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Investor Presentation

A Leading Super-Specialty Healthcare Provider in the GCC



November 2026

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01



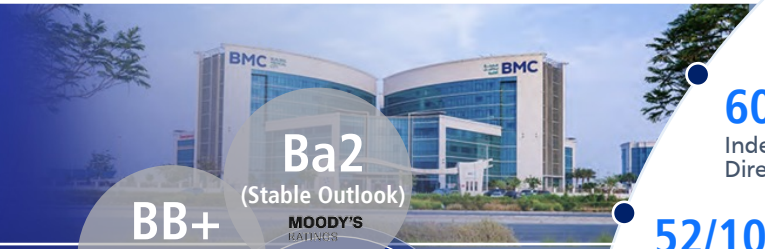
At a Glance

Leading Super-Specialty Healthcare Provider in the Gulf

Leading Super-Specialty Healthcare Provider in MENA

Our Vision

To be the Gulf's most trusted healthcare provider, delivering world-class, compassionate care through advanced technology and skilled professionals.



Ba2 (Stable Outlook) MOODY'S RATINGS

BB+ (Stable Outlook) S&P Global

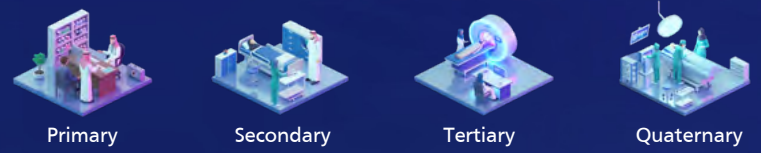
BURJEEL HOLDINGS
ADX-Listed Since 2022

Multi-Brand Portfolio

- Premium: burjeel
- Family: Medeor Hospital
- Community: LLH Hospital
- Industrial: Life Care Hospital
- Aesthetics: Tajmeel
- O&M: Operonix

Network Scale

96
Healthcare assets incl.19 hospitals[1]



87% Patient Satisfaction Score

95% Employee Satisfaction Score

60% Independent Directors

52/100 S&P Global CSA (ESG) Score
Top 10% of Global Peers

Sustainability Excellence

Healthcare Accreditations

100% Hospitals Accredited by Internationally Recognized Standards

13 JCI Accredited Hospitals

2 NABH Accredited Hospitals

CARF Accredited Homecare

CAP Accredited Laboratory

ESMO Accredited Hospital

NOVALIS Certified Hospital

5.8m Patient Footfall[2]

1,840 Physicians

1,754 Bed Capacity

Expanding Market Presence[1]

Robust Performance[2]

AED 412m Net Profit ↗ +42% YoY

AED 4.3bn Revenue ↗ +6% YoY

AED 892m EBITDA ↗ +21% YoY

Super-Specialty Depth

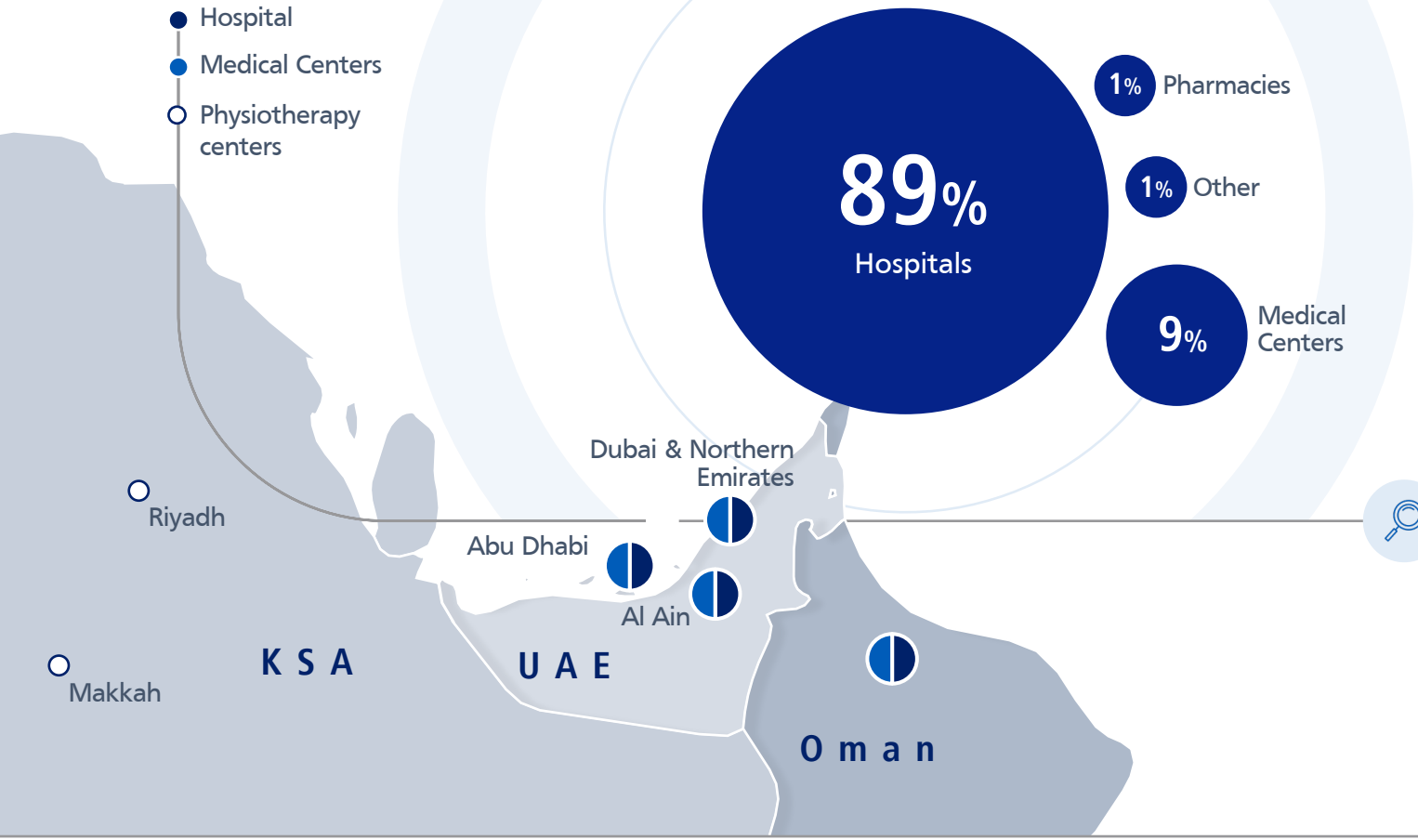
30%
Revenue from Super-Specialty Care

- Oncology
- Organ Transplants
- Orthopedics & Spine
- Advanced Women Care
- Pediatrics
- Neuroscience

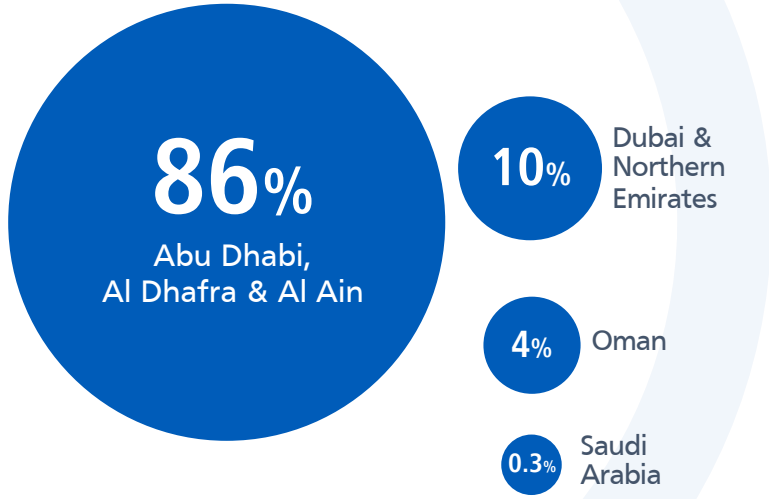
Notes: (1) Network and capacity data as of 30 September 2026. (2) Financial and patient activity data for 9M 2026. EBITDA and net profit exclude one-off items; see slide 45 for definitions.

High Quality, Large-scale Portfolio of Assets Across Geographies

Segmental revenue contribution



Geographic revenue contribution

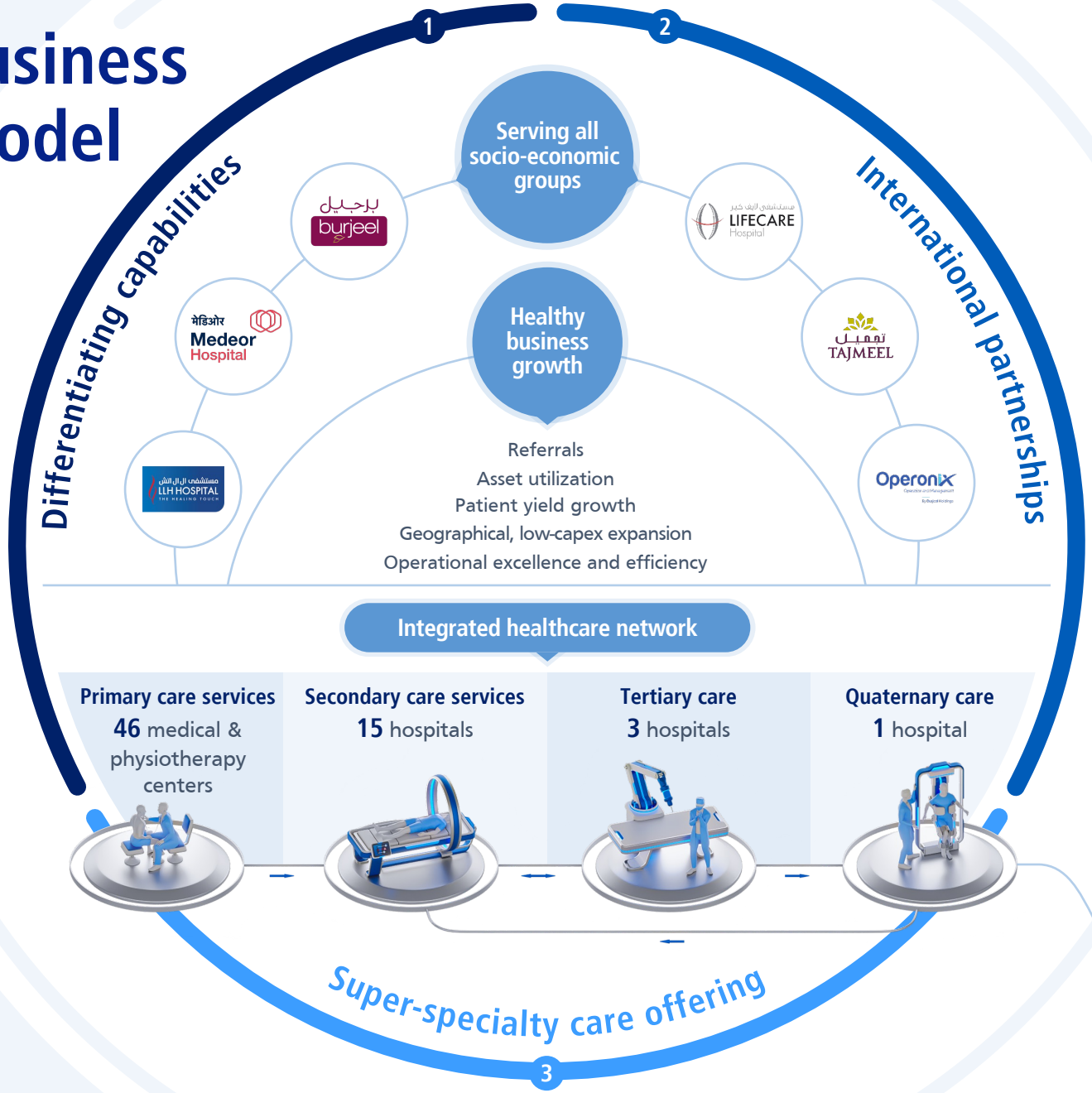


Number of facilities

43	Abu Dhabi & Al Dhafra Region
6	Oman
8	Dubai & Northern Emirates
5	Al Ain
3	KSA[1]
17	Retail Pharmacies (UAE)
14	Other assets

Note: Revenue contribution based on 9M'26, including 0.03% from India, representing revenue generated by Dynamed India from services provided to customers outside the Group. Number of facilities as at 30 September 2026.
(1) In H1'26, the Group and its joint venture partner agreed to wind down the PhysioTherabia JV, comprising 28 centers. The Group's wholly owned, standalone physiotherapy centers — Makkah's Specialist Physiotherapy Center and PhysioTrio Physiotherapy Center in Riyadh — remain unaffected. Figures also include Vitality Home Health Services in Saudi Arabia, classified as a medical center.

Business Model



Note: Number of facilities as at 30 September 2026

1 Differentiating capabilities

- Level I & II Trauma Center
- Level III Tertiary NICU
- Physio & Rehab Care
- Intraoperative MRI
- Da Vinci Xi robotic system
- Echmo-Pediatric and Adult
- Pediatric Intensive Care Unit
- Pediatric Surgery
- Centralised Lab
- Nuclear Medicine
- Department of Thalassemia
- Advanced Center for Research
- Digital Health & Oracle Health EMR
- Ambulatory Services
- ESMO & Novalis Accreditations

2 International partnerships

- Advanced Gynecology Institute to Offer Complex Care Solutions for Women
- Center of Excellence for Endometriosis (Renowned French IFEM Endo)
- Renowned Limb Lengthening Expert Dr. Dror Paley Opens First Clinic in Middle East
- Advanced Molecular Geneticsand Immune Profile Testing Laboratory
- The Middle East's 1st Osseointegration Clinic for bone-anchored prosthetic services

3 Super-specialty care offering

- Bone Marrow Transplant
- Oncology
- Organ Transplant
- Orthopaedics and Spine
- Advanced Women's Care
- Fetal Medicine
- Paediatrics
- Neuroscience

Centralized back-up functions

- Procurement
- Warehouse
- Diagnostics & Radiology
- Claims Management
- OR function
- Shared Employee Pool

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End-to-End Complex Care Platform

Oncology



- Immunotherapy
- Precision Diagnostics
- Medical & Radiation Oncology
- Bone Marrow Transplants
- Palliative Care
- Nuclear Medicine
- Surgical Oncology

Multi-Organ Transplant



- Kidney & Liver Transplants
- ABO-Incompatible Cases
- Robotic Transplant Surgery
- Living & Deceased Donation
- Pediatric Transplants
- Transplant Immunology

Orthopedics & Trauma



- Limb Reconstruction & Deformity Correction
- Advanced Bone-Anchored Prosthetics
- DoH-Accredited Center of Excellence
- Sports Medicine Center
- Robotic Surgery Center
- Advanced Rehabilitation

Women & Children's Care



- Minimally Invasive & Robotic Gynecology
- Level III NICU & PICU
- 15+ Pediatric Sub-Specialties
- UAE's Largest AI-Enabled Fertility Center
- Center of Excellence for Endometriosis Care
- Advanced Fetal Therapy for High-Risk Pregnancies

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02



Strategic Priorities

Leading Super-Specialty Healthcare Provider in the Gulf

Ramp-up of Growth Assets

- **Maximize utilization** of the young asset base to drive volume
- **Position Burjeel Medical City** as the flagship complex-care hub
- **Grow cross-network referrals** through community clinics
- **Accelerate medical tourism** growth from key emerging markets

Operational Excellence

- **Strengthen multi-disciplinary care** and centralized operations
- **Advance medical innovation,** education, and research
- **Integrate Oracle Cerner** for real-time, data-driven care
- **Accelerate advanced technology** and AI adoption



Solidify Leadership in High-Complexity Care in the GCC

Drive Expansion in KSA with Disruptive Healthcare Innovations

Increasing Patient Yield

- **Strengthen specialty depth** across key super-specialties
- **Repurpose bed capacity** for high-complexity cases
- **Optimize network capacity** across brands
- **Enhance digital engagement** with a multi-faceted approach

Geographic Expansion

- **Expand the hub-and-spoke** network across the UAE
- **Establish our primary & day-surgery** platform in KSA
- **Scale the GCC radiation** oncology platform
- **Leverage a strong O&M** pipeline across GCC & Africa

Strategic Growth Pillars

Ramp-up of Growth Assets



- Group Revenue (AED)

'25	Mid-Term Target
5.5bn	Low-Double Digit CAGR

- Bed Capacity Utilization

'25	Mid-Term Target
67%	80-85%

- BMC-Revenue (AED)

'25	Mid-Term Target
1.3bn	1.7bn

Increasing Patient Yield



- Patient Yield (AED)

'25	Mid-Term Target
752	Single Digit CAGR

- Revenue from Complex Care

'25	Mid-Term Target
30%	40%

- High-End Patient Mix

'25	Mid-Term Target
33%	>40%

Operational Excellence



- Group EBITDA Margin

'25	Mid-Term Target
20%	Low-20s

- Patient Satisfaction

'25	Mid-Term Target
87%	85-90%

- Oracle Cerner Integration

'25	Mid-Term Target
20%	100%

Geographic Expansion



- New Healthcare Assets

Mid-Term Target
+18

- Revenue from Expansion Projects (AED per annum)

Mid-Term Target
+1.5bn

- O&M to Group Net Profit

'25	Mid-Term Target
15%	>10%

Note: Top-line and bottom-line guidance reflect the impact of regulatory changes under the Unified Procurement Program (UPP), which altered medicine procurement and revenue recognition mechanics. Excluding the UPP impact, underlying operational performance and demand trends remain intact.

Reiterated Strategy: Anchoring the UAE Platform, Scaling Asset-Light Growth Across GCC & Beyond

Targeted investments to expand the network while building scalable, capital-efficient platforms



Balanced capital allocation to support sustainable growth

UAE Platform First: Driving Integration & Excellence

- Network expansion across care continuum
- Digital and AI integration across operations
- Focus on efficiency, outcomes, and patient experience
- Development of talent and innovation capabilities

Regional Growth Model: Scalable & Capital-Efficient

- KSA primary & day surgery network expansion
- GCC specialized care platforms
- O&M-led expansion in UAE and Africa
- Replication of proven operating model across markets

Building Focused Healthcare Platforms to Drive Efficient, Scalable Growth

Affordable Healthcare Platform in the UAE

Three brands. One dedicated platform. Unified leadership.

Medeor Hospital — Family | LLH Hospital — Community | LIFECARE Hospital — Industrial

One Dedicated Affordable Healthcare Vertical

Clinical Performance | Patient Growth | Financial Outcomes

- **~23%** Group Revenue Contribution
- **6** Hospitals (JCI-accredited)
- **24** Medical Centers
- **500+** Beds
- **2,400+** Clinical Workforce

Strong Economics

Affordable price points supported by a leaner cost base, with **profitability comparable** to the wider Group portfolio.

Operational Alignment

Shared leadership improves asset utilization and procurement, while **strengthening referrals** across Burjeel's network.

Scalable Growth

75-bed LLH Hospital planned in Jebel Ali, alongside a pipeline of **10+ new medical clinics** across the UAE.



Day Surgery Platform

Capital Efficiency, Capacity Optimization, & Regional Scalability



- **4** Existing centers (Abu Dhabi, Al Dhafra, Al Ain)
- **6** New planned centers (4 UAE, 2 KSA)

Among the **Highest** EBITDA Margins across Group healthcare assets

Dedicated Platform & Accountability

Four existing UAE centers brought under unified clinical, operational and financial oversight, with clear accountability for growth and performance.

Aligned Value Across Stakeholders

Patients
Convenient same-day care & faster recovery

Physicians
Focused setting and efficient theatre utilization

Payers / Insurers
Lower cost by avoiding unnecessary overnight stays

Burjeel
Releases hospital capacity & strengthens network economics

Proven, Capital-Efficient Care Model

Lower infrastructure requirements, faster ramp-up and shorter payback versus hospitals, aligned with mature-market day-case models and **a >75% UK elective-surgery benchmark.**

Burjeel One – KSA Day Surgery Center Profile

Outpatient clinics	40
Beds	30
Operating rooms	5
Patient capacity	450,000 per year



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03



Investment Highlights

Leading Super-Specialty Healthcare Provider in the Gulf

Investment Highlights:
Healthcare's Investment of Choice

1 Leading Position
in a Large & Growing Healthcare Market

$99bn
GCC Healthcare Market Size (2023)

1.6x
GCC Healthcare Market Growth (2023–2029)

23%
Burjeel Holdings Private Hospital Market Share in the UAE (2024)

2 World-Class Super-Specialty Care
Driving Patient Yield Growth

30%
Revenue from Complex Care

AED 50k–1m
Complex Procedure Range

UAE First-Mover
In Pediatric Liver, Bone Marrow, Fetal Surgeries



3 Well-Invested Multi-Brand Network
Enabling Accessible Healthcare Across Many Segments

96
Healthcare assets incl. 19 hospitals

AED 5.5bn
Capital Investment since Inception

<15%
Contribution per Private Insurer

4 High-Growth Asset Mix
with Significant Utilization Headroom

47%
Hospitals in Growth Stage

24%
Mature Hospitals EBITDA Margin

73%
Group Bed Occupancy Rate

5 Expanding Geographically
Through High-Return & Low-CAPEX Opportunities

AED 1.5bn
Mid-Term Revenue from Expansion

+18
Healthcare Assets Added in Mid-Term

~10%
Mid-Term O&M Contribution to Group Net Profit



6 Accelerating Digitization
Driving Operational & Clinical Excellence

100%
Oracle Cerner Integration by 2027

100%
Revenue Cycle Automation via AI (2025)

14%
Digital Penetration in Appointments (2025)

7 Cash-Generative Business Model
Delivering Consistent Shareholder Return

>80%
Free Cash Flow Conversion (9M 2026)

1.4x
Net Debt / EBITDA (as of 30 Sept 2026)

40–70%
Dividend Payout Ratio

8 Commitment to ESG
with Low-Risk Rating & Outstanding Governance

52/100
S&P Global CSA (ESG) Rating
Top 10% of Global Peers

95%
Employee Satisfaction Score

87%
Inpatient Satisfaction Score

60%
Independent Directors

Market Leading Position in Large, Growing, & Resilient Market

2023E

$99bn
GCC market size

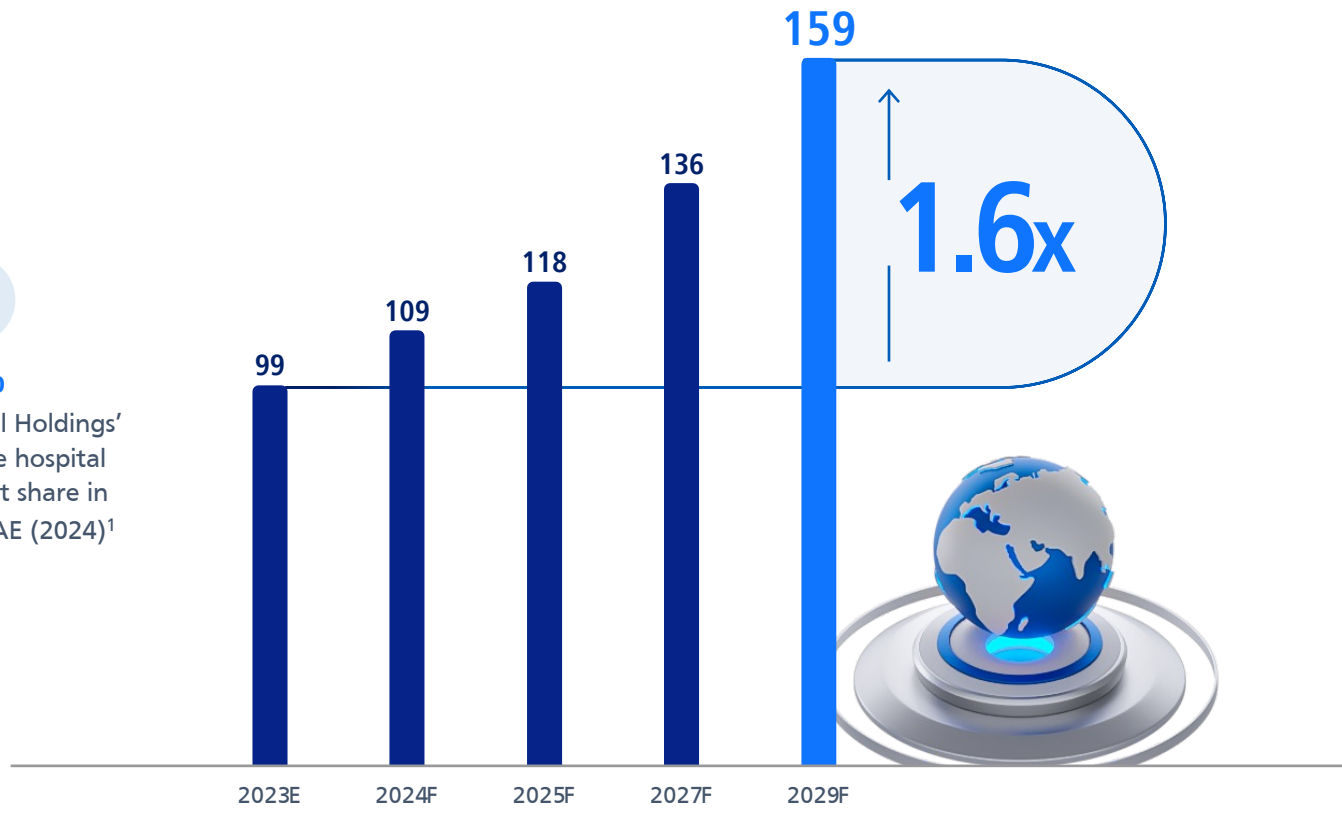
$84bn
UAE & Oman & KSA market size

$26bn
UAE & Oman market size

$1.5bn
Burjeel Holdings revenue (FY 2025)

23%
Burjeel Holdings' private hospital market share in the UAE (2024)[1]

Total Healthcare Expenditure in the GCC



Source: Alpen Capital GCC Healthcare Industry Report (February 2025); WHO; IMF. (1) Burjeel Holdings' UAE market share calculated by the Company based on MOHAP data for the number of private hospital visits (FY 2024) and Burjeel Holdings' hospital visits.

Super-Specialty Care
Offering Driving Patient Yields

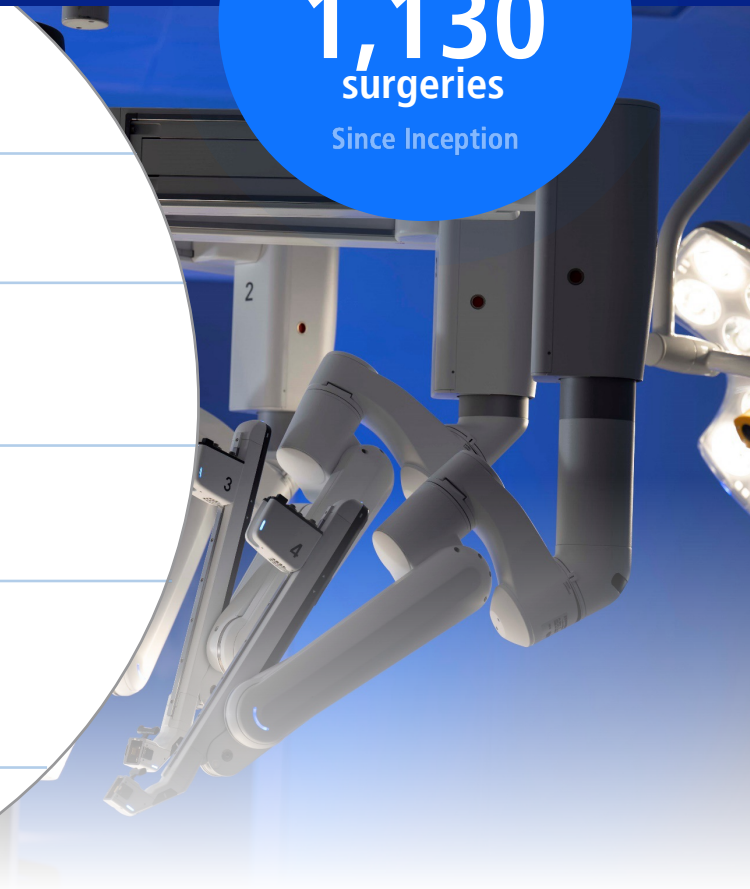
Unmatched Innovation & Expertise → **Momentum in Scaling** → **Maximizing Patient Growth & Yield**



- **BMC** — Multi-Organ & Bone Marrow Transplants
- **BCI** — Consolidated UAE's Largest Cancer Care Network
- **Advanced Gynecology Institute**
- **ifem Middle East Clinic** — Center of Excellence for Endometriosis
- **Paley Middle East Clinic** — Renowned Dr. Paley Orthopedic & Spine Clinic
- **ONCO HELIX LAB** — Advanced Molecular Genetics Lab
- **Trust** — UAE's Largest AI-Enabled Fertility Center
- Thyroid Parathyroid Center

Momentum in Scaling	Maximizing Patient Growth & Yield
Liver & Kidney Transplants: **98** (100% success rate) Since inception	Multi-Organ Transplants: **AED 250,000 – 1,000,000**
IVF, FET, & IUI Cycles Initiated: **1,900** FY'25	Advanced IVF & Fertility Services: **AED 20,000 – 40,000**
Complex Orthopedic Surgeries (Paley Clinic): **570** FY'25	Complex Orthopedic Surgeries: **AED 350,000 – 500,000**
Neurosurgeries: **1,290** FY'25	Neurosurgeries: **AED 50,000 – 150,000**
Medical & Surgical Oncology: **18,310** FY'25; Radiotherapy: **9,460** FY'25	Medical & Surgical Oncology & Radiotherapy: **AED 10,000 – 80,000**
Bone Marrow Transplants: **187** (73 pediatric) Since inception	Bone Marrow Transplants: **AED 200,000 – 250,000**

Da Vinci Xi system
1,130 surgeries
Since Inception



Note: Since inception figures as of 30 September 2026.

World-Class Care Beyond Borders

Seamless, End-to-End International Patient Care Model

Burjeel Medical City: A Global Healthcare Platform

- A global patient referral hub for **tertiary and quaternary care**
- Located in Abu Dhabi, BMC is only a **4-6 hour flight** for many international patients
- Comprehensive multi-disciplinary super-specialty care & internationally trained physicians
- Supports the UAE's ambition as **a global healthcare destination**

Integrated Offerings for International Patients

- **Comprehensive Care Packages**: Treatment + travel + accommodation + leisure
- **Remote & Virtual Services**: Pre-arrival consults, second opinions, post-care follow-up
- **Strategic Collaborations**: International partnerships for training & healthcare development

Patient Acquisition & Engagement

Acquisition Channels:

- International doctors & networks,
- Governments,
- Corporate Entities,
- Direct Channels

Engagement Approach:

- Abu Dhabi as a healthcare hub,
- Virtual consultations,
- On-ground presence in priority markets.



Patient Journey

Pre-Travel

- Concierge consultation
- Personalized treatment plan
- Travel & medical coordination

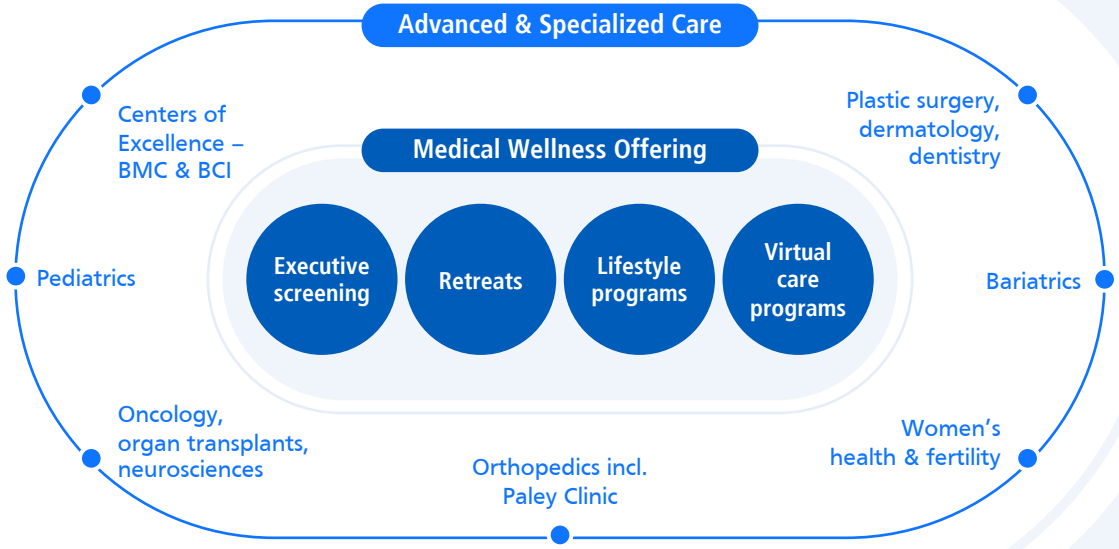
Health Experience

- Treatment at BMC (Global Referral Hub)
- On-the-ground coordination
- Multidisciplinary care teams
- Centers of Excellence

After Care

- Recovery support & follow-ups
- Telemedicine & continuity of care
- Flexible payment & concierge services

Clinical Excellence & Service Portfolio



Integrated Research & Education Powering Clinical Excellence & Talent Development

Clinical Research

540+
Publications Since Inception

140+
IRB-Approved Clinical Studies (Phase 1–3)

Rare Disease, Hematology & Cell & Gene Therapy

- **Thalassemia leadership:** Phase 3 trials and global guidelines
- **Disease cohorts:** gene and gene/cell therapy expansion

Advanced & Emerging Platforms

- **Global partnerships:** Axiom Space and US R&D hub
- **Commercialization:** manufacturing translation

Specialist Science

- **Clinical trials:** IBD and infectious disease
- **Pipeline expansion:** neuroscience, metabolic and cardiovascular

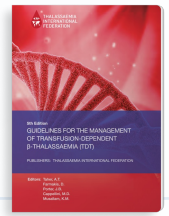
Medical Oncology

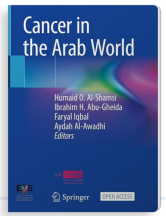
- **Global trials:** Phase 2–3 precision oncology
- **AI research:** omics and translational programs

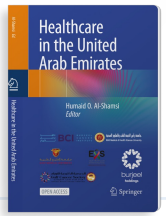
Center for Research on Rare Blood Disorders

Genetics and Rare Disease Center مركز الجينات والأمراض النادرة

Thalassemia & Sickle Cell Center







Medical Education

BURJEEL TRAINING ACADEMY



Talent Pipeline

1,400+ Trainees Across 36 Specialties

- Structured observership-to-residency pathway

Specialist Training

11 Accredited residency programs

- CME & CPD supporting continuous development

Accredited Platform

6 accredited teaching hospitals

19 global & local academic partnerships

National Institute for Health Specialties

دائرة الصحة DEPARTMENT OF HEALTH

ACTVET Abu Dhabi Centre for Technical and Vocational Education and Training مركز أبوظبي للتعليم والتدريب التقني والمهني

ROYAL COLLEGE OF PHYSICIANS OF IRELAND

جامعة العين AL AIN UNIVERSITY

كليات التقنية العليا Higher Colleges of Technology

جامعة الشارقة UNIVERSITY OF SHARJAH

جامعة عجمان AJMAN UNIVERSITY

جامعة خليفة Khalifa University

SORBONNE UNIVERSITY ABU DHABI

Clinical Workforce Strength

1,800+ Doctors
>30% in super-specialties

4,500+ Nurses
Enabling care delivery at scale

95%
Employee Satisfaction

15% Clinical Turnover
Below Industry Average



Unique Business Model
Leveraging Multiple Touchpoints

CAPEX spent from inception AED 5.5bn

Well-invested and a full-scale hub-and-spoke model enables the Group to capture value across the entire patient pathway through multiple touchpoints – driving revenue, brand engagement and Group loyalty.

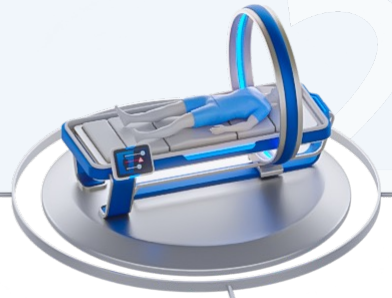
Primary care services

46 Medical & physiotherapy centers[1]



Secondary care services

15 Hospitals



Tertiary care services

3 Hospitals[2]



Quaternary care services

1 Quaternary care facility[3]



Case in point | Patient journey for surgical treatment

Step 1
Patient consults physician in primary care facility

Step 2
Patient is re-routed to a consultation with a surgeon

Step 3
Patient is directed to tertiary / quaternary care facility, as appropriate

Step 4
Evaluation of patient fitness & surgical preparation

Step 5
Patient is directed to optimal surgical facility depending on patient outcome factors

Step 6
If needed, patient is transferred to post-acute / long-term care facility

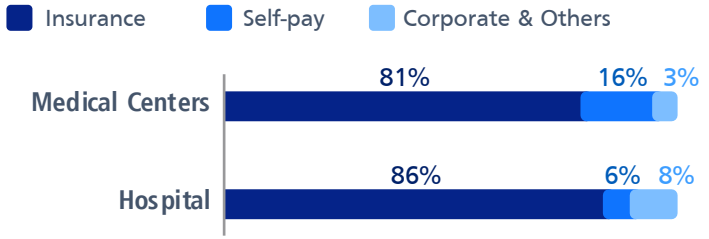
Notes: (1) Including 2 physiotherapy and rehabilitation centers in KSA, as well as homecare services centers. (2) Hospitals – Burjeel Abu Dhabi, Burjeel Hospital Muscat, Lifecare Musaffah. (3) Burjeel Medical City.

Leading Brand Portfolio
Serving Entire Socioeconomic Spectrum

	burjeel hospital	Medeor Hospital	LLH HOSPITAL	LIFECARE Hospital
Assets[1]	10 Hospitals 10 Medical centers	2 Hospitals 1 Medical center	4 Hospitals 20 Medical centers	2 Hospitals 5 Medical centers
Target population[2]	High income population 51% Emirati patients	Middle class expat population 98% Expat	Mid to low-income population 100% Expat	Industrial workers 100% Expat
Revenue contribution[3]	71%	8%	10%	6%
Key UAE competitors	Cleveland Clinic	nmc health MEDICLINIC	Aster	Aster
Bed occupancy	71%	90%	65%	77%

Diverse brand portfolio and network creates favourable negotiating position with insurance payers

Payer Mix Revenue[4]



Diversified insurance base – no single payer >15% share[4]

- 15% Payer 1
- 10% Payer 2
- 10% Payer 3
- 5% Payer 4
- 3% Payer 5

43%
Top-5 Insurers (ex-Thiqa)

Notes: (1) As of 30 September 2026. Excludes Advanced Care Oncology Center, which is not part of the four core hospital brands presented. (2) Excluding retail pharmacies. (3) Based on 9M'26. Post-intersegmental eliminations. The remaining 4% of revenue contribution comes from Tajmeel assets, Retail Pharmacies, and the Group's Other segment. (4) Based on FY 2025.

High-Growth Asset Mix with Significant Utilization Runway

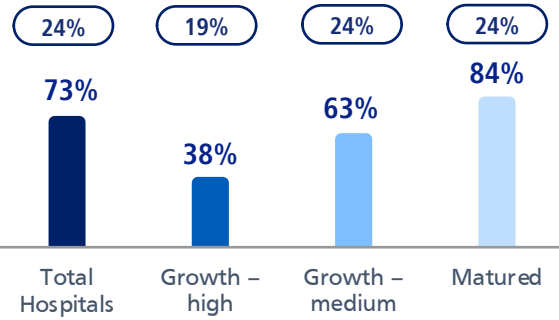
Asset Maturity Split for Hospitals[1]



- 26% Growth – high
- 21% Growth – medium
- 53% Matured

Bed Occupancy by Hospital Maturity[2]

% Hospitals EBITDA Margin by Maturity (9M'26)[3]



Burjeel Medical City – significant opportunity to ramp up utilization with superior patient yields

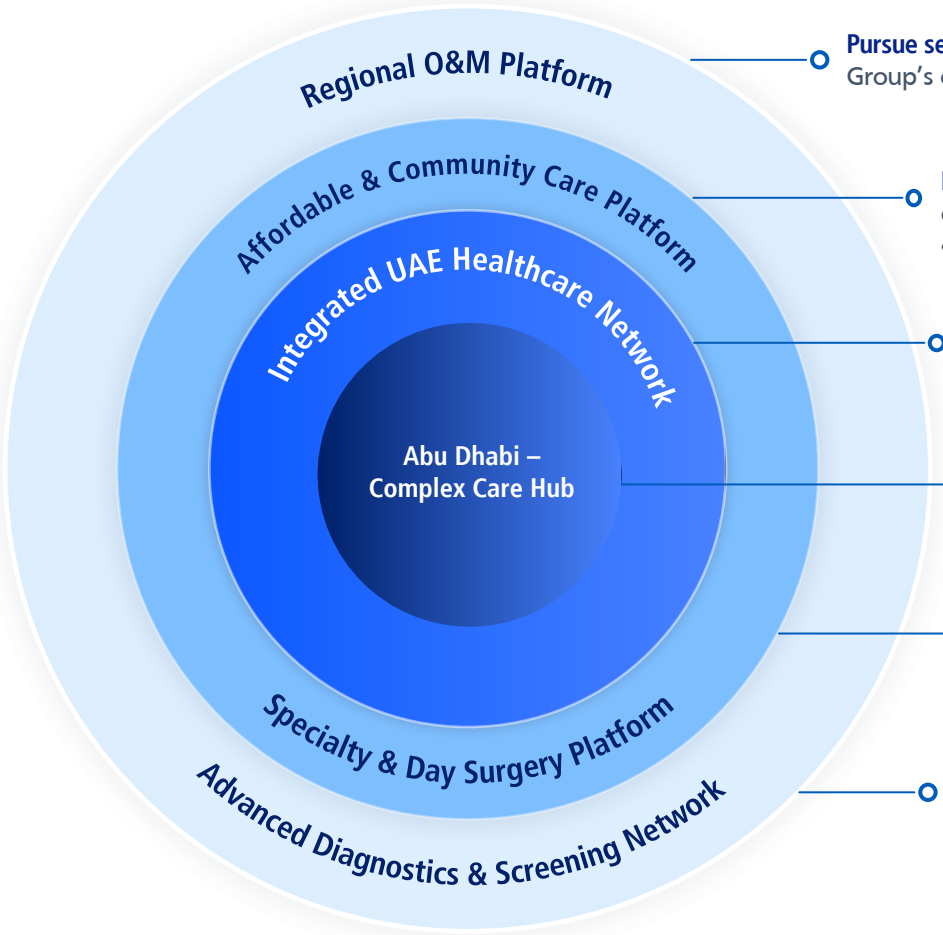




FY 2025	Mature — Burjeel Hospital, Abu Dhabi	Growth — Burjeel Medical City , Abu Dhabi
Overview	• **The largest EBITDA contributor,** located in a highly populated area in the center of Abu Dhabi city • **30 key specialities** incl. Neuro and Cardiac Surgery, Orthopaedics and Paediatrics • Caters to **premium clientele**	• **The largest private medical healthcare facility** in the UAE: quaternary, long-term, and palliative care • **60+ key specialities** incl. haematology, oncology, bone marrow and multi-organ transplantation • Caters to **ultra-premium clientele**
Year established	2012	Q4 2020
Beds / Size	299 beds. / 77 k sq m	434 beds. / 112 k sq m
Revenue[4]	AED 1.1bn	AED 1.3bn
EBITDA margin	28%	19%
Inpatient occupancy	71%	61%
Total ARR[5]	AED 1,417	AED 2,214

Notes: (1) Hospitals: bed occupancy >70% = Matured, >55% and <70% = Growth – medium and <55% = Growth – high. (2) Based on occupied beds divided by operational beds. (3) Pre-intersegment eliminations. Excludes Burjeel Hospital for Advanced Surgery in Dubai. (4) Pre-intersegment eliminations. (5) 3-Year average revenue per patient = revenue / # of patients. Brand ARRs based on average ARR of each facility in each brand.

Regional Growth Strategy
Driving Specialized, Efficient Care



Pursue selective regional O&M opportunities, leveraging the Group's operational expertise across the GCC and Africa.

Expand affordable & community care to capture patients earlier in the care journey and strengthen referral flows across the Group.

Strengthen integration across the UAE network by connecting primary, community and higher-acuity care.

Anchor BMC as the GCC's complex-care hub, concentrating advanced and sub-specialty capabilities in Abu Dhabi.

Scale day surgery & specialized centers to release hospital capacity and expand access through most capital-efficient care formats.

Build a GCC-wide diagnostics & screening network to detect, stratify and route patients into appropriate care pathways.

Large, Growing, & Resilient Addressable Market

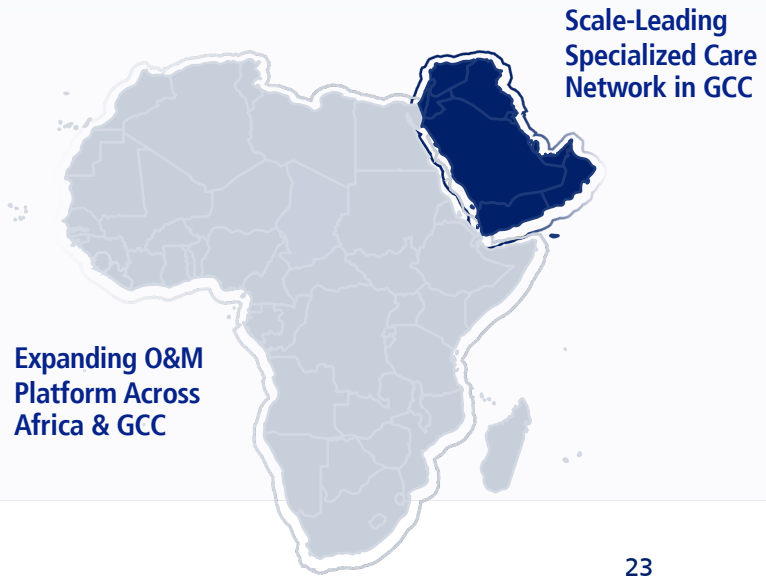
$99bn
GCC market size (2023)[1]

23%
Burjeel's market share in the UAE (2024)[2]

+1.6x
GCC market size growth (2023-29)[1]

$1.5bn
Burjeel Holdings revenue (2025)

Regional Footprint Across GCC & Africa



(1): Alpen Capital GCC Healthcare Industry Report (February 2025). (2) Burjeel Holdings' UAE market share calculated by the Company based on MOHAP data for the number of private hospital visits (FY 2024) and Burjeel Holdings' hospital visits.

Expanding Reach, Enhancing Care:
Disciplined Execution Across Growth Pipeline

2026- 2027

- **1** Hospital
- **1** Fertility Clinic
- **1** Day Surgery Center (KSA)
- **3** Medical Centers
- **1** Day Surgery Center

2028- 2029

- **1** Hospital
- **1** Fertility Clinic
- **1** Day Surgery Center (KSA)
- **3** Medical Centers
- **3** Day Surgery Centers
- **2** Radiation Oncology Centers (GCC)







Expected Impact at Maturity

- **AED 1.5 bn** Revenue
- **Mid-20s** EBITDA Margin
- **3-5 years** Maturity
- **AED 1.0 bn** CAPEX



برجيل
burjeel

+18 New Healthcare Assets (2026-28)

- 7 Under Construction
- 11 Planning & Design

Note: The Group and its joint venture partner agreed to wind down the PhysioTherabia JV in Saudi Arabia, which comprised 28 centers. The Group's wholly owned physiotherapy centers in Makkah and Riyadh remain unaffected. The Group continues to evaluate the optimal model for the development of its physiotherapy operations.

Operonix: Scaling Asset-Light Growth Through Strategic O&M Partnerships

Approach

- **Partnering with** Ministries of Health, Defense, and Sovereign Entities across UAE, Africa, and Asia
- **Combining** facility construction, clinical ops, and full-scope healthcare delivery
- **End-to-end O&M** for hospitals and medical centers, delivered over 3–5 years with minimal CAPEX, strong ROI, and renewable rights.

Scope of Services

- **Hospital O&M** Comprehensive hospital administration with facility, staff, and patient management
- **Surgical O&M** Management of operating theatres, post-op recovery, sterilization, and post-op infection control
- **Disaster/Conflict Response** Rapid deployment of medical teams, mobile clinics, trauma/combat care staff, and logistical support and supplies
- **ER/Critical Care O&M** 24/7 Emergency and ICU support, staff optimization, clinical efficiency, and disaster preparation
- **Pharmacy O&M** Pharmacy supply chain oversight, regulatory compliance, safety, and cost optimization
- **Community Health** Programs for health education, vaccination outreach, and early disease detection and screening

Key O&M Projects and Partners

ADNOC · Abu Dhabi Police GHQ. · Judicial Department · United Arab Emirates

365k+ Annual Patient Footfall

10% Contribution to 9M'26 Net Profit

Operonix — Operation and Management — By Burjeel Holdings

10+ Active O&M Projects

10 Upcoming O&M Projects



Khalifa bin Zayed Foundation South Sudan Madol Field Hospital



Tawazun Gaza Floating Hospital



ADNOC Al Dhannah Hospital, Das Hospital



Abu Dhabi Judicial Department Clinics

Digital & AI Platform: Driving Structural Efficiency, Margin Expansion & Care Excellence

Digital Core Infrastructure
- Unified EMR
- Real-time KPIs
- Standardized workflows

AI & Clinical Intelligence
- AI-assisted coding & claims
- Evidence-based decision support
- Care pathway governance

Operational Automation
- Revenue Cycle Automation
- Workflow, pharmacy & inventory
- Patient engagement tools

ORACLE Cerner



Implementation Progress

20% Integration
2025
Standardization across flagship hospitals

60% Integration
2026
Network-wide efficiency gains

100% Integration
2027
Full operating leverage realization

OOH (Out of Hospital)
OP (Outpatient)
IP (Inpatient)
D/C (Discharge)

Embedded AI Across the Care Continuum

Oracle Command Center — IP/OP
AI-driven clinical analytics & decision support

Sage Care — OOH/OP
AI-driven care navigation & triage support

Sword Health — IP/OP
Digital physical therapy & remote MSK care

Proximie — IP/OP
AR-enabled surgical collaboration & guidance

Kouper Health — D/C
Post-discharge care transition support

Oracle CAA — IP/OP&D/C
Real-time intelligence for clinical operations

Cash-Generative Business Model
Enabling Consistent Shareholder Return

Financial performance underpinned by operational excellence

	2025	2021-2025
Healthcare assets[1]	89	+128%
Beds	1,784	+124b.
Doctors	1,776	+571
Patient volume	7.0m	+45%
Bed occupancy	67%	54%
Outpatient utilization	67%	71%

	2025	2021-2025
Revenue	AED 5.5bn	+64%
EBITDA	AED 1.1bn	+40%

	2025	2021
EBITDA margin	19.8%	23.3%
Net profit	AED 503m	+115%
Net profit margin	9.2%	7.0%
Net leverage[2]	1.8x	4.9x

Robust margin expansion drivers

- **Healthy payer-mix with proportion** of Thiqa patients increasing across assets
- **Significant capacity to ramp-up** high growth assets (doctors and beds)
- **Geographical expansion** in lucrative UAE and KSA market through asset-light opportunities
- **Strong focus on complex care** driving ARR expansion

Compelling asset economics and strict capital discipline

Low-20s
Mid-term EBITDA margin

~3 years
for medical centers (maturity period)

15%-20%
IRR hurdle rate

40-70%
dividend pay-out ratio

>85%
maturity utilization rate

4-6 years
for hospitals (maturity period)

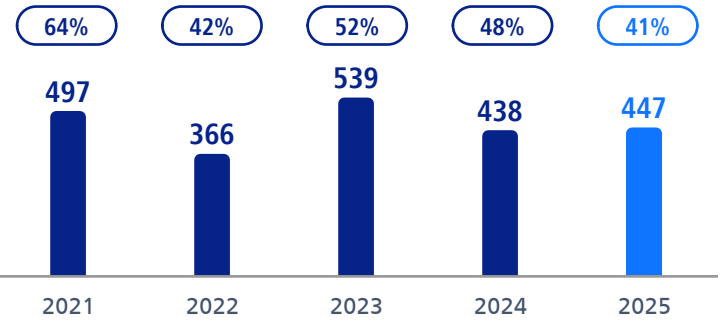
<2.5%
maintenance CAPEX (of revenue)

<2.5x
net debt/ EBITDA

Result in strong FCF generation capabilities

AED 450m
Total declared dividends (2023-25)

% FCF Conversion[3]



Notes: (1) Includes only hospitals, medical centers, and physiotherapy centers. (2) Net leverage represents Net debt / Pre IFRS 16 EBITDA calculated as EBITDA less Annual Lease Rental Payments and Net debt is calculated as Bank debt less Cash and Bank balance. (3) FCF = Reported EBITDA - Maintenance CAPEX - Change in Working Capital. Working Capital = Inventory + Receivables Payables (including accruals). Change in working capital calculated as working capital balance in prior period less working capital balance in current period. FCF conversion = Free cash flow / EBITDA. (see Recent Performance section).

Strong Leadership with Well-Established Market-Oriented Corporate Governance

Highly experienced leadership with focus on growing shareholder value

Board of Directors



Dr. Shamsheer Vayalil
Founder & Chairman



Mr. Saif Sultan Zayed Alfalahi A N B
Vice-Chairman, Independent Director



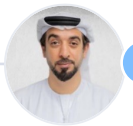
Mr. Mohd Loay T. A Abdelfattah A N G
Independent Director



Mr. Abdul Wahab Al Halabi A G
Independent Director



Dr. Shabeena Yusuffali B
Non-Executive Director



Mr. Omran AlKhoori B
Executive Director



Mr. Ravi Rajagopal N G
Independent Director

XX – years at Burjeel
XX – sector experience, years

Management



Dr. Shamsheer Vayalil 19 30
Chief Executive Officer



Mr. Reuben Joseph 1 20
Chief Financial Officer



Mr. Omran AlKhoori 11 18
President – Business Development



Ms. Vanitha Nitin 1 24
Group Head HR



Dr. Mohammad Fityan 4 16
Chief Medical Officer



Prof. Dr. Khaled Musallam 5 20
Chief Research Officer



Mr. Mustasan Jaleel Basharat Mir 10 13
Chief Counsel Officer

Strong governance framework

- BoD of 7 Members
- 60% Board Independence
- 100% Independence Across All Mandatory Committees

Committees:

- A Audit
- G Governance Committee
- N Nomination & Remuneration
- B Business Development & Sustainability

Indicative long-term-incentive plan[1]

Scope:
– Non-clinical staff (20-25 C-Level & key talents)
– Clinical staff (20-25 administrative roles)

- Retention & performance-based metrics
- Phantom stock plan with cash payment
- Maturity: 3 years
- Grant frequency: annually

Prominent shareholder base

70.0% VPS Healthcare Holdings

5.0% SYA Holdings

14.4% Quant Lase Lab (IHC)

10.6% Free float (ADX)

Notes: As of 30 September 2026. (1) Subject to Board and AGM approval.

Strategic Pillars – ESG Framework

Healthy System

Diversity Equity & Inclusion

1. Increase the representation of **women in leadership roles[1] to 30%** or higher by 2030
2. Sustain a balanced workforce by maintaining a 50:50 **gender balance by 2030**

Employee Health, Safety & Wellbeing

3. Train **100% of active employees on health and safety standards** by 2025

Human Capital Development

4. Achieve an employee **satisfaction score of 95% in the annual employee engagement** survey by 2026
5. To achieve a **reduction in turnover rate by 15%** by 2026

Responsible Supply Chain

6. Ensure **100% compliance of suppliers with ethical labour practices** through regular audit by 2026

Product Safety & Quality

7. Ensure **100% of hospitals** are permanently **accredited by internationally recognized standards**

Healthy Community

Community Engagement

1. To touch **>7 million lives per year** by 2026
2. Encourage **30% of corporate employees to participate in at least one community volunteer activity** each year from 2025

Access to Healthcare

3. Implement **patient education programs for 70% of active patients** with chronic conditions by 2026

Patient Care & Safety

4. Conduct regular **patient satisfaction surveys** to ensure **patient satisfaction rate[2] of >85**% or higher
5. Ensure **100% of active healthcare staff[3] complete patient safety training** annually by 2026

Healthy Governance

Corporate Governance

1. Maintain a **high percentage of independent directors on the board (>50%)**

Business Ethics & Compliance

2. Ensure **100% completion of ethics and compliance training** for all active employees by 2026

Data Privacy & Security

3. Ensure **100% of active employees to complete data privacy and security training** annually by 2026
4. Ensure **100% of hospitals in Abu Dhabi are ADHICS[4] accredited** and **achieve 100% of remaining hospitals becoming ISO 27001 certified by 2027**

Healthy Environment

GHG Emissions & Carbon Neutrality

1. Achieve **carbon neutrality by 2040**
2. Develop **mid-term targets for a reduction in combined Scope 1 and 2 GHG emissions** by 2025

Waste

3. To achieve **zero waste to landfill** by 2040

Water

4. Reduce **10% of water consumption** by 2030 and **ensure that 5% of total water consumed will be reused each year**



Notes: (1) The leadership team includes key corporate employees and doctors. (2) Based on the Abu Dhabi Department of Health assessment for inpatient experience survey across Burjeel hospitals. (3) Based only on doctors and nurses dealing with patients. (4) Abu Dhabi Healthcare Information and Cyber Security Standard.

FY 2025 ESG Highlights

Healthy System

95%
Employee satisfaction score

57%
Women in employees

100%
Hospitals accredited by internationally recognized standards

100%
Employees completed health and safety training

Healthy Community

87%
Inpatient satisfaction score

100%
Healthcare staff completed patient safety training

31%
Corporate employees participated in community volunteer activities

60%
Patients with chronic conditions received training

Healthy Governance

Zero
Data breaches, corruption or bribery and whistleblowing cases

4 of 7
Independent Directors

100%
Employees completed data privacy and security training

100%
Employees completed ethics & compliance training

Healthy Environment

+2%
Electricity Consumption

-10%
Water Consumption

40%
Waste recycled or incinerated

6%
Water consumption reused



BURJEEL
HOLDINGS

04



Recent Performance

Leading Super-Specialty Healthcare Provider in the Gulf

Recent Business Developments

Integrating Emergency & Acute Care

Launched BEACON at Burjeel Hospital Abu Dhabi and Burjeel Medical City, connecting emergency and acute care services to improve clinical coordination, patient transfers, and access to specialized treatment.

Recognized Excellence in Oncology

Burjeel Cancer Institute was designated a Centre of Excellence for Breast Cancer by the Department of Health – Abu Dhabi, recognizing its capabilities in comprehensive breast cancer diagnosis, treatment, and multidisciplinary care.

Broadening Healthcare Access in Al Dhafra

Expanded collaboration with ADNOC, building on Al Dhannah Hospital's operations to explore additional occupational health, preventive medicine, and specialist care services, alongside potential outpatient and day surgery expansion.

Transforming Clinical Documentation with AI

Became the Middle East's first healthcare group to pilot Oracle Health's AI-powered clinical documentation technology, helping reduce administrative workload and enabling physicians to focus more on patient care.

46
Medical Centers[1]
9M'26

19
Hospitals
9M'26

1,754
Beds
9M'26

1,840
Doctors
9M'26

5.8m
Patients
9M'26



Notes: Including two physiotherapy centers in Saudi Arabia.

Recent Medical Developments

Pioneering Gene Therapy for Rare Diseases

Administered advanced gene therapy to an 11-year-old international patient with Duchenne Muscular Dystrophy at Burjeel Medical City, demonstrating the Group's capabilities in innovative treatments for rare genetic disorders.

Managing Complex & Rare Conditions

Successfully managed highly complex cases, including a neonatal EXIT procedure, Adult-Onset Still's Disease, venous ischemic pancreatitis, and neonatal necrotizing enterocolitis, highlighting multidisciplinary clinical expertise across the Group.

AI-Powered Cardiac Innovation

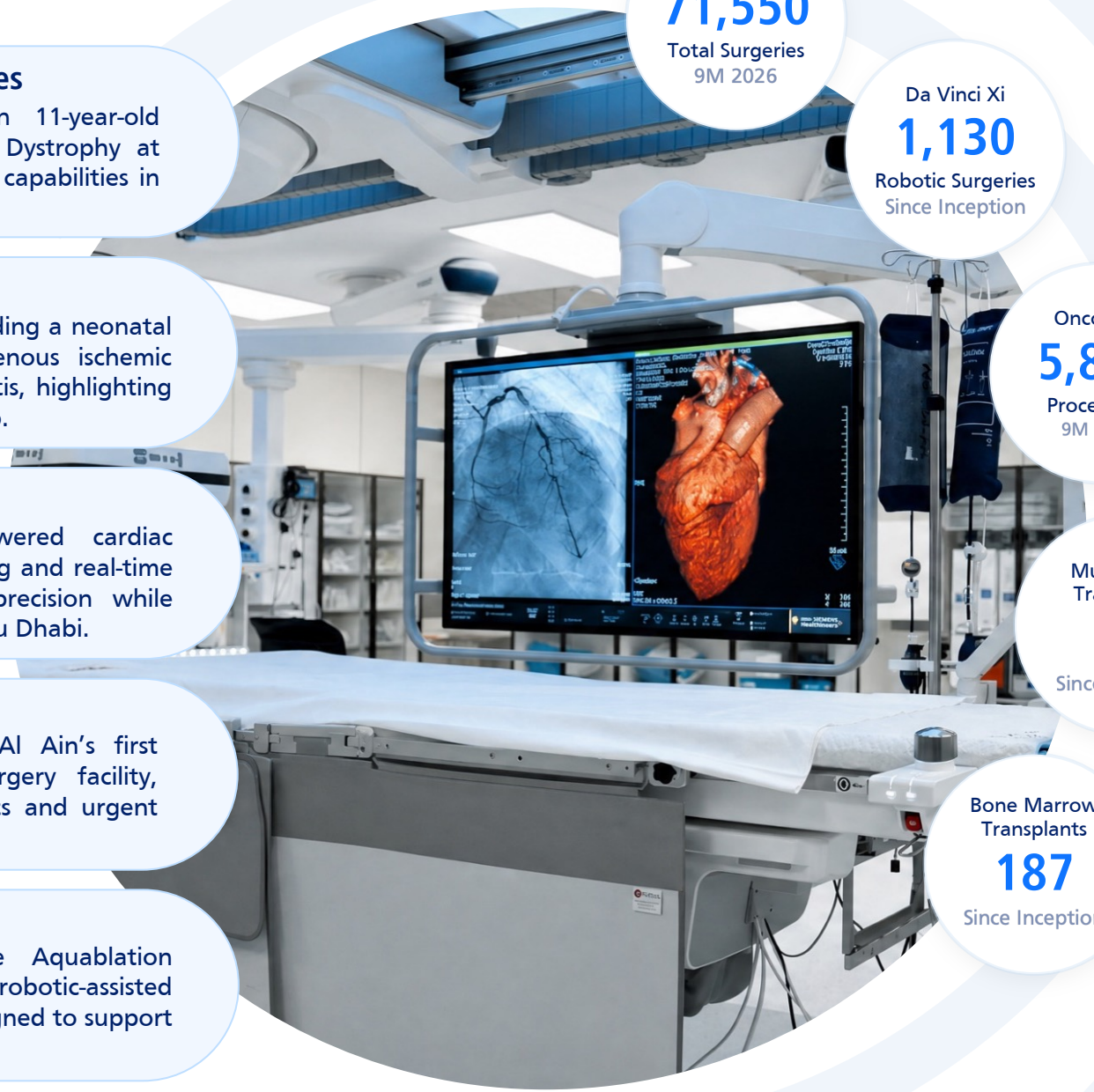
Introduced the GCC's first-of-its-kind AI-powered cardiac catheterization labs, combining advanced imaging and real-time procedural guidance to enhance treatment precision while doubling Cath Lab capacity at Burjeel Hospital Abu Dhabi.

Bringing Advanced Care Closer to Home

Launched Sharjah's first PET/CT service and Al Ain's first integrated urgent care center at a day surgery facility, extending access to advanced cancer diagnostics and urgent medical services.

Milestone in Minimally Invasive Urology

Performed the Middle East's first day-case Aquablation procedure at Burjeel Medical City, introducing robotic-assisted treatment for benign prostatic enlargement, designed to support faster recovery and shorter hospital stays.



Delivering
71,550
Total Surgeries
9M 2026

Da Vinci Xi
1,130
Robotic Surgeries
Since Inception

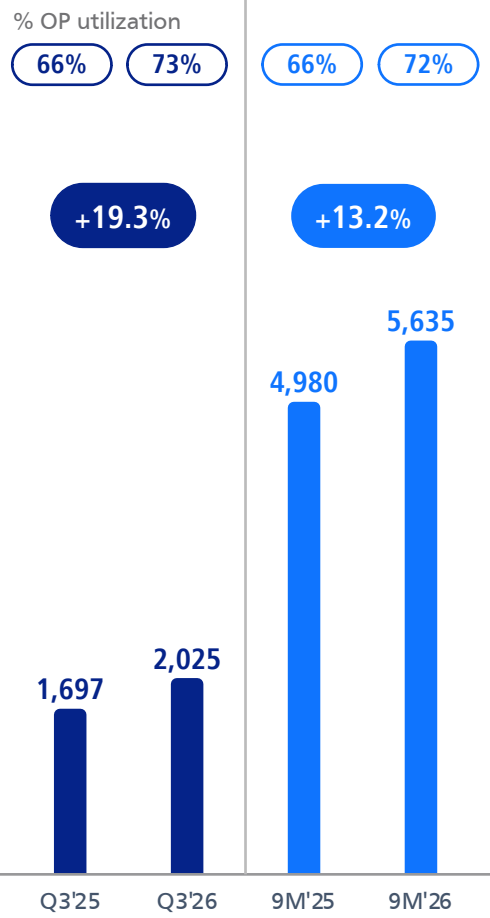
Oncology
5,800
Procedures
9M 2026

Multi-Organ Transplants
98
Since Inception

Bone Marrow Transplants
187
Since Inception

Patient Growth Accelerates
As Network Utilization Strengthens

Group Outpatient Footfall, k

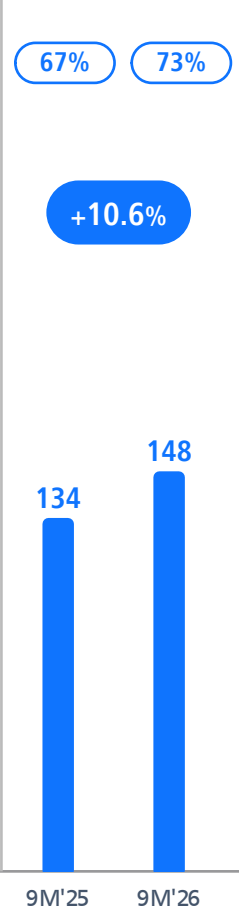


- **Total patient volumes** increased 13.1% YoY to 5.8 million in 9M'26, with growth accelerating to 19.3% in Q3'26, reflecting a recovery from regional headwinds earlier in the year and normalization of volumes following temporary insurance restrictions in Q3'25.
- **Outpatient footfall** increased 19.3% YoY in Q3'26 and 13.2% in 9M'26, driven by recovering demand and the ramp-up of recently opened facilities. Q3 activity was particularly strong across internal medicine, pediatrics, orthopedics, dermatology, and IVF.
- **Key contributors** included Burjeel Medical City, Burjeel Hospital Abu Dhabi, Burjeel Day Surgery Center Al Reem, and LLH Hospital Abu Dhabi.
- **Outpatient utilization increased** to 72% in 9M'26, up 6.1 p.p. YoY, as patient volumes grew faster than the physician base, which increased by 64 doctors to 1,840 since the beginning of the year.



Group Inpatient Footfall, k



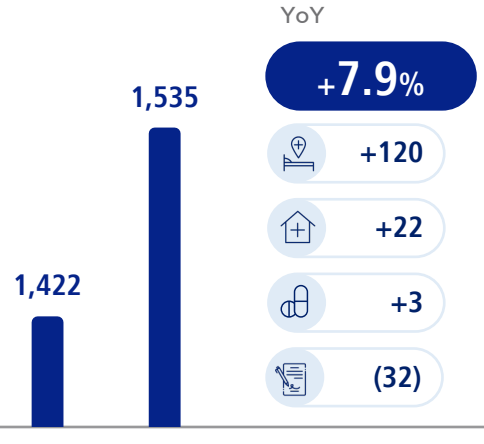


- **Inpatient footfall** increased 17.3% YoY in Q3'26 and 10.6% in 9M'26, driven by stronger demand across oncology, orthopedics, pediatrics, and high-acuity elective procedures.
- **Surgical volumes** increased 10.6% YoY to 25,840 in Q3'26, bringing total surgeries to 71,550 in 9M'26, up 6.7% YoY. Key contributors included Burjeel Medical City, Burjeel Hospital Abu Dhabi, Burjeel Royal Hospital Asharej, and Lifecare Hospital Musaffah.
- **Bed occupancy** improved to 73% in 9M'26, reaching 76% in Q3'26, demonstrating stronger utilization across the Group's 1,754-bed network.
- **Around half** of the Group's **hospitals** remain **in the medium- and high-growth** phases, with occupancy below normalized peak levels of 80%–85%, providing organic growth potential alongside planned additions of at least 250 beds.



Strong Momentum Across Core Segments
Driving Robust Revenue & Profitability Growth

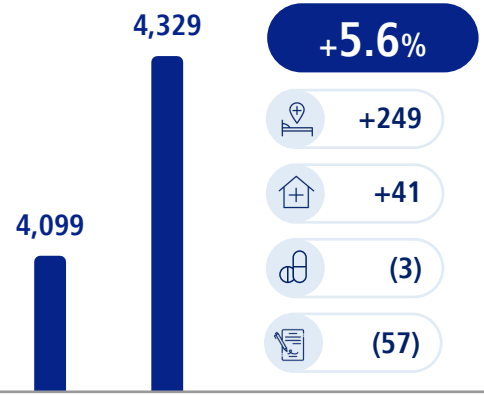
Group Revenue, AED m



YoY **+7.9%**

Hospitals	+120
Medical Centers	+22
Pharmacies	+3
Others	(32)

- **Q3'26 Group Revenue** grew 7.9% YoY, supported by 19.3% patient volume growth and stronger demand across the network.
- **Hospitals revenue** increased 9.6% YoY to AED 1,366 million, with BMC growing 13.4% to AED 371 million.
- **Medical Centers revenue** rose 19.5% YoY to AED 133 million, benefiting from new facility ramp-up and growing footfall.
- **Other Revenue** declined due to lower third-party pharmaceutical distribution sales and completed O&M projects.



YoY **+5.6%**

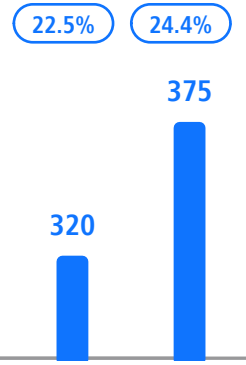
Hospitals	+249
Medical Centers	+41
Pharmacies	(3)
Others	(57)

- **9M'26 Group revenue** grew 5.6% YoY, driven by 13.1% patient volume growth despite earlier regional headwinds and UPP impact[1] during Jan–July'26.
- **Fastest-growing specialties :** Gastroenterology, general surgery, pediatrics, internal medicine, and orthopedics.
- **Hospitals contributed 89%** of Group revenue, growing 6.9% YoY, while **Medical Centers revenue** rose 12.0%.
- **Other revenue** declined in 9M'26, due to lower third-party sales through Burjeel Drug Store following UPP impact and completed O&M projects.

Breakdown in change, AED m: Hospitals · Medical Centers · Pharmacies · Others

Group EBITDA, AED m

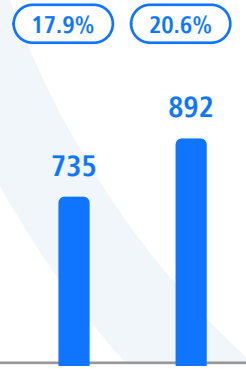
EBITDA margin (ex-one-offs)



YoY **+17.0%**

Hospitals	+44
Medical Centers	+14
Pharmacies	+1
Others	(4)

- **Q3'26 Group EBITDA** ex-one-offs[2] rose 17.0% YoY, with margin expanding to 24.4%, reflecting operating leverage.
- **Hospitals EBITDA** ex-one-offs delivered EBITDA growth of 13.6% YoY, with margins improving to 26.7% on higher capacity utilization.
- **BMC** achieved 17.6% EBITDA growth, with margin reaching 22.8% on stronger patient activity.
- **Medical Centers EBITDA** surged 126.9% YoY, reflecting rapid profitability scaling across new centers.



YoY **+21.3%**

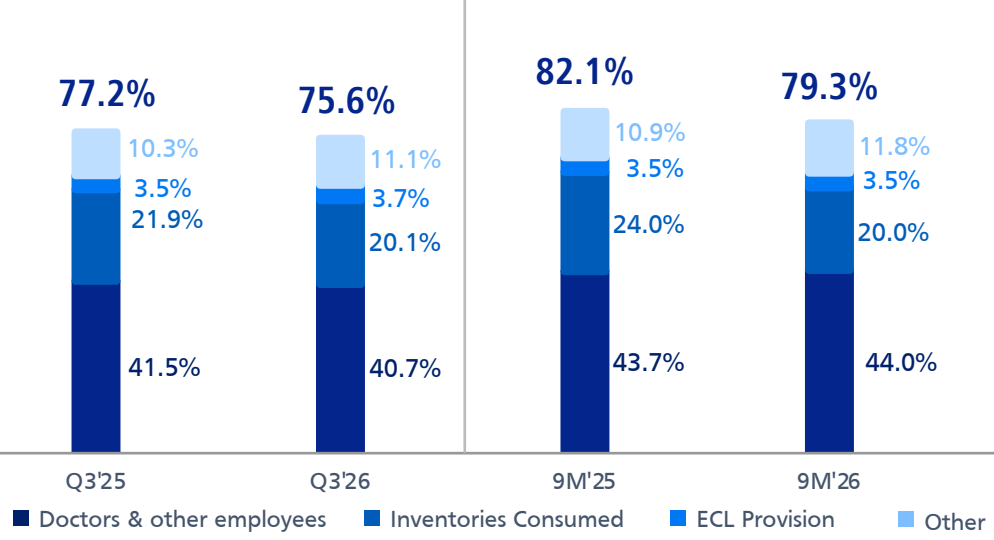
Hospitals	+142
Medical Centers	+24
Pharmacies	+1
Others	(10)

- **9M'26 Group EBITDA** ex-one-offs[2] grew 21.3% YoY, reflecting procurement efficiencies and disciplined workforce cost management.
- **Hospitals EBITDA** ex-one-offs increased 18.1% YoY, with margin improving to 24.0% (+2.3 p.p.), while BMC EBITDA rose 24.9%.
- **Medical Centers EBITDA** ex-one-offs rose 82.4% YoY, supported by scale efficiencies and asset maturity.
- **Others EBITDA** reflected the transition in the O&M portfolio and centralized corporate expenses.

Notes: (1) In August 2025, the Department of Health – Abu Dhabi introduced the Unified Procurement Program (UPP), under which certain prescribed medicines are procured directly by the authorities, with the Group earning a fixed service fee instead of recording the full revenue, resulting in lower revenue per patient. (2) Ex-one-offs definitions: see slide 45.

Margin Normalization Progressing Through Asset Maturity & Cost Discipline

Group OPEX Breakdown, % of Revenue



Group EBITDA Analysis, AED m

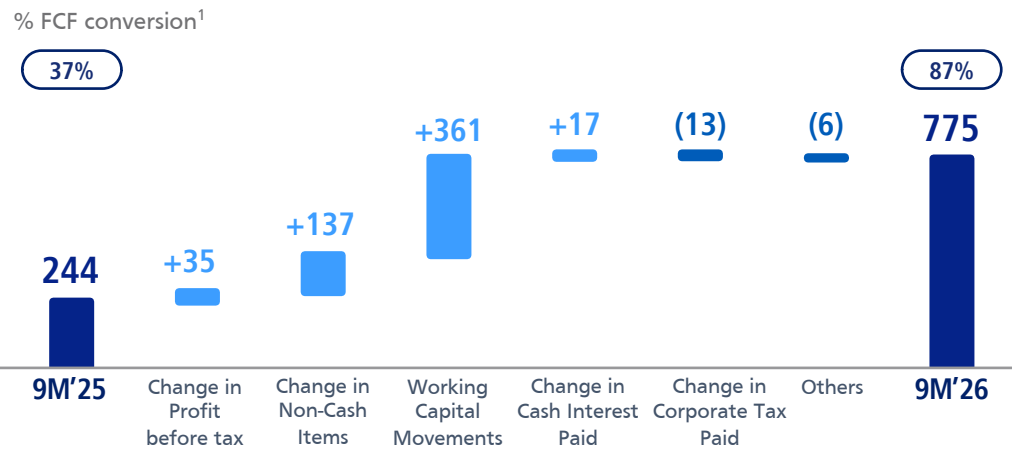


- **Employees' salaries** as a share of revenue declined by 0.8 p.p. YoY in Q3'26, despite adding over 350 employees, including 39 doctors, reflecting disciplined workforce scaling. In 9M'26, the ratio increased by 0.3 p.p., partly due to the AED 15 million Q1 employee recognition program.
- **Inventory costs** as a share of revenue declined by 1.8 p.p. YoY in Q3'26 and 4.0 p.p. in 9M'26, reflecting tighter procurement controls and optimized vendor agreements. The 9M'26 comparison also benefited from net-basis pharmaceutical revenue recognition under UPP during January–July 2026.
- **Expected credit loss provisions** stood at 3.5% of revenue in 9M'26, within the Group's target range. The moderate Q3 increase reflected the application of the Group's ageing-based ECL methodology.
- **Other overhead expenses** as a share of revenue increased by 0.8 p.p. YoY in Q3'26 and 9M'26, reflecting higher professional fees, project-related spending and operational support costs.
- **Q3'26 EBITDA** ex-one-offs grew 17.0% YoY to AED 375 million in Q3'26 and 21.3% to AED 892 million in 9M'26, with margins reaching 24.4% and 20.6%, respectively. Improvements reflected procurement efficiencies, workforce cost discipline and stronger operating leverage.
- **Net profit ex-one-offs** increased 5.7% YoY to AED 185 million in Q3'26 and 42.1% to AED 412 million in 9M'26. Q3 profitability was partly offset by higher depreciation and finance costs, including upfront expenses incurred in refinancing existing borrowings.

Notes: Q3'26 reported EBITDA included a minor asset impairment charge. 9M'26 included net non-recurring costs related to the wind-down of Saudi physiotherapy operations and the planned relocation of Burjeel Hospital for Advanced Surgery in Dubai, partly offset by lease-liability derecognition. 9M'25 included an AED 72 million one-off gain following the Medeor Hospital Dubai building acquisition. Ex-one-offs definitions: see slide 45.

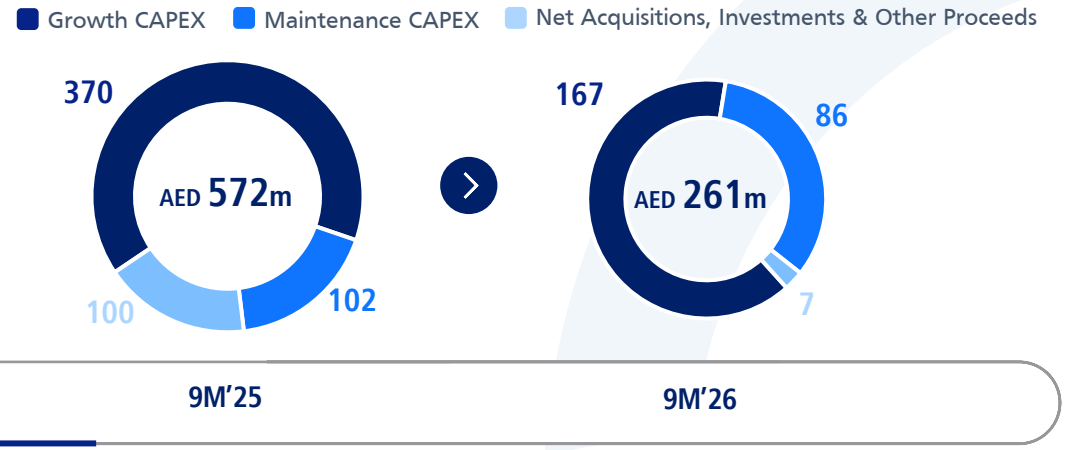
Strong Free Cash Flow Generation Along With Disciplined Capital Deployment

Net Cash from Operating Activities, AED m



AED, m	2023	2024	2025	9M'25	9M'26
EBITDA	**1,033**	**908**	**1,089**	**807**	**866**
Change in Net Working Capital	(382)	(343)	(506)	(410)	(29)
Maintenance CAPEX	(113)	(127)	(136)	(102)	(86)
Free Cash Flow[1]	**539**	**438**	**447**	**295**	**750**

Net Cash Used In Investing Activities, AED m



- **Operating cash flow** increased 217.4% YoY to AED 775 million in 9M'26, driven by higher operating profitability and favorable working capital movements, including improved receivables collections during the period, partly offset by higher corporate tax payments.
- **Investing cash outflows** declined 54.4% YoY to AED 261 million in 9M'26, reflecting lower capital deployment. This included AED 167 million in growth CAPEX, AED 86 million in maintenance CAPEX, and AED 12 million of investments in associates, partly offset by investment income and other proceeds.
- **Financing cash outflows** totaled AED 350 million in 9M'26, primarily comprising AED 142 million in lease principal payments, AED 142 million in dividends and AED 65 million in net borrowing repayments following the Sukuk refinancing.
- **Free cash flow (FCF) conversion** increased to 87% in 9M'26, while ROIC[2] improved to 13.3% from 11.8% in 9M'25, demonstrating higher profitability and capital efficiency.

Notes: (1) FCF = Reported EBITDA – maintenance CAPEX – change in working capital. Working capital = inventory + receivables – payables (incl. accruals). Change in working capital is calculated as working capital balance in prior period less working capital balance in current period. (2) ROIC is calculated using annualized 9M operating profit after tax and average invested capital, including lease liabilities.

Well-Capitalized Balance Sheet
Enhanced by Successful Debt Refinancing

AED m	30 September 2026	31 December 2025
Bank balances and cash	**442**	**277**
Interest-bearing loans and borrowing[1]	1,887	1,918
Net debt	**1,445**	**1,641**
Lease liabilities[2]	1,240	1,191
Net debt including lease liabilities[3]	**2,685**	**2,832**
Net amounts due from/(to) related parties	(40)	(24)
KPIs:		
Net debt / pre-IFRS 16 EBITDA[4]	**1.4x**	**1.8x**
Net debt including lease liabilities / EBITDA	2.3x	2.6x
Total Group equity	**2,409**	**2,165**
Divided mainly into:		
Share capital	**521**	**521**
Share premium	367	367
Retained earnings (incl. NCI)	**1,515**	**1,271**

Debt Maturity as of 30 September 2026



Commitment to Conservative Financial Policy

- **Net leverage improved to 1.4x** as of 30 September 2026 from 1.8x at year-end 2025, supported by strong cash generation and disciplined balance sheet management.
- **USD 500 million Sukuk successfully issued** in July 2026 under the USD 1.5 billion Sukuk Programme. The senior unsecured Sukuk matures in 2031 and carries a 7.000% profit rate.
- **Debt successfully refinanced** through the Sukuk issuance, extending the Group's debt maturity profile and strengthening its long-term funding structure.
- **Outstanding borrowings totaled AED 1,887 million** as of 30 September 2026, comprising AED 1,828 million under the Sukuk and AED 58 million drawn under the AED 750 million FAB RCF, leaving AED 692 million undrawn.
- **Balance sheet remained well capitalized**, with total equity increasing to AED 2,409 million and cash balances reaching AED 442 million as of 30 September 2026.

Notes: (1) Includes Sukuk, revolving credit facility and vehicle loans. (2) Includes current and non-current portion of lease liabilities. (3) Includes net debt and lease liabilities. (4) Pre-IFRS 16 LTM EBITDA is calculated as reported EBITDA less annual lease rental, and net debt is calculated as interest-bearing loans and borrowing less cash and bank balances. (5) The Sukuk is presented at its IFRS carrying amount of AED 1,828 million. The face value repayable at maturity in July 2031 is AED 1,836.5 million.

BURJEEL
HOLDINGS

05



Guidance

Leading Super-Specialty Healthcare Provider in the Gulf

Mid-Term Outlook & Guidance

Network Expansion

18 Healthcare Assets: 2 Hospitals – Dubai, **4** Day Surgery Centers – UAE, **6** Medical Centers – UAE, **2** Fertility Clinics – Al Ain and Dubai, **2** Day Surgery Centers – KSA, and **2** Radiation Oncology Centers – GCC.

Profitability

Group EBITDA margin expected to expand to **the low-20s range on a blended basis**, driven by asset ramp-up, scale benefits, and patient yield optimization.

Top-Line Growth

Group revenue expected to grow at **a low double-digit CAGR.**

BMC revenue targeted to reach **AED 1.7 billion** p.a.

Expansion projects expected to generate **AED 1.5 billion** p.a.

Capital Allocation & Leverage

Maintenance CAPEX expected to be up to **2.5%** of revenue.

Growth CAPEX of AED 1.0bn for UAE & KSA expansion and digital transformation.

Net debt / pre-IFRS 16 EBITDA of **less than 2.5x** to be maintained.

Dividend payout ratio of **40%–70%** of net income, subject to funding requirements for growth opportunities.

Note: Top-line and bottom-line guidance reflect the impact of regulatory changes under the Unified Procurement Program (UPP), which altered medicine procurement and revenue recognition mechanics. Excluding the UPP impact, underlying operational performance and demand trends remain intact.

BURJEEL
HOLDINGS

06



Appendix

Leading Super-Specialty Healthcare Provider in the Gulf

A Proven Track Record of Scale and Leadership

2007-2010
First Hospital opened in 2007 under LLH Hospital brand name

2011-2014
Launched Burjeel Brand in Abu Dhabi & Entered Oman

2015
Medeor Brand Launch

2016
Expanded Speciality Medical Services Platform

2017
New unique facility focused on minimal invasive surgeries and alternative therapies opened in 2017



2018
Launched Burjeel Royal Hospital Al Ain & Launched Multi-Speciality Day Care Surgery Center in Abu Dhabi

2019
Launched Burjeel Hospital Sharjah



2020
Introduction of digital platform

Soft Launch of BMC Operations



2021
New Clinical Research capabilities and Bone Marrow Treatment

2022
Listed and started trading on the ADX in October 2022

Launched Kypros Nicolaides Fetal Medicine & Therapy Center

BMC received license for Organ transplant

2023
Launched The Paley Middle East Clinic, providing world-class specialized orthopedic care

Expanded into KSA

2024
Introduction IVF at BMC

Launch of OncoHelix coLab

UAE's 1st Pediatric Liver Transplant

2025
Launched Al Muderis Osseointegration Clinic, providing pioneering amputee care

Launched Thalassemia & Sickle Cell Center and the Genetics & Rare Disease Center

Reached 7+ million Patients annually

	2007-2010	2011-2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of Medical & Physiotherapy Centers and Hospitals	3	12	19	25	27	30	35	39	39	39	46	77	89
Revenue (AED bn)	0.3	1.0	1.4	1.6	1.8	2.0	2.4	2.6	3.4	3.9	4.5	5.0	5.5

Continued exceptional growth opportunity going forward in UAE and beyond

Note: Noted: Revenue figures from 2019-2025 inclusively are based on the Burjeel Group consolidated financial statements, while those prior to 2019 come from the management accounts.

Transforming Cancer Care:
The UAE's Leading National Network

Burjeel Cancer Institute (Burjeel Medical City)

- Pathology, AI & Molecular Diagnostics
- Medical Oncology (HIPEC)
- Surgical Oncology (Da Vinci, SRS)
- Radiation Therapy (MR-linac, SBRT)
- Nuclear Medicine (PET & SPECT)
- Bone Marrow Transplant
- Immunotherapy
- Supportive & Palliative Care

Diversified Referral Pathways Strengthening Oncology Access

Hub for high-end specialized oncology treatments



Planned Standalone Radiation Oncology Network

- Built on Acquired Advanced Care Oncology Center
- Specialized Hubs for Radiation & Medical Therapy
- AI-Driven Radiation Planning & LINAC Systems
- Streamlined Referrals from Healthcare Providers

Hospital & Medical Center Network

- 19 Hospitals & 44 Medical Centers across UAE & Oman
- Comprehensive Care from Primary to Quaternary
- Initial Oncology Care & Diagnostics
- Seamless Patient Flow for Specialized Treatments



Clinical Governance & Research

- Cancer MDT & Clinical Guidelines
- Oncology Drug Formulary
- Translational Research & Clinical Trials
- Education Programs & Fellowship
- Strategic Global Alignments
- ESMO & Novalis Accreditations

GCC Healthcare Market Growth Drivers

1 Strong economic growth

CAGR '23-31E of GDP[1]

+5%	+3%	+3%
UAE	Oman	KSA

2 Under-penetration of healthcare expenditure vs developed countries

Healthcare expenditure as % of GDP[2]

5%	11%	17%
GCC	UK	USA

3 Favorable demographic trends

+2% CAGR '24-29E

65.1m

GCC population[2] (2029E)

+32% CAGR '24-29E

14%

Share of GCC people aged over 50[2] (2029E)

4 High prevalence of non-communicable diseases

40%
Prevalence of high blood pressure in adults of the total. GCC population[2]

24%
Prevalence of obesity in adults within the total GCC population[2]

79%
NCD-related mortality rate of the total GCC deaths[2]

5 Increasing demand for specialized and complex care

- Specialized tertiary care services in the private sector are a key area of growth
- High demand for preventive wellness and care

6 Roll-out of mandatory health insurance coverage

- Implementation of mandatory health insurance schemes leading to an increase in % of insured population / greater service utilisation

7 Rising Oncology Demand

~42,500
New cancer cases recorded in GCC (2020)

~103,000
New cancer cases projected by 2040 (+143%)

8 Telemedicine / digitalisation of services

- Operators expected to further invest in digital technology / data solutions after witnessing its value during the pandemic
- EMR / EHR widely adopted in GCC as a centralized system for digitization and distribution of medical records

9 Private operators gaining share from public sector

- Initiatives to boost private sector participation (e.g. PPP initiatives / liberalisation of foreign investment policies)
- The Saudi government aims to increase private sector contribution from 40% to 65% by 2030

Source: World Bank/FMI data. Alpen Capital GCC Healthcare Industry Report (February 2025); WHO; UNDP; International Agency for Research on Cancer (IARC), GLOBOCAN 2020 (GCC cancer incidence and projections).

9M'26
Income Statement

Group Income Statement Summary

AED m	Q3'26	Q3'25	9M'26	9M'25
Revenue	**1,535**	**1,422**	**4,329**	**4,099**
Inventories consumed	(308)	(312)	(867)	(985)
Doctors' & other employees' salaries	(625)	(590)	(1,904)	(1,789)
Provision for expected credit losses	(57)	(50)	(152)	(144)
Other general and admin expenses	(171)	(147)	(509)	(448)
Share of profit from associates	1	(4)	(4)	3
EBITDA ex-one-offs[1]	**375**	**320**	**892**	**735**
Impairment of Assets[2]	(1)	—	(30)	—
Other Income[3]	—	—	4	72
EBITDA	**373**	**320**	**866**	**807**
Finance costs	(62)	(37)	(132)	(121)
Depreciation & amortization	(102)	(89)	(297)	(284)
Income tax	(26)	(19)	(51)	(40)
Net profit ex-one-offs[1]	**185**	**175**	**412**	**290**
Net profit	**184**	**175**	**386**	**362**

Financial Performance by Segment

AED m	Q3'26	Q3'25	9M'26	9M'25
Revenue	**1,535**	**1,422**	**4,329**	**4,099**
Hospitals[4]	1,366	1,247	3,867	3,618
Medical Centers[4]	133	111	381	340
Pharmacies[4]	15	13	43	46
Others[5]	20	52	38	95
EBITDA (ex-one-offs)	**375**	**320**	**892**	**735**
Hospitals	365	321	927	785
Medical Centers	24	11	53	29
Pharmacies	3	2	5	4
Others[6]	(17)	(14)	(93)	(83)
Net profit (ex-one-offs)	**185**	**175**	**412**	**290**
Hospitals	238	203	561	400
Medical Centers	8	0.4	13	(3)
Pharmacies	2	1	4	4
Others	(63)	(30)	(166)	(111)

Notes: EBITDA is calculated as profit for the period before income tax expense, finance costs, depreciation and amortization. (1) EBITDA ex-one-offs excludes the non-recurring items, while net profit ex-one-offs excludes their after-tax impact, as described in Notes (2) and (3). (2) Q3'26 includes an additional impairment charge related to the planned relocation of Burjeel Hospital for Advanced Surgery in Dubai. Q2'26 impairment charges related to (i) the winding down of the Group's PhysioTherabia joint venture operations in Saudi Arabia and (ii) the planned relocation of Burjeel Hospital for Advanced Surgery in Dubai to a new facility, expected to be completed by the end of Q1'27. (3) Q2'25 includes a non-recurring gain recognized following the acquisition of the Medeor Hospital Dubai building, primarily reflecting the derecognition of lease liabilities under IFRS 16. Q2'26 includes a non-recurring gain associated with the planned relocation of Burjeel Hospital for Advanced Surgery in Dubai, also primarily reflecting the derecognition of lease liabilities under IFRS 16. (4) Includes other operating income and other revenue represents the non-clinical revenue in the Hospitals, Medical Centers and Pharmacies segments which mainly include an O&M fee, a fee for manpower supply contracts, and several other items. (5) Others contains revenue from entities that mainly provide services to the Group's hospitals, medical centers and pharmacies and also includes centralized purchasing, claim care and valet parking. (6) The Others segment includes corporate expenses.

FY'25
Income Statement

Group Income Statement Summary

AED m	FY'25	FY'24
Revenue	**5,486**	**5,010**
Inventories consumed	(1,261)	(1,246)
Doctors' and other employees' salaries	(2,403)	(2,182)
Provision for expected credit losses	(179)	(103)
Other general and admin expenses	(625)	(578)
Share of profit from associates	(3)	17
Change in financial assets carried at fair value through profit and loss	—	(10)
Other Income[1]	73	—
EBITDA	**1,089**	**908**
Finance costs	(162)	(149)
Depreciation & amortization	(386)	(360)
Income tax[2]	(38)	(39)
Net profit	**503**	**360**

Financial Performance by Segment

AED m	FY'25	FY'24
Revenue	**5,486**	**5,010**
Hospitals[3]	4,840	4,521
Medical Centers[3]	468	374
Pharmacies[3]	64	64
Others[4]	114	51
EBITDA	**1,089**	**908**
Hospitals	1,165	988
Medical Centers[5]	50	60
Pharmacies	7	6
Others[6]	(134)	(147)
Net profit	**503**	**360**
Hospitals	667	482
Medical Centers	2	26
Pharmacies	6	5
Others	(171)	(153)

Notes: Figures reflect reported EBITDA and net profit. (1) Includes AED 72 million gain from asset optimization following the Dubai Medeor Hospital building acquisition, completed in June 2025, reflecting lease liability de-recognition. (2) In FY'25, the Group recognized deferred tax assets of AED 18.9 million relating to carried-forward tax losses at the Oman legal entity level. (3) Includes other operating income and other revenue represents the non-clinical revenue in the Hospitals, Medical Centers and Pharmacies segments which mainly include an O&M fee, a fee for manpower supply contracts, and several other items. (4) Others contains revenue from entities that mainly provide services to the Group's hospitals, medical centers and pharmacies and also includes centralized purchasing, claim care and valet parking. (5) Affected by the ramp-up of recently opened facilities in the UAE and KSA. (6) The Others segment includes head office and corporate expenses.

9M'26
Balance Sheet

Balance Sheet Summary

AED m	30 September 2026	31 Dec 2025
Non-current assets		
Property and equipment	2,059	2,133
Intangible assets	40	20
Right-of-use assets	1,099	1,061
Capital work in progress	345	233
Goodwill	86	86
Investments in associates	37	33
Term deposits	3	3
Deferred Tax	15	18
Subtotal	**3,684**	**3,587**
Current assets		
Bank balances and cash	442	277
Accounts receivable and prepayments	2,525	2,490
Inventories	294	288
Amounts due from related parties	15	15
Subtotal	**3,275**	**3,070**
Total assets	**6,959**	**6,657**

AED m	30 September 2026	31 Dec 2025
Shareholders' equity		
Share capital	521	521
Shareholder's contribution	4	4
Other reserves	3	3
Share premium	367	367
Retained earnings	1,449	1,203
Non-controlling interests	66	68
Total equity	**2,409**	**2,165**
Liabilities		
Non-current liabilities		
Interest-bearing loans and borrowings	1,797	1,489
Lease liabilities	1,119	1,068
Employees' end-of-service benefits	213	198
Subtotal	**3,129**	**2,755**
Current liabilities		
Interest-bearing loans and borrowings	90	429
Accounts payable and accruals	1,100	1,089
Income tax payable	55	57
Amounts due to related parties	55	39
Lease liabilities	120	123
Subtotal	**1,421**	**1,737**
Total liabilities and owner equity	**6,959**	**6,657**

9M'26
Cash Flow Statement

Cash Flow Summary

AED, m	9M'26	9M'25
Operating activities		
Net Profit for the Period Before Tax	437	402
Non-cash movements	654	517
Working capital movements	(179)	(540)
Other	(138)	(135)
Net Cash, Operating activities	**775**	**244**
Investing activities		
CAPEX (property, equipment, CWIP, intangibles)	(253)	(472)
Acquisitions & investment in associate	(12)	(118)
Proceeds & income from investments	5	18
Net Cash, Investing activities	**(261)**	**(572)**
Financing activities		
Net movement in borrowings & derivative settlements	(65)	562
Lease liability payments and related interest	(142)	(138)
Dividends paid (including to NCI holders)	(142)	(185)
Net Cash, Financing activities	**(350)**	**240**
Cash & Cash Equivalents, End of Period	**442**	**146**

FY'25
Cash Flow Statement

Cash Flow Summary

AED, m	FY'25	FY'24
Operating activities		
Net Profit for the Period Before Tax	541	399
Non-cash adjustments	711	630
Working capital adjustments	(677)	(415)
Other	(173)	(114)
Net Cash, Operating activities	**402**	**500**
Investing activities		
CAPEX (property, equipment, CWIP, intangibles)	(585)	(255)
Acquisitions & investment in associate	(131)	—
Proceeds & income from investments	19	43
Net Cash, Investing activities	**(697)**	**(212)**
Financing activities		
Net movement in borrowings & derivative settlements	707	26
Lease liability payments and related interest	(185)	(170)
Dividends paid (including to NCI holders)	(185)	(75)
Net Cash, Financing activities	**337**	**(219)**
Cash & Cash Equivalents, End of Period	277	234

IR Contacts

November 2026

Sergei Levitskii

Director of Investor Relations

sergei.levitskii@burjeelholdings.com

ir@burjeelholdings.com

T: +971 2 3041 111

F: +971 2 2222 363

M: +971 503802383

PO Box 7400, Abu Dhabi, UAE

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