities under the Burjeel, Medeor, LLH, Lifecare and Tajmeel brands, each of which is positioned to serve a different target market demographic.

### **1.3. What are Burjeel Holding's core geographic markets?**

Burjeel's integrated healthcare network serves patients in Abu Dhabi, Al Ain, Dubai & the Northern Emirates in the UAE, as well as Oman.

Having said that, the Group's operations are principally located in the UAE, primarily in the Emirates of Abu Dhabi and Dubai, which accounted for 84 per cent. and 10 per cent., respectively, of the Group's revenue for the year ended 31 December 2021.

### **1.4. What are Burjeel Holdings' core business segments?**

Burjeel Holdings operates its healthcare portfolio across four distinct, yet complementary, segments: Hospitals, Medical Centres, Pharmacies and Others, which allow it to provide highly integrated primary, secondary, tertiary and quaternary healthcare services across diverse socio-economic and geographic markets. Leveraging its clinical expertise and strengths in research and development, the Group will also provide medical education and research through its College of Medicine at BMC, beginning in 2023.

### **1.5. What are Burjeel Holdings' operating brands and how do they differ from each other?**

Burjeel Holdings provides a comprehensive healthcare ecosystem to patients across the full socio-economic spectrum through its five brands, Burjeel, Medeor, LLH, Lifecare and Tajmeel.

### **1.6. How important are insurance company relationships to the Burjeel Holdings business?**

Revenues from insurance providers comprised 73.2 per cent., 70.8 per cent. and 72.2 per cent, of the Group's revenue for the years ended 31 December 2019, 2020 and 2021, respectively. The health insurance sector in the UAE is dominated by a small number of insurance companies, of which National Health Insurance Company – Daman P.J.S.C. ("Daman") generated 31.1 per cent. and Daman, as the manager of the Thiqa insurance plan, generated 23.6 per cent. of the Group's revenue, respectively, for the year ended 31

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<sup>1</sup> According to JLL Report

December 2021. The Group's hospitals and medical centres are affiliated with all major national as well as many international insurance companies.

### **1.7. What is the difference between Burjeel Holdings and VPS Healthcare?**

Burjeel Holdings became the new holding company for the group with effect from March 2022. Burjeel Holdings will build on the legacy of providing an unparalleled continuum of compassionate care across its network of hospitals, medical centers, and allied services. Burjeel Holdings' assets cater to all socio-economic segments across a range of brands, including Burjeel, Medeor, LLH, Lifecare, and Tajmeel.

### **1.8. What has been the impact of the Covid-19 pandemic on Burjeel Holdings?**

Following the outbreak of COVID-19, the governments of Dubai and Abu Dhabi implemented a range of precautionary containment measures in response to the outbreak, including travel restrictions or mandatory quarantine measures on international travellers and on residents within cities, regions or provinces of certain countries; and the temporary suspension of all flights (international and domestic) and inter-urban bus, taxi, and train service. These measures required the Group to modify the way in which it operated its business to comply with new government regulations, and although the Group's revenues increased year-on-year during the pandemic, revenue attributable to elective medical procedures, which had to be postponed, declined.

## **2. IPO & Transaction**

### **2.1. Should I subscribe to this IPO? Why invest in Burjeel Holdings' IPO?**

You will need to discuss this with your investment / financial advisor.

Having said that, Burjeel Holdings believes it has several competitive strengths that make it a compelling investment story, which are described in greater detail in the prospectus document, available on Burjeel Holdings' IPO website ([www.burjeelholdings.com/ipo](http://www.burjeelholdings.com/ipo)).

#### Key Strengths

- Unique vision and strategy focused on quality and clinical excellence
- Large, attractive and resilient growth markets
- Leading healthcare services platform in the UAE with unmatched patient offering and diversification
- Highly scalable platform focused on operational excellence and sustainability
- Primed to deliver strong / predictable growth, recurring revenue and profitability

For further information and before making any investment decision, please read the Prospectus found on the IPO microsite including the “Investment Risks” section.

## **2.2. How has Burjeel Holdings performed financially over the past few years?**

The Group has a track record of strong financial performance and consistent growth that has been driven by its ramp-up of assets launched in recent years and supported by its focus on treating a higher-end patient mix and cost optimisation.

For the years ended 31 December 2019, 2020 and 2021, the Group’s revenue was AED 2,420.5 million, AED 2,605.2 million and AED 3,351.0 million, respectively, representing a CAGR of 17.7 per cent. The growth in the Group’s revenue was organic and largely driven by the ramp-up of Burjeel Medical City (BMC), Burjeel Hospital, Abu Dhabi and Medeor 24x7 Hospital, Abu Dhabi and supported by the focus on a higher-end patient mix, such as Thiqqa patients at Burjeel facilities and middle-income patients at Medeor facilities.

For the years ended 31 December 2019, 2020 and 2021, the Group’s EBITDA was AED 417.9 million, AED 470.2 million and AED 779.1 million, respectively, representing a CAGR of 36.5 per cent.

For the six months ended 30 June 2022, the Group had revenue of AED 1,898.4 million, EBITDA of AED 414.2 million, and net profit of AED 152.9 million.

## **2.3. What is Burjeel Holdings’s growth strategy?**

Burjeel Holdings’ growth strategy is focused on a number of key areas as outlined below. These are described in greater detail in the prospectus document, available on Burjeel Holdings’ IPO website ([www.burjeelholdings.com/ipo](http://www.burjeelholdings.com/ipo)).

- **Ramping up of growth assets**

The Group intends to increase patient volumes in its medium-growth and high-growth assets, and its existing mature assets by increasing in-patient capacity utilisation, introducing new services, and enhancing infrastructure which, together with increased out-patient capacity utilisation, offers a significant upside.

- **Increasing patient yield**

In addition to expanding the range of services provided at its medical facilities, the Group also intends to optimise the utilisation and revenue-generating capabilities of its existing services and facilities, by increasing in-patient capacity focused on complex cases thereby maximising patient yield. The Group will also continue to develop and enhance its complementary long-term care and rehabilitation services that are provided through Burjeel Darak and its central diagnostics and radiology services through Co-Lab.

- **Operational excellence**

Since its inception, the Group has invested in its systems and controls, centralisation of services and upgrades of the digital capabilities to ensure that they drive best practice across its operations and support the continued delivery of high-quality services. Additionally, the Group is developing initiatives to further enhance efficiencies through projects such as centralised radiology and ICU command centres, as well as integration of key services, creation of a sub-specialty pool and standardisation of protocols.

- **Geographic expansion**

In addition to continued organic growth, the priority for the Group is to take a disciplined approach for future endeavours and deployment of capital expenditure over the next five years. The Group's international expansion strategy will be based on either serving primary and tertiary care needs or providing ancillary support functions by entering into joint ventures, partnerships and similar arrangements with strong, local partners.

In support of this strategy, on 23 August 2022, the Group signed a non-binding memorandum of understanding with the KSA's Ministry of Investment ("MISA") to partner and collaborate with KSA institutes and healthcare organisations and invest up to U.S.\$1 billion by 2030 as part of the KSA's 'Vision 2030' to establish and expand various healthcare offerings across the KSA.

#### **2.4. What is the market outlook for the near-term?**

The UAE and Oman healthcare markets, the two markets in which Burjeel Holdings currently has operations, both benefit from strong fundamentals and growth drivers which support the Group's expansion. In recent years, the UAE and Oman increased their healthcare expenditure from U.S.\$12.4 billion and U.S.\$2.9 billion, respectively, in 2016 to U.S.\$18.0 billion and U.S.\$3.5 billion, respectively, in 2021 and are expected to further expand healthcare investments to U.S.\$34.0 billion and U.S.\$5.3 billion, respectively, by 2031.<sup>2</sup>

#### **2.5. What is the valuation of the Company?**

The Group cannot comment on valuation. Please speak with your investment / financial advisor. For more information, please refer to the prospectus on Burjeel Holdings' IPO webpage at [www.burjeelholdings.com/ipo](http://www.burjeelholdings.com/ipo).

#### **2.6. What is the rationale for this share offering?**

The Group has identified areas of business growth opportunity, as detailed in the prospectus, and, in order to deliver on those opportunities, the raising of additional capital would be of benefit.

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<sup>2</sup> Source: JLL



An Initial Public Offering will both deliver that capital to the business and provide a platform to further promote and publicize the group and its brands.

**2.7. Who are the existing shareholders of Burjeel Holdings? Who is the owner of Burjeel Holdings?**

**Company's current share capital structure before the commencement of the Offering**

As at the date of Prospectus:

<b>Shareholder</b>	<b>Percentage</b>
VPS HEALTHCARE HOLDINGS PVT LTD	79.8%
Quant Lase Lab L.L.C	15.0%
SYA HOLDINGS PVT. LTD	5.2%

**2.8. What percentage of Burjeel Holdings is intended to be floated?**

A total of 550,729,221 shares, all of which are ordinary shares and which constitute of 11% of the Company's issued share capital (this percentage has been calculated based on the total number of Shares in the capital as at the date of the Listing date).

**2.9. When will Burjeel Holdings list on ADX?**

The company is expected to list on, or around, 10 October 2022.

**2.10. When is the subscription period?**

Subscriptions will open on 30 September 2022, with First and Second Tranche investor subscriptions closing on 4 October 2022. The final offer price announcement is expected to be made on 5 October 2022.

**2.11. What will the dividend policy be?**

The Company's ability to pay dividends is dependent on a number of factors and there is no assurance the company will be able to pay dividends or, if a dividend is paid, what the amount of such dividend will be.

Subject to the paragraph above, the Company intends to pay cash dividends from 2023 onwards, on the expected basis of a pay-out ratio of 40 to 70 per cent. of net income, dependent on required investment for additional growth plans. In the absence of any attractive investment opportunities that meet the Group's investment criteria and return thresholds, the Group will distribute dividends at the upper end of the pay-out ratio range or potentially higher. The first interim dividend is expected to be paid in the second half of 2023 on the basis of net income for the first half of 2023. Any dividends are expected to be paid in cash. Please see the Prospectus for further detail.

**2.12. Are new shares being issued by the Company or is the existing majority shareholder selling shares?**

Under the share offering, Burjeel will issue new shares and the existing majority shareholder will sell shares.

550,729,221 ordinary shares are being offered in the Offering, which represent 11 per cent. of the share capital of the Company. The Offering comprises an offering of 200,397,665 New Shares to be issued by the Company and up to 350,331,555 Sale Shares to be sold by the Selling Shareholder.

**2.13. Would Burjeel Holdings majority shareholder consider selling more shares at a later stage?**

Burjeel Holdings' and its majority shareholder's focus, at this stage, is on completing this initial public offering. The Shares held by the Selling Shareholder following completion of the Offering shall be subject to a lock-up which starts on the date of Listing of the Shares and ends 180 days thereafter.

**2.14. How will Burjeel Holdings use the proceeds of the IPO?**

The Company intends to use the net proceeds from the issue of the New Shares for general corporate purposes.

In addition, the Company intends to use a portion of the proceeds from the sale of the New Shares and approximately AED 247.0 million of the proceeds from the sale of the Sale Shares (which amount will be remitted by the Lead Receiving Bank to the Company on the Listing Date in settlement of the Selling Shareholder Payable) to pay certain of the Group's outstanding indebtedness.

Any remaining net proceeds from the sale of the Sale Shares by the Selling Shareholder after the settlement of the Selling Shareholder Payable will be for the sole benefit of the Selling Shareholder. The Offering will provide the Selling Shareholder with an opportunity for a partial realisation of its shareholding in the Company.

### **2.15. Which exchange is Burjeel Holdings listing on? Why have you chosen to list on ADX?**

Burjeel Holdings is listing its shares on the Abu Dhabi Securities Exchange (“ADX”).

Burjeel Holdings was proudly founded in Abu Dhabi and remains headquartered in Abu Dhabi.

With this connection and scale of business in the Emirate, coupled with the opportunity and access to investors that ADX offers, the business sees ADX as a suitable exchange to list on.

## **3. How to invest in the IPO**

### **3.1. When will I be able to buy shares in Burjeel Holdings?**

The offer period for the IPO will commence on 30 September 2022 and will close for individual investors and for qualified institutional subscribers on 4 October 2022. Final pricing will be announced on 5 October 2022 and investors will then be informed of allocations. The Company is expected to complete its ADX listing on or around 10 October 2022.

### **3.2. Who will be able to buy shares in Burjeel Holdings?**

The offering comprises up to 550,729,221 shares split into two tranches.

The First Tranche of the offering, comprising 10% of the offer, will be open to individual subscribers and other investors who do not qualify as Professional Investors. A NIN with ADX and bank account number in the UAE is required for applying for shares.

The Second Tranche of the offering, comprising 90% of the offer, will be open to Professional Investors. A NIN with ADX is required however a bank account in the UAE is not required.

### **3.3. What is an investor number (NIN) with ADX?**

A NIN is an investor identification number that is used by ADX through which all transaction on the exchange can be initiated including clearing, settlement and trading transaction. All subscribers to the IPO required a NIN to apply for shares.

#### **How do I create an investor number (NIN) to subscribe to the IPO?**

Investors can apply for the issuance of an investor number on Abu Dhabi Securities Exchange through one of the following service channels:

- [SAHMI digital platform](#) (for Emirates ID card holders with UAE Pass)
- Accredited Brokerage Firms
- Customer service offices at [all branches](#) of the Abu Dhabi Securities Exchange.

The following documents are required to issue a NIN:

Individuals:

- Original Emirates ID card. (For UAE citizens and residents holding Emirates identity)

- Passport and ID card from the country of residence for foreigners not residing in the Emirates and an International Bank Account Number (IBAN) letter, providing that the bank account is solely in the name of the applicant and not a joint bank account

Companies:

- A valid trade license copy (original for review )
- Company incorporation contract
- Company's Board of Director members list for the last certified/audited period
- A Letter with the list of all authorized signatories
- International Bank Account Number (IBAN) letter

Investment Portfolios:

- Letter of Approval issued by the Central Bank of the United Arab Emirates to start portfolio activity
- A copy of the commercial license of the issuer of the portfolio (original for review )
- List of names and signatures of authorised people from the portfolio, with clarification of powers
- Portfolio Prospectus
- International Bank Account Number (IBAN) letter

Free Zones:

- A copy of the free zone license (original for review)
- A list of the company's board members for the last certified period
- A letter with the list of authorised signatories
- International Bank Account Number (IBAN) letter

For more information please visit [www.adx.ae](http://www.adx.ae)

**3.4. What is the definition of a Professional Investor in relation to the Second Tranche?**

Please refer to "Definitions and Abbreviations" in the Prospectus.

**3.5. How does the subscription process work?**

Please visit the dedicated section on the Burjeel Holdings IPO webpage 'How to Subscribe' for information on how to apply for shares through the Receiving Bank or ADX ePortal.

**3.6. Can I apply for shares in more than one Tranche?**

Subscribers may only apply in one Tranche. In the event a person applies in more than one Tranche, then the Receiving Bank and the Lead Manager may disregard one or both of such applications.

**3.7. Can I place multiple applications under the same Tranche?**

Each Subscriber in the First Tranche may submit one subscription application only (i) in the case of a subscription application by a natural person, in his or her personal name (unless he or she is acting as a representative for another Subscriber, in which case the subscription

application will be submitted in the name of such Subscriber); or (ii) in the case of a subscription application by a corporate entity, in its corporate name.

In case a Subscriber submits more than one application in his or her personal name or its corporate name, the Receiving Bank and the Lead Manager reserve the right to disqualify all or some of the subscription applications submitted by such Subscriber and not to allocate any Offer Shares to such Subscriber.

### **3.8. What are the documents required to apply for shares?**

Subscribers shall submit the following documents along with their subscription application forms:

For individuals who are UAE or GCC nationals or nationals of any other country:

- The original and a copy of a valid passport or Emirates identity card; and
- In case the signatory is different from the Subscriber:
  - i. the duly notarized power of attorney held by that signatory or a certified copy by UAE-regulated persons/bodies, such as a notary public, or as otherwise duly regulated in the country;
  - ii. the original passport/Emirates ID of the signatory for verification of signature and a copy of the original passport/Emirates ID; and
  - iii. a copy of the passport/Emirates ID of the Subscriber for verification of signature; or
  - iv. In case the signatory is a guardian of a minor, the following will be submitted:
    - v. Original and copy of the guardian's passport/Emirates ID for verification of signature;
    - vi. Original and copy of the minor's passport; and
    - vii. If the guardian is appointed by the court, original and copy of the guardianship deed attested by the court and other competent authorities (e.g. notary public).

For corporate bodies including banks, financial institutions, investment funds and other companies and establishments:

- UAE registered corporate bodies:
  - i. The original and a copy of a trade license or commercial registration for verification or a certified copy by one of the following UAE-regulated persons/bodies; a notary public or as otherwise duly regulated in the country;
  - ii. The original and a copy of the document that authorizes the signatory to sign

on behalf of the subscriber and to represent the subscriber, to submit the application, and to accept the terms and conditions stipulated in the Prospectus and in the subscription form; and

- iii. The original and a copy of the passport/Emirates ID of the signatory.
- Foreign corporate bodies: the documents will differ according to the nature of the corporate body and its domicile. Accordingly, please consult with the Lead Manager to obtain the list of required documents.

### **3.9. What is the qualified investor versus retail allocation breakdown?**

The qualified investor tranche forms 90 per cent. of the full offering, with the remaining 10 per cent. allotted to retail investors. Burjeel may amend the size of the retail tranche at any time prior to the end of the subscription period, subject to the approval of the Securities and Commodities Authority (“SCA”) of the UAE.

Any increase in the size of the retail tranche will result in a corresponding reduction in the size of the qualified investor tranche, subject to the size of the qualified investor tranche not falling below 60 per cent. of the Offer Shares and the size of the retail tranche not exceeding 40 per cent. of the Offer Shares.

### **3.10. What is the price per share?**

The price range will be announced on 30 September 2022.

The final offer price and the final offering size will be announced on 5 October 2022 after the closing of the subscription for the Second Tranche on 4 October 2022.

### **3.11. Is there a minimum and maximum application size?**

First Tranche

The minimum application size for subscribers in the First Tranche is AED 5,000 (five thousand UAE dirhams) with any additional application in increments of AED 1,000 (one thousand UAE dirhams).

There is no maximum application size for subscribers in this Tranche.

Second Tranche

The minimum application size for the subscribers in the Second Tranche (Professional Investors) is AED 1,000,000 (one million UAE dirhams).

There is no maximum application size for subscribers in the Second Tranche (Professional Investors).

### **3.12. Which banks can I subscribe for shares through?**

For eligible First Tranche investors, First Abu Dhabi Bank PJSC has been appointed as the Lead Receiving Bank.

For eligible Second Tranche investors, orders have to be submitted through the Lead Manager, Dubai Islamic Bank PJSC.

- Eligible Investors can place orders with the Lead Manager using the subscription form or the link sent by the Lead Manager.
- The Lead Manager will collect the Order Forms accompanying documents, Eligible Investor's NIN, and funds from Eligible Investors and share the orders details to the Lead Receiving Bank during the subscription period.
- Allocation will be decided by the Company in accordance with the Allocation Policy set out in this Prospectus and communicated to the Lead Receiving Bank.
- The Lead Manager, will collect the funds, as required, from each Eligible Investor who has placed an order during the Subscription Period.
- Once the allocation of shares has been finalised and communicated to the Lead Manager for the subscription orders received by them, the Lead Manager will transfer the allocated capital funds to the Lead Receiving Bank as a single payment.

### **3.13. Can I apply through the ADX e-portal?**

For applying through ADX ePortal Subscriptions:

Please access -

For Arabic – <https://www.adx.ae/Arabic/Pages/ProductsandServices/ipo.aspx>

For English - <https://www.adx.ae/English/Pages/ProductsandServices/ipo.aspx>

Refer to the "ADX IPO ePortal Subscription Instructions" page and follow the instructions. Click on the IPO Subscription Link provided to subscribe for the First Tranche.

Please call ADX on 800-ADX(239) for any queries on the above.

### **3.14. When is the deadline for payment?**

Subscription amounts paid by way of cheque must be submitted by 12pm (mid-day) on 1 October 2022.

Subscription applications received through Internet Banking, Mobile Banking and Website/ UAEPGS must be made before 12pm (mid-day) on 3 October 2022.

### **3.15. When is the latest that I can subscribe?**

Subscription for retail investors will close on 4 October 2022, but please note that:

- Subscription amounts paid by way of cheque must be submitted by 12pm (mid-day) on 1 October 2022.
- Subscription applications received through Internet Banking, Mobile Banking and Website/ UAEPGS must be made before 12pm (mid-day) on 3 October 2022.

### **3.16. What is the book building process?**

Book building is a mechanism, pursuant to which the price is set prior to the offering. The book building process comprises the following steps:

1. The issuing company hires one or more investment banks to act as underwriters who are tasked with assisting the issuing company determining the price range at which the security can be sold for and drafting a prospectus to send out to the investors.
2. The appointed investment banks invite certain qualified investors, normally, but not restricted to, large-scale sophisticated buyers and fund managers, to submit bids on the number of shares that they are interested in buying and the prices that they would be willing to pay for such shares and recording the qualified investors' opinions in the register specifically for recording the subscription orders for the shares offered.
3. The book is "built" by listing and evaluating the aggregated demand for the issue from the submitted bids. The underwriters analyse the information and, based on that analysis, determine with the issuing company and its selling shareholders the final price for the shares, which is termed the final offer price.
4. Shares for submitted bids pertaining to the Second Tranche, are then allocated among the accepted bidders, at the discretion of the issuing company and its selling shareholders.

### **3.17. When will I know how many shares are allotted to me?**

By 8 October 2022 an SMS notification will be sent regarding final allocation.

### **3.18. If I do not receive full allocation, what is the process of refund?**

Commencement of refunds related to the investment surplus to the Investors as well as commencement of dispatch of registered mail relating to allotment of shares will be communicated on 8 October 2022.

### **3.19. How long will it take to process my refund?**

By no later than 8 October 2022 (being within five (5) working days of the Closing Date of the Second Tranche), the Offer Shares shall be allocated to Subscribers and, within five (5) working days of such allocation, the surplus subscription amounts, and any profit resulting thereon, shall be refunded to Subscribers in the First Tranche who did not receive Offer



Shares, and the subscription amounts and any accrued profit resulting thereon shall be refunded to the Subscribers in the First Tranche whose applications have been rejected for any of the above reasons.

**3.20. Can I get the IPO subscription financed or leveraged?**

Please contact your relationship manager at the Receiving Bank for further details.

**3.21. When will I be able to sell my shares?**

Trading is expected to begin on or around 10 October 2022, subject to regulatory approvals. From this date, shares in the Company will be available to buy and sell.

#### 4. Environmental, Social, and Corporate Governance (ESG)

##### 4.1. Who are the key individuals within the Burjeel Holdings management team?

Name	Position
Mr. John Sunil	Chief Executive Officer
Mr. Safeer Ahamed	Chief Operating Officer
Mr. Hari Mohan Haritas	Chief Financial Officer
Mr. Muhammed Shihabuddin Badakambath Abdul Rahiman	Deputy Chief Financial Officer
Mr. Chetan Dev Sehgal	Director – Strategy and Investments
Dr. Nabil Mahmoud Mohammed Al Debuni	Chief Medical Officer
Mr. Pradeep Shivram Shilige	Chief Technical Officer
Mr. Omran Mohammedsaleh AlKhoori	President – Business Development
Dr. Mangalore Sanjai Kumar	Group Head HR
Mr. Mustasan Jaleel Basharat Mir	General Counsel

For more detail on the management team, please see the Prospectus.

##### 4.2. Who are the members of the Burjeel Holdings Board of Directors?

Name	Year of Birth	Position	Year Appointed
Dr. Shamsheer Vayalil Parambath	1977	Indian	Chairman
H.E. Ahmed Jasim Yousif Naser Alzaabi	1980	Emirati	Vice Chairman Non-Executive (Independent)
Mr. Omran Mohamedsaleh AlKhoori	1981	Emirati	Executive Director
Dr. Ghuwaya Mohammed Khuwaidem Abdulla Al-Neyadi	1974	Emirati	Non-Executive Director (Independent)
H.E. Dr Thani bin Ahmed Al Zeyoudi	1982	Emirati	Non-Executive Director (Independent)
Dr. Mohan Chellappa	1948	Indian	Non-Executive Director (Independent)
Mr. Mohd Loay T. A Abdelfattah	1978	Jordanian	Non-Executive Director (Independent)

For more detail on the Board of Directors, please see the Prospectus.

### **4.3. Can you outline Burjeel Holdings's ESG commitments?**

Burjeel Holdings is committed to improving its ESG performance, implementing initiatives and making investments that elevate the performance of its businesses, while reducing environmental impacts, adding value to its communities and employees, and ensuring strong governance across the business.

#### **Environment**

Burjeel Holdings continues to focus on minimising the environmental impact of its operations, with dedicated site programs related to greenhouse gas reduction, waste management and reducing other impacts. The group seeks to comply with all applicable legal and regulatory environmental standards to best serve patients, visitors, employees and the environment, following best practice in the management of energy usage and consumption, and the disposal of waste.

The group aims to achieve:

- Carbon neutrality by 2030
- Sustainable use and re-use of water by 2030
- Zero waste to landfill by 2030

Recently completed environmental projects include:

- Fully automated HVAC operation: Complete HVAC operations from chiller plant to the field units are operated through the logical program in the BMS system. This ensures staging of Chillers, pumps, AHUs, FAHUs, FCUs etc. to minimum required load based on actual demand.
- Centralized solar water heating system: Centralized solar water heater system includes solar collector panels at the roof level of all the towers.

#### **Social**

Burjeel Holdings is committed to supporting, protecting, serving and engaging with key stakeholders including employees, physicians, patients and the communities served. The group proudly provides meaningful contributions in many ways, making a positive and lasting impact.

Some of Burjeel Holdings' recent social initiatives include:

- Over 10,000 free mammograms for breast cancer awareness and screening through a dedicated mobile mammography unit since 2010.
- The offering of 50 free-of-charge paediatric stem cell transplants to Ukrainian children with cancer.
- Donations to the Indian Prime Minister's National Relief Fund for Jammu & Kashmir Flood Victims.

#### **Governance**

Burjeel Holdings is committed to the highest levels of governance and in 2022 appointed a Board of Directors with significant international industry and governance experience to help

guide the company through its next phase of expansion. This Board of Directors is supported by an Audit Committee and Nomination and Remuneration Committee.

Across all its brands and businesses, Burjeel Holdings has implemented effective and transparent governance frameworks, in line with best in class standards and regulatory requirements.

## **5. Glossary**

For a detailed glossary of terms, refer to “Definitions and Abbreviations” in the Prospectus.