August 2025

BURJEEL
HOLDINGS

Investor Presentation

Burjeel Holdings

Leading Super-Specialty Healthcare Provider in the MENA Region

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Burjeel Holdings at a Glance

Leading Super-Specialty Healthcare Provider in MENA

Leading Integrated Healthcare Network in the MENA

Expanding market presence

UAE, Oman & KSA
Geographical presence

112
Medical assets incl. 20 hospitals[1]

19%
Inpatient market share in the UAE[2]

1,743
Bed capacity[3]

6.5 million
Total patients[4]

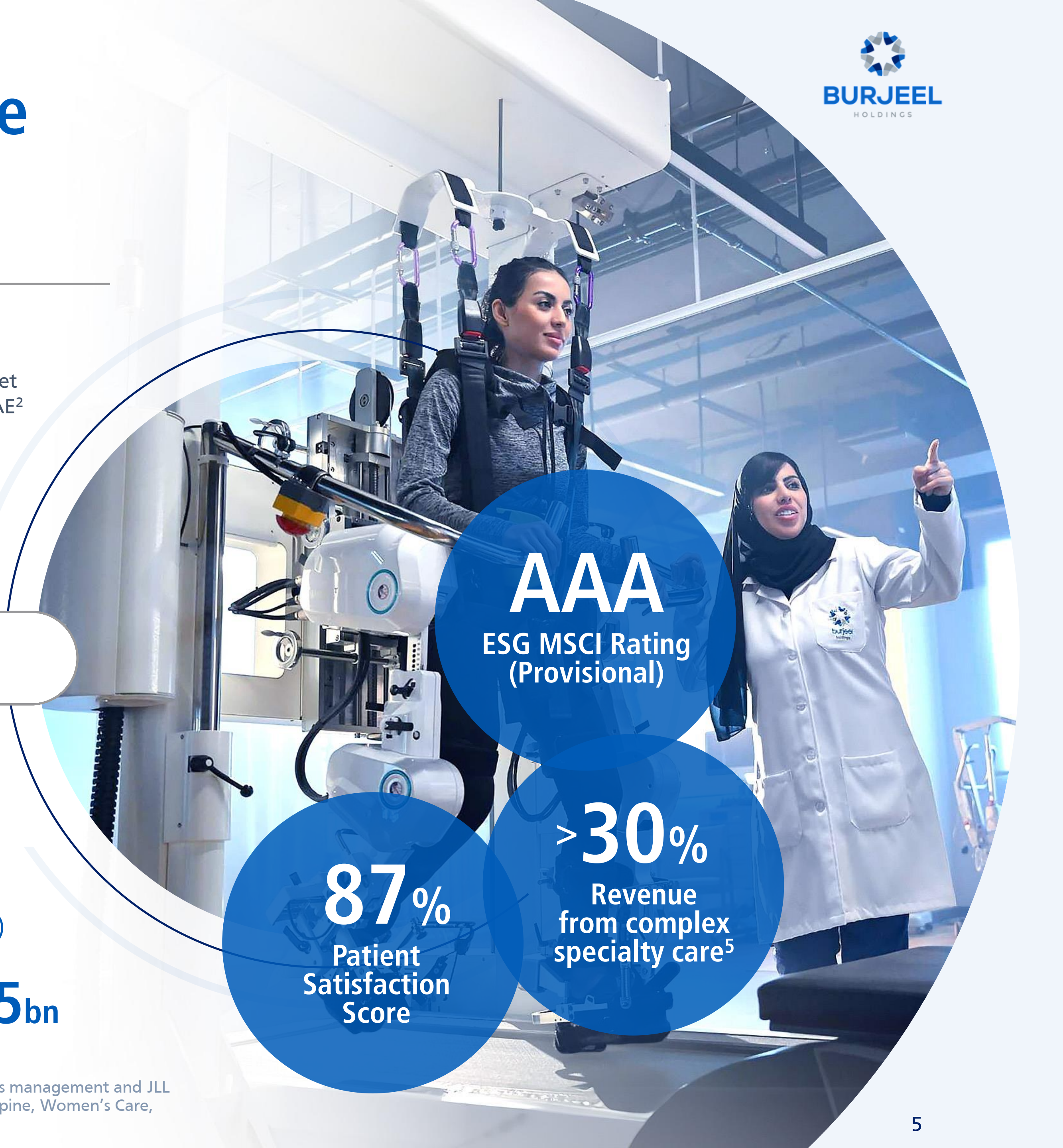
1,775
Doctors[3]

Diversified portfolio of brands

burjeel · Medeor Hospital · LLH HOSPITAL · LIFECARE Hospital · TAJMEEL · PHYSIOTHERABIA

Significant financial scale (H1'25 LTM)

Revenue	EBITDA	Net Profit	Net Debt
AED 5.3bn	AED 968m	AED 378m	AED 1.5bn



AAA
ESG MSCI Rating (Provisional)

87%
Patient Satisfaction Score

>30%
Revenue from complex specialty care[5]

Notes: (1) As at 30 June 2025. (2) Inpatient share of private market in the UAE based on data shared by Burjeel's management and JLL Healthcare research and analysis. (3) As at 30 June 2025. (4) Based on FY 2024. (5) Oncology, Orthopedics and Spine, Women's Care, Pediatrics, Neurosurgery & Neurology, Cardiac Sciences.

Milestones Over the Last 12 Months Driving Unmatched Growth & Complex Care Leadership

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Expanding Healthcare Network

Advanced Oncology & Day Surgery Centers
5 +3

Physiotherapy Centers
30 +13

Primary Care & Mental Health Centers
37 +15

Burjeel Cancer Institute Clinics
4 +3

Bed Capacity
1,743 +35

Physicians Workforce
1,775 +143

Advancing Complex Care Capabilities

BCI Burjeel Cancer Institute — UAE's Largest Oncology Network

Trust Fertility Clinic — UAE's Largest Fertility Clinic

OncoHelix Lab — Advanced Molecular Genetics Lab

Almuderis Osseointegration Clinic at the Paley Institute — UAE's 1st Osseointegration Clinic

Thalassemia & Sickle Cell Center — Advanced Hematology & Rare Disease Centers

alkalma — Mental Health & Wellbeing Network

Embedding Medical Excellence & Innovation

UAE's 1st ABO-Incompatible Kidney Transplant

UAE's 1st Pediatric Liver Transplant

5-Month-Old Baby Liver Transplant

700 Da Vinci Xi Robotic Surgeries Performed

60 100% success Liver & Kidney Transplants

162 63 pediatric Bone Marrow Transplants

Building Global Partnerships

MODON — Operating multi-specialty healthcare facilities in Egypt

مجموعة موانئ أبوظبي AD PORTS GROUP — Expanding healthcare access across underserved regions in Africa

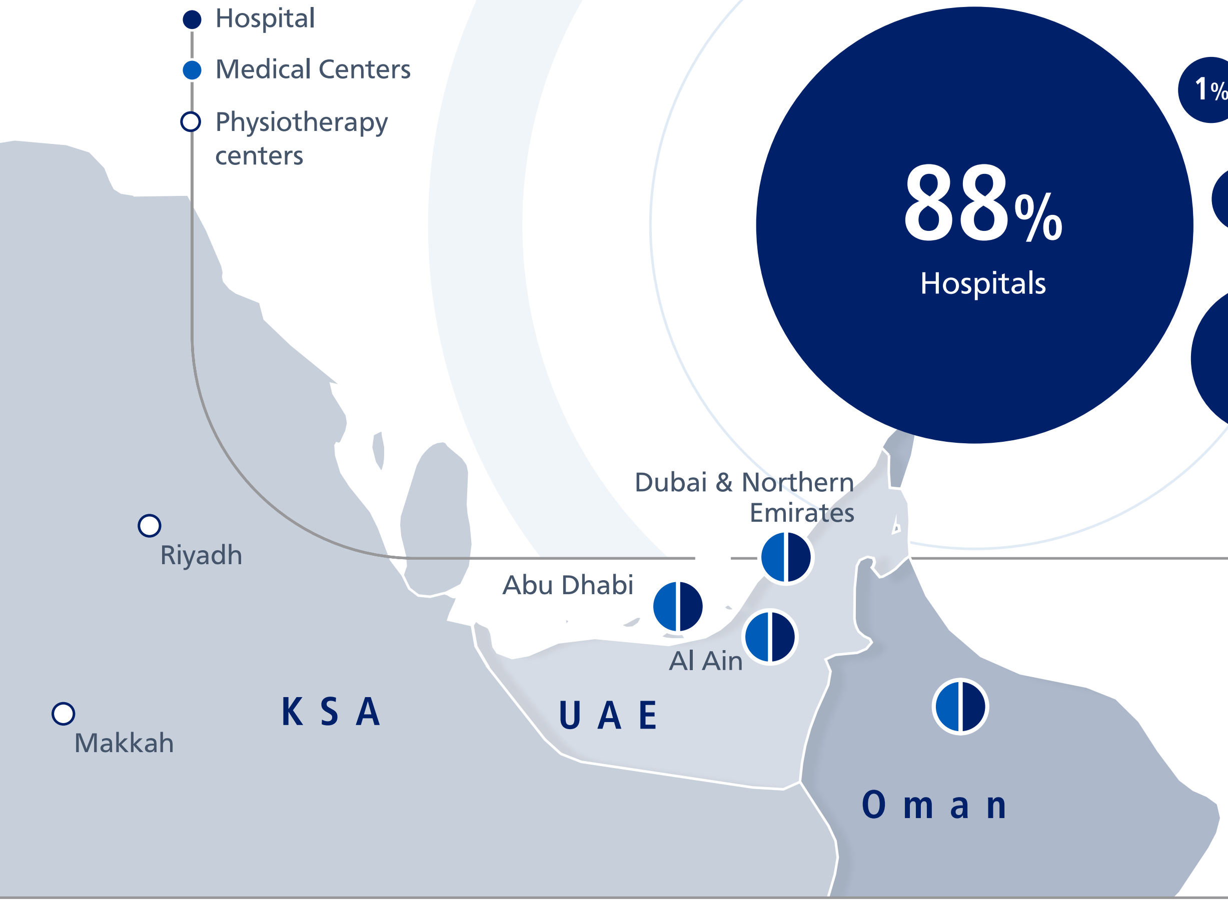
Paige — Deploying next-gen AI pathology tools across MENA

Ministry of Health (Egypt) — Expanding Oncology & BMT programs in Egypt & Africa

Keralty — Establishing a value-based primary care network in KSA

AXIOM SPACE — Conducting in-orbit diabetes research studies on the ISS

High Quality, Large-scale Portfolio of Assets Across Geographies



Segmental revenue contribution

- 88% Hospitals
- 1% Pharmacies
- 1% Other
- 10% Medical Centers

Geographic revenue contribution

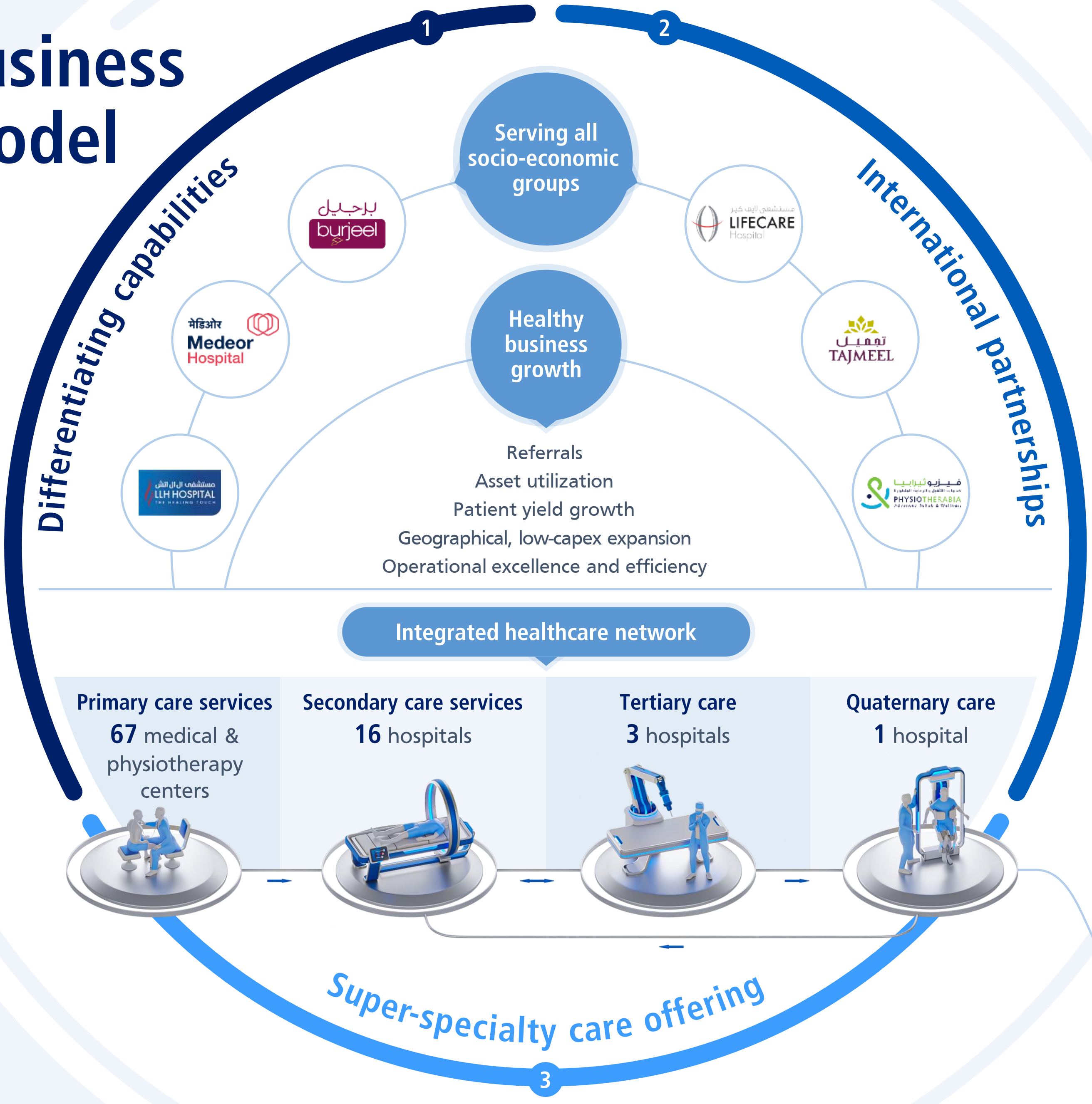
- 87% Abu Dhabi, Al Dhafra & Al Ain
- 9% Dubai & Northern Emirates
- 4% Oman
- 0.1% Saudi Arabia

Number of facilities

39	Abu Dhabi & Al Dhafra Region
5	Oman
7	Dubai & Northern Emirates
6	Al Ain
30	KSA across 10 cities[1]
15	Pharmacies (UAE)
10	Other assets

Note: Revenue contribution based on FY 2024. Number of facilities as at 30 June 2025. (1) Riyadh, Madina, Jeddah, Dammam, Al Khobar, Yanbu, Tabouk, Taif and Al Jubail. Also includes the recently acquired specialist physiotherapy and rehabilitation centers in Makkah and Riyadh.

Business Model



Note: Number of facilities as at 30 June 2025

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)
- First-of-its-kind Fetal Medicine& Therapy Center in the UAE
- Renowned Limb Lengthening Expert Dr. Dror Paley Opens First Clinic in Middle East
- Advanced Molecular Geneticsand Immune Profile Testing Laboratory
- The Middle East's First Osseointegration Clinic for for bone-anchored prosthetic services

3 Super-specialty care offering

- Bone Marrow Transplant
- Oncology
- Organ Transplant
- Orthopaedics and Spine
- Advanced Woman Care
- Fetal Medicine
- Paediatrics
- Neuroscience

Centralized back-up functions

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

Transforming Cancer Care:
The UAE's Leading National Network

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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

- 20 Hospitals & 37 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

Advancing Women & Children's Healthcare Offering

360-Degree Care for Women

Trust Fertility Clinic

The UAE's largest fertility center, which commenced operations in September 2024 and became fully operational in December 2024, offers comprehensive treatments, including egg retrieval, AI embryo selection, embryo transfer, and laparoscopic surgery for fertility conditions.

Kypros Nicolaides Fetal Medicine & Therapy Center – a burjeel holdings company

Partnered with the "Father of Fetal Medicine," to provide fetal care for high-risk pregnancies. First in MENA to perform in-utero spina bifida repair.

NICU & PICU

Advanced pediatric and neonatal care with Level III NICU and PICU for complex conditions, including genetic disorders and transplants.

ifem Endo Middle East Clinic – a burjeel holdings company

Partnered with the Franco-European Multidisciplinary Institute for Endometriosis to offer comprehensive care, treatment, and pain management.

Advanced Gynecology Institute

A one-stop destination for women's health, from routine exams to advanced gynecological care, specializing in minimally invasive robotic and laparoscopic procedures.

02

Strategic Priorities

Leading Super-Specialty Healthcare Provider in MENA

Ramp-up of Growth Assets

- **Use young asset fleet** to drive volume through enhanced utilization
- **Position Burjeel Medical City** as a primary growth driver
- **Accelerate ramp-up** of newly established Day Surgery Centers
- **Increase cross-group referrals** via community-based clinics
- **Optimize patient referral pathways** across services
- **Expand medical tourism** across the GCC, CIS, and Africa

Operational Excellence

- **Invest in clinical and nursing teams** to enhance patient care
- **Lead in medical education** and global accreditations
- **Emphasize a hospitality-focused approach** and patient lifetime value
- **Commit to multi-disciplinary care** and centralized operations
- **Accelerate Oracle Cerner deployment** for real-time and data-driven care
- **Collaborate on advanced tech** integration and AI solutions

Solidify Leadership in High-Complexity Care in the GCC

Drive Expansion in KSA with Disruptive Healthcare Innovations

Increasing Patient Yield

- **Repurpose bed capacity** for high-complexity cases
- **Strengthen capabilities** in key super-specialties
- **Focus on elite insurance mix** in patient demographics
- **Increase patient acquisition** through charity and crowdfunding
- **Enhance digital patient engagement** with a multi- faceted strategy
- **Establish a Research Center of Excellence** to support commercialization

Geographic Expansion

- **Expand primary care** network across the UAE
- **Launch day surgery centers** in Dubai and Northern Emirates
- **Establish the largest physiotherapy network** in Saudi Arabia
- **Scale our innovative day surgery model** to Saudi Arabia
- **Launch value-based healthcare** and mental health services in KSA
- **Leverage a strong O&M pipeline** across UAE and MENA

Strategic Growth **Pillars**

Ramp-up of Growth Assets

Group Revenue (AED m)
- '24: 5,010
- Mid-Term Target: 12-14% CAGR

Bed Capacity Utilization
- '24: 67%
- Mid-Term Target: 80-85%

BMC Revenue (AED m, per annum)
- '24: 1,205
- Mid-Term Target: 2,000

Increasing Patient Yield

Patient Yield (AED)
- '24: 754
- Mid-Term Target: Single Digit CAGR

Revenue from Complex Care
- '24: 30%
- Mid-Term Target: 40%

High-End Patient Mix[1]
- '24: 39%
- Mid-Term Target: >40%

Operational Excellence

Group EBITDA Margin
- '24: 19%
- Mid-Term Target: 25-27%

Patient Satisfaction
- '24: 87%
- Mid-Term Target: 85-90%

Oracle Cerner Integration
- '24: 15%
- Mid-Term Target: 100%

Geographic Expansion

Revenue from UAE Expansion (AED m, per annum)
- Mid-Term Target: +650

Revenue from KSA Expansion (AED m, per annum)
- Mid-Term Target: +1,000

O&M to Group Net Profit
- '24: 6%
- Mid-Term Target: 7-8%

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03

Investment
Case

Leading Super-Specialty Healthcare Provider in MENA

Super-Specialty Healthcare Provider of Choice

burjeel holdings

1 **World-class super-specialty care**
driving patient yield growth

2 **Leading position**
in large, growing, & resilient market

3 **Well-invested multi-brand network**
offering affordable healthcare access across all socio-economic groups

4 **High-growth asset mix**
with significant room for utilization ramp-up

5 **Expanding geographically**
through high-return and low-CAPEX opportunities

6 **Accelerating digitization**
to drive operational and medical excellence

7 **Cash-generative business model**
designed to deliver consistent shareholder return

8 **Commitment to ESG**
with best-in-class ratings & experienced leadership

Differentiated Growth Strategy to Drive Complex Care Across Burjeel's UAE Network

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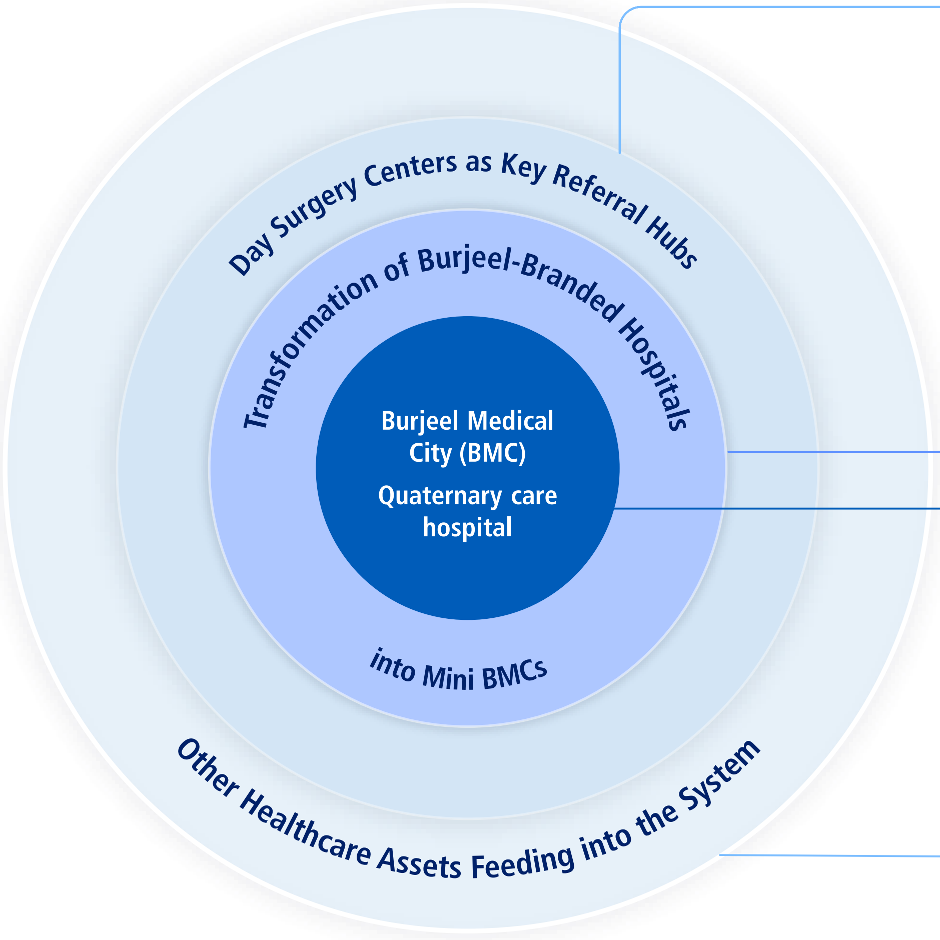

DSCs optimize Burjeel Hospitals' bed capacity for complex care, with over 60% of elective surgeries feasible as same-day procedures

Repurposed to adjacent high-ARR specialities:

- Selected Cancer Treatments
- Cardiovascular & Thoracic Services
- Orthopaedics & Musculoskeletal Care
- Digestive Health & Bariatric Surgery
- Neurosurgery, Stroke & Rehab
- Complex Maternity & Gynae Surgery

Hub for complex cases, ensuring comprehensiveness across five super-specialties:

- Oncology
- Organ Transplant
- Orthopaedics & Spine
- Advanced Women Care
- Paediatrics

Medeor, LLH & Lifecare hospitals and medical centers feed complex cases to Burjeel Hospitals & BMC

- **6** Burjeel Hospitals
- **400** BMC Complex Care Beds
- **6** Burjeel Day Surgery Centers
- **550** Planned Bed Repurposing
- **7** Other Branded Hospitals
- **44** Group Medical Centers

Note: Asset figures refer exclusively to UAE facilities, including operational assets as of 31 December 2024 and planned openings in 2025–2026: 1 hospital, 1 day surgery center, and 10 Burjeel specialized medical centers. Day surgery centers are included under the Hospitals segment.

Super-Specialty Care
Offering Driving Patient Yields

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

Da Vinci Xi system
700 surgeries
Since Inception

- BMC Burjeel Medical City — Multi-Organ & Bone Marrow Transplants
- BCI Burjeel Cancer Institute — Consolidated UAE's Largest Cancer Care Network
- Advanced Gynecology Institute
- ifem Middle East Clinic — Center of Excellence for Endometriosis
- Kypros Nicolaides Fetal Medicine & Therapy Center — Fetal Medicine & Therapy Center
- Paley Middle East Clinic, Abu Dhabi, UAE — Renowned Dr. Paley Orthopedic & Spine Clinic
- OncoHelix Lab — Advanced Molecular Genetics Lab
- Trust Fertility Clinic — UAE's Largest Fertility Center
- Thyroid Parathyroid Center

Momentum in Scaling	Maximizing Patient Growth & Yield
Liver & Kidney Transplants: **60** (100% success rate) Since inception	Multi-Organ Transplants: **AED 250,000 – 1,000,000**
Fetal Surgeries: **30** FY'24	Fetal Surgeries: **AED 400,000 – 500,000**
Complex Orthopedic Surgeries (Paley Clinic): **410** FY'24	Complex Orthopedic Surgeries: **AED 350,000 – 500,000**
Neuro Surgeries: **1,280** FY'24	Neurosurgeries: **AED 50,000 – 150,000**
Medical & Surgical Oncology: **15,000** FY'24; Radiotherapy: **8,500** FY'24	Medical & Surgical Oncology and Radiotherapy: **AED 10,000 – 80,000**
Bone Marrow Transplants: **162** (63 pediatric) Since inception	Bone Marrow Transplants: **AED 200,000 – 250,000**

Advancing Specialized Care Through Innovation

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Transforming Limb Restoration

The Middle East's First Osseointegration Clinic

Revolutionary solution for amputees: direct bone-anchored prosthetics

Global access at lower cost: Comparable to US ($95k–$150k) at significantly reduced price

Integrated model: surgery, rehab, and prosthetic fitting under one roof

Technology partner: Permedica (Italy), FDA-compliant systems

ALMUDERIS OSSEOINTEGRATION CLINIC AT THE Paley INSTITUTE

Led by Dr. Munjed Al Muderis

- World-renowned orthopedic surgeon
- Pioneer of single-stage Osseointegration
- Performed over 1,400 surgeries globally
- Trusted by military veterans, trauma patients, and high-performance amputees

Recent Breakthroughs in Complex Care

Thalassemia & Sickle Cell Center

Opened Thalassemia, Sickle Cell & Rare Disease Centers
Expanded advanced hematology and genetic services across pediatric and adult patients

Launched Epilepsy Monitoring Unit at BMC Neuroscience Institute
Advanced neurological diagnostics and real-time brain activity monitoring

Established International Tumor Board
Brought together 7 global oncology experts to enhance personalized, evidence-based treatment plans

Activated UAE-led Space Mission: Ax-4 "Suite Ride"
Completed in-orbit research on glucose metabolism and insulin resistance — advancing medical innovation and Burjeel's contribution to space-driven science.

Trust Fertility Center: Powering UAE's Fertility Strategy with Rapid Ramp-Up

Integral in Burjeel's Women's Health Platform

Operational Since **Dec 2024**

Capacity **5,000 IVF cycles/year**

Breakeven Achieved **<6 months from launch**

H1 2025 Status Positive EBITDA & Net Profit

H1 2025

AED 27m	1,800+	1,100+	~50%
Total Revenue	Unique Patient Volumes	IVF, FET, & IUI Cycles Initiated	Clinical Pregnancy Rate (above global average)

Advanced IVF & Fertility Solutions

- Egg Retrieval
- AI-Driven Embryo Selection & AI-Assisted Sperm Selection
- Embryo Transfer
- Fertility Assessments
- Intrauterine Insemination (IUI)
- Ovarian Tissue Cryopreservation (OTC) for Oncology Patients
- Social Egg Freezing
- IVF Consultations
- Reproductive Medicine Consultations
- Laparoscopic Surgery
- Advanced Cryopreservation Storage System

Growth & Integration Priorities

Next Launch
Al Ain IVF Center (Q4 2025)
Dubai IVF Center (2026)

Strengthening Referrals
from BMC (Ob-Gyn, Endocrinology)

Preparing for Center of Excellence
(CoE) Designation in 2025

Expanding Collaboration
with Oncology, Urology, and Genetics

Continuous Staff Development
& Academic Leadership

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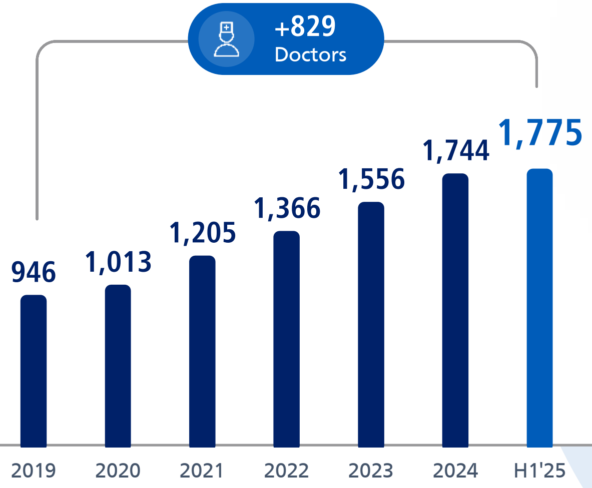
Robust Talent Investments
Powering Innovation & Research Capabilities

Highly skilled and growing talent pool



>30% of which are in super specialties

UAE's leading research center with stellar academic contributions

Leading published center in hematology and oncology in the UAE

330+

Publications in 2021 - 2024

Produced **>35 practice-changing publications on thalassemia** in top-tier global journals and **>20 abstracts** presented at leading international congresses

Authored thalassemia international guidelines and several key reference books on the cancer burden in the Arab World and UAE

UAE's Premier Research Hub: Advancing Science & Innovation

Axiom Space Partnership: Successfully completed an in-orbit research on microgravity's role in diabetes understanding and drug development.

Cancer Clinical Trials: Expanding portfolio in late-stage development for novel cancer therapies.

Burjeel Institute for Global Health: Launched in New York to drive global partnerships in R&D.

CAR-T Therapy Development: Partnered with Caring Cross to localize the development of CAR-T cell cancer treatments

OncoHelix Partnership: Established UAE's first advanced molecular genetics lab for precision medicine.

Thalassemia & Sickle Cell Center: Launched a new center at BMC to redefine care for inherited blood disorders.

UAE Market Leader with a Prominent Position Across Segments

#1 inpatient platform in the UAE
by private market volumes

Focus on specialised and complex
care resulting in growing market share

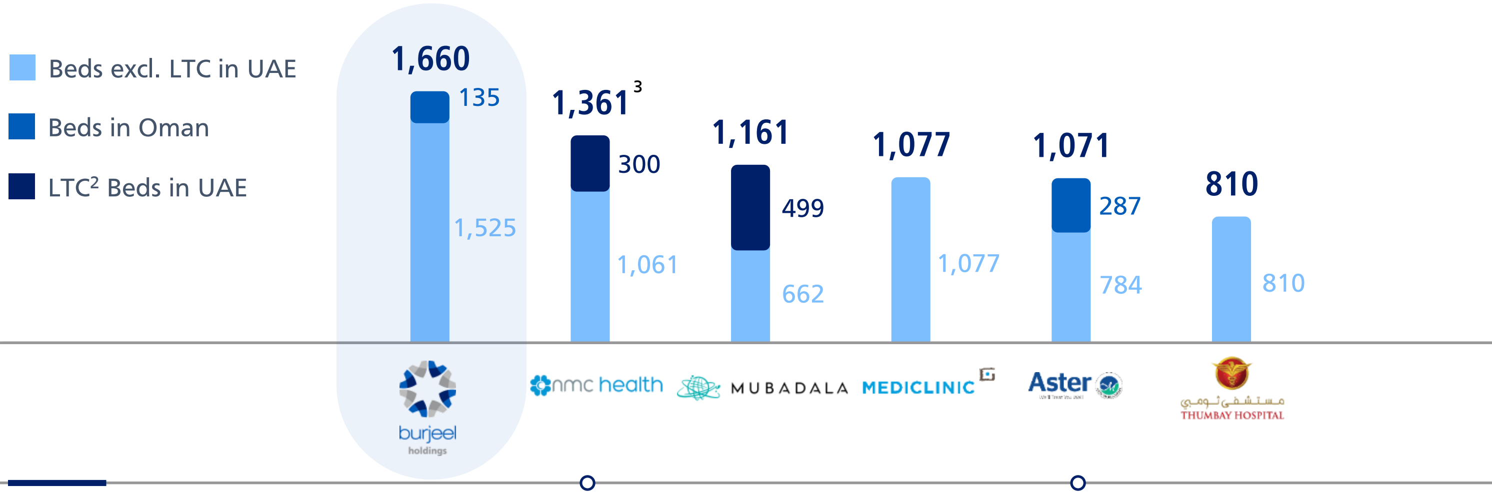
Excellent reputation and capabilities resulting in strong positioning to **benefit from increasing medical tourism**

Private sector operator holding **4 hospitals with license for Emergency and Trauma**

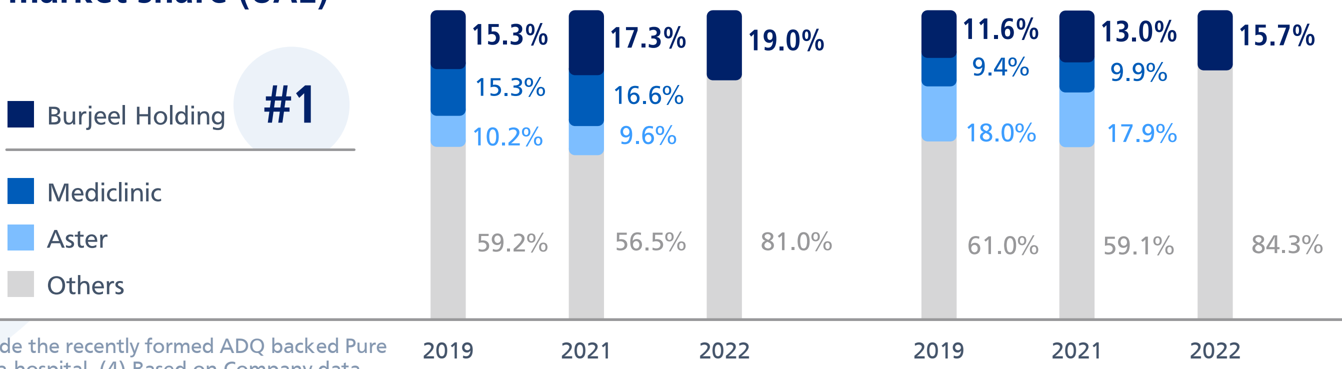
Unique positioning and offering of **BMC as the largest hospital in the UAE** with specialised oncology offering

Leading cancer research center
in the UAE

Number of beds by key players[1], as of December 2022



Estimated private market share (UAE)[4]



Notes: (1) Based on Company data, public sources and JLL research and analysis. Does not include the recently formed ADQ backed Pure Health healthcare platform. (2) LTC – Long term care. (3) Excluding O&M beds of Sheikh Khalifa hospital. (4) Based on Company data, Industry report from IPO Prospectus and JLL Healthcare research and analysis.

Large, Growing & Resilient Addressable Market

FY 2022

$104bn
GCC market size[2]

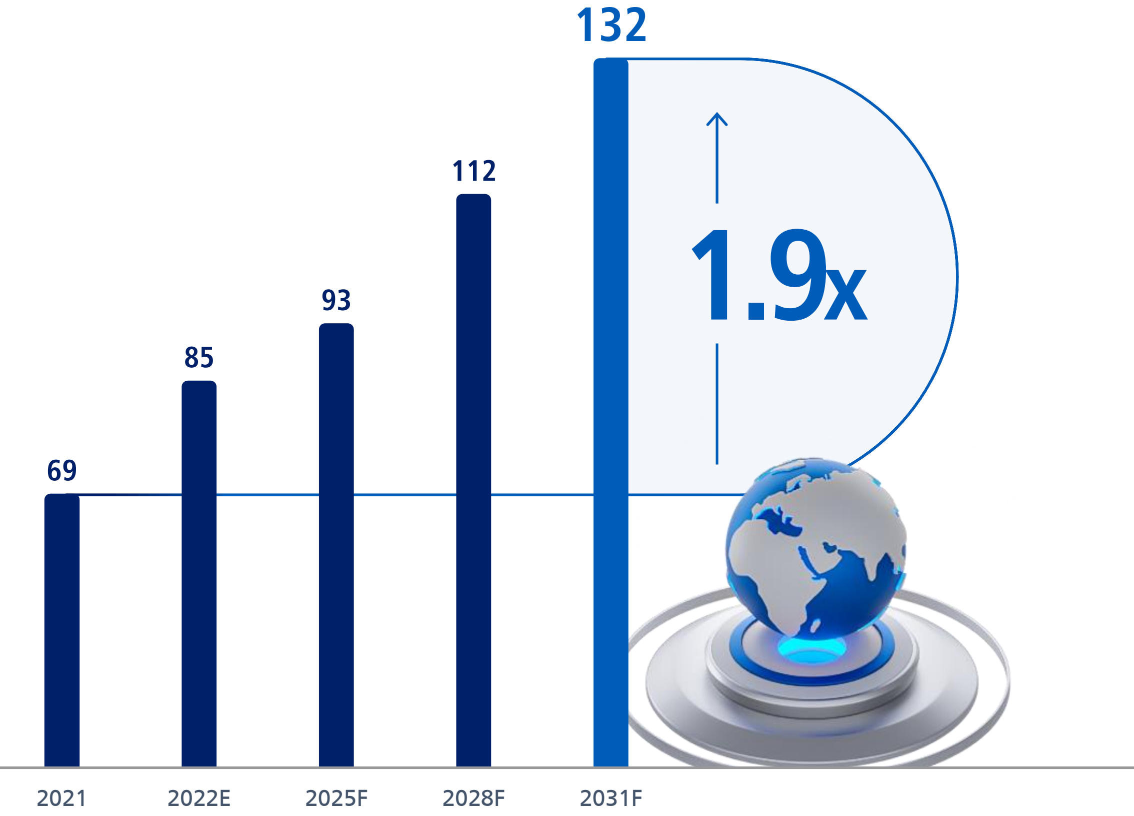
$85bn
UAE & Oman & KSA market size[1]

$27bn
UAE & Oman market size[1]

$1.4bn
Burjeel Holdings revenue (FY 2024)

UAE & Oman & KSA market size[1]

Total healthcare expenditure (USD bn)



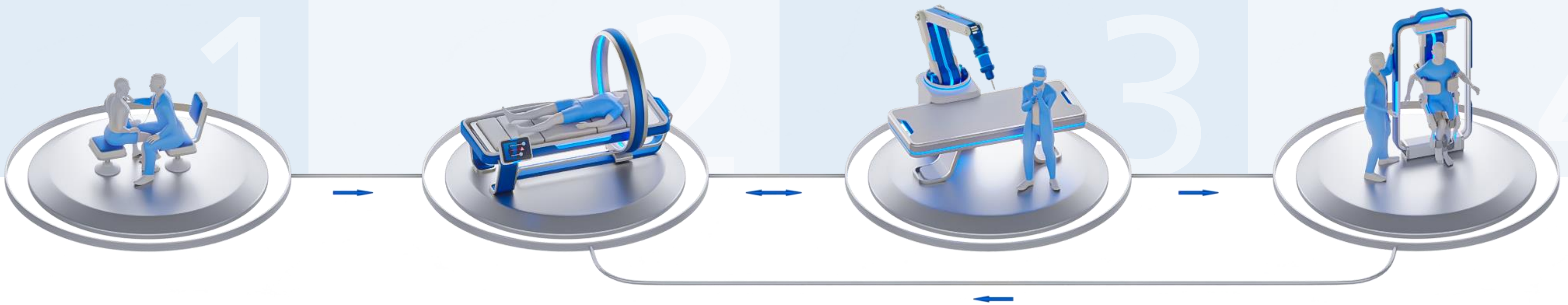
Notes: (1) Based on Company data and JLL Healthcare research and analysis. (2) Based on Alpen Capital GCC Healthcare Industry Report, March 2023.

Unique Business Model
Leveraging Multiple Touchpoints

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.

CAPEX spent from inception to FY'24 **AED 4.7bn**

Primary care services	Secondary care services	Tertiary care services	Quaternary care services
67 Medical centers[1]	**16** Hospitals	**3** Hospitals[2]	**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 the PhysioTherabia centers and the recently acquired physiotherapy and rehabilitation centers in KSA. (2) Hospitals – Burjeel Abu Dhabi, Burjeel Hospital Muscat, Lifecare Musaffah. (3) Burjeel Medical City.

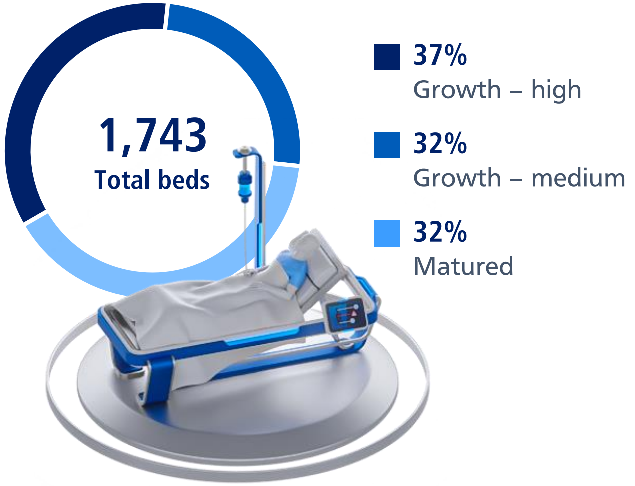
Leading Brand Portfolio Serving Entire Socioeconomic Spectrum

Brands	burjeel hospital	ميديور Medeor Hospital	مستشفى ال ال اتش LLH HOSPITAL	مستشفى لايف كير LIFECARE Hospital
Assets[1]	12 Hospitals[2] 9 Medical centers 1 Homecare services center	2 Hospitals 1 Medical center	4 Hospitals 13 Medical centers	2 Hospitals 4 Medical centers
Target population[3]	High income population 47% Emirati patients	Middle class expat population 98% Expat	Mid to low-income population 100% Expat	Industrial workers 100% Expat
Revenue contribution[4, 5]	74%	9%	10%	6%
Normalized EBITDA margin	25%-29%	25%-29%	25%-29%	25%-29%
Key UAE competitors	Cleveland Clinic	nmc health MEDICLINIC	Aster	Aster
Bed occupancy	66%	77%	61%	72%

Notes: All numbers are based on FY 2024. (1) As at 30 June 2025. (2) Includes Medeor Al Ain which is rebranded to Burjeel Farha in 2022 and included Advance Care Oncology Centre. (3) Excluding retail pharmacies. (4) Post-intersegmental eliminations. (5) The remaining 1% of revenue contribution comes from Tajmeel assets, Retail Pharmacies and the Group's Other segment.

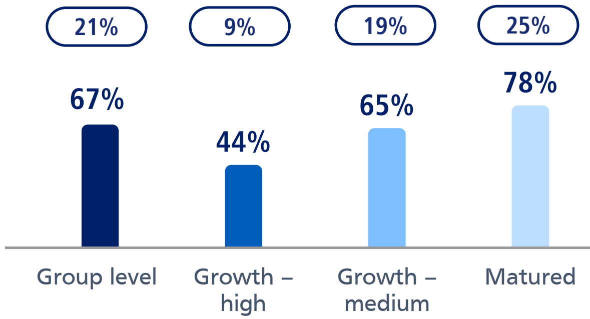
High-Growth Asset Mix with Significant Utilization Runway

Asset maturity split for hospitals[1]



Maturity-Wise Bed Occupancy

% Hospitals EBITDA margin (FY'24)[2]



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

FY 2024	Mature – Burjeel Hospital, Abu Dhabi	High-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
Doctors[3] / Beds / Size	213 d. / 299 b. / 77 k sq m	327 d. / 400 b. / 112 k sq m
Revenue[4]	AED 1,081m (+4% YoY)	AED 1,205m (+18% YoY)
EBITDA margin	25%	16%
Number of patients	739k	539k
Inpatient occupancy	76%	62%
Total ARR[5]	AED 1,460	AED 2,235

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) Revenue and Non-revenue generating doctors. (4) Pre-intersegment eliminations. (5) ARR = revenue / # of patients. Brand ARRs based on average ARR of each facility in each brand.

Multi-Pronged Expansion Strategy: Unlock Solid Growth Potential

Key region of focus – UAE & KSA

KSA to drive our geographic expansion

Zero-capex expansion into Africa, through **O&M** contracts

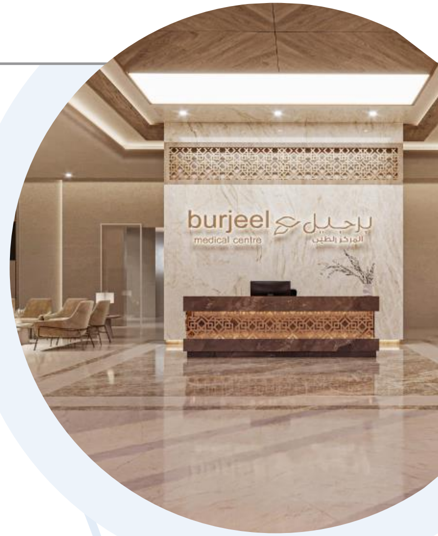
Expansion strategy pillars

1. Expanding World-Class Healthcare Network Across Emerging UAE Communities
2. Accelerating Expansion Across Saudi Arabia with Premier Physiotherapy & Specialized Day Surgery Centers
3. Transforming Regional Healthcare with Value-Based Care and Mental Health Services via AlKalma Ecosystem
4. Leveraging Solid Pipeline of O&M Opportunities in UAE & MENA

Expanding Reach, Enhancing Care: Burjeel's Growth Plan across the UAE

Launch of 1 hospital, 1 day surgery center, 11 specialized medical center in 2025-2026

The Group will expand its **Burjeel-branded network** with a **hospital**, a **day surgery center** in Dubai and the Northern Emirates, and **11 specialized medical centers** across the UAE. The integration of the **Advanced Care Oncology Center in Dubai** further strengthens its oncology services. This expansion will **tap into new markets, attract more patients**, and **optimize hospital capacity**, driving **revenue growth** and **profitability** while leveraging **economies of scale** and **operational efficiencies**.



2025	2026
Medical Center Gayathi	DIP Hospital (Dubai)
Trust Fertility Clinic Al Ain	Day Surgery Center Ras Al-Khaimah
Medical Center Dubai Silicon Oasis	Medical Center Al Reeman
Medical Center Nshama	Medical Center Western Region
Medical Center Al Falah	Medical Center Fujairah
Medical Center Sadiyat Island	
Medical Center Al Riyadh	
Advanced Oncology Center (Dubai)	

AED 650m Mid-Term Revenue

25-27% Normalized EBITDA Margin

AED 450m CAPEX (2025-26)

Entering High-Potential Saudi Arabia Market Through Disruptive Healthcare Innovations

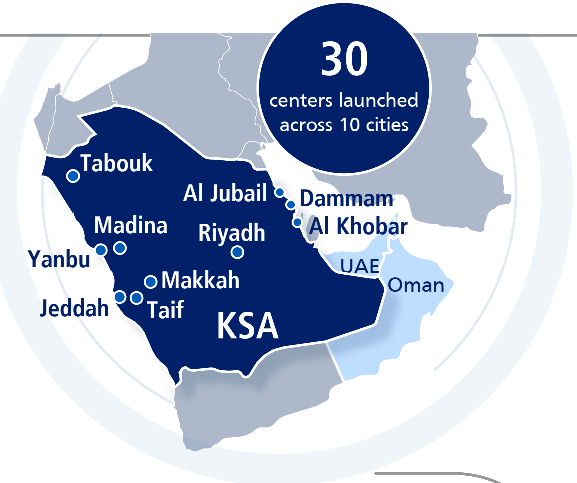
PhysioTherabia – Performance update[1]

+69% Revenue growth H1'25 YoY

40% Utilization rate (June'25)

950 Monthly sessions (Q2'25)

80% Share of cash-pay in revenue (H1'25)



فـيـزيـوثيرابـيـا
خدمات التأهيل والرعاية المتطورة
PHYSIOTHERABIA
Advanced Rehab & Wellness

60+ Physical therapy, rehabilitation and wellness **centers in 12 KSA cities** in a joint venture (50:50) with Leejam Company

- Physiotherapy
- Musculoskeletal rehabilitation
- Injury and surgical rehabilitation
- Pre- and postnatal care
- Hyperbaric oxygen therapy

Q4'23	+	2024-H1'25	+	H2'25-2026	=	Mid-term target (2027)[2]	
4 Centers	+	26 Centers	+	30 Centers	=	60 Centers	SAR 600m Revenue p.a.

Note: (1) Based on the performance of the first opened flagship center Olaya, operationally launched in September 2023.
(2) Its a joint venture (50:50) with Leejam Company. Burjeel Holdings has a consolidation right for PhysioTherabia financials.

Burjeel One – First Day Surgery Center in Riyadh

Prime location
- **Located in Irqah**, Northwestern Riyadh, with an estimated population of over 400,000
- **Proximity to key landmarks**: King Saud University, King Khalid University Hospital, Diplomatic Quarter

Center profile
- **Proximity to key landmarks**: King Saud University, King Khalid University Hospital, Diplomatic Quarter
- **Key specialties:** Oncology, Advanced Gynecology, Orthopedics and Neurology

Investments
- **USD 30-40m** CAPEX per center with **IRR 20%**
- **USD 10-15m** working capital investments per center

First Day Surgery Center Profile

Commissioning Date	Q4'25
Outpatient clinics	40
Beds	30
Operating rooms	5
Patient capacity	450,000 per year
3Y Revenue projection	SAR 200 million
3Y EBITDA margin projection	30%

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

BURJEEL HOLDINGS

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** across hospitals and medical centers for 3-5 years with zero CAPEX, high ROI, and renewable rights

Scope of Services

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

365k+ Annual Patient Footfall

12% Contribution to H1'25 Net Profit

Operonix
Operation and Management
By Burjeel Holdings

15 Active O&M Projects

10 Upcoming O&M Projects

Key O&M Projects and Partners

أدنوك ADNOC

القيادة العامة لشرطة أبوظبي Abu Dhabi Police GHQ.

دائرة القضاء JUDICIAL DEPARTMENT

United Arab Emirates

Khalifa bin Zayed Foundation
South Sudan Madol Field Hospital

Tawazun
Gaza Floating Hospital

ADNOC
Al Dhannah Hospital, Das Hospital

Abu Dhabi
Judicial Department Clinics

DOCKTOUR: Expanding Healthcare Access Across Africa Through Strategic Partnership with AD Ports

DOCKTOUR

Mission to scale healthcare access in under-served regions in Africa

BURJEEL HOLDINGS

50%

50%

مجموعة موانئ أبوظبي
AD PORTS GROUP

Burjeel's Healthcare Capabilities

- 17+ Countries O&M Platform
- Rapid Medical Deployment Expertise
- Complex Care, Training & Clinical Management

AD Ports' Logistical Advantage

- Strategic Port Network Across UAE & Africa
- End-to-End Healthcare Logistics
- Scalable Container Handling & Deployment

Strategic Rationale

- **Expand** UAE's healthcare presence internationally
- **Capture** asset-light growth across the GCC
- **Support** humanitarian and public health agendas

Scope of Services

- Container-based hospitals and pre-fabricated modular devices
- Emergency care, maternal care, and paediatric care
- Diagnostics, screening, general health check ups, and vaccination programs

Container Field Hospital

Mobility
Easy to transport by land or sea, and rapidly assembled onsite

Fast Deployment
Delivered and installed in 2 – 6 weeks

Scalable
Easily expanded to 100 beds based on demand

Infection Control
Hard walls, sealed interiors, lower biohazard risks compared to tents

Durable and Sustainable
Weather-resistant, secure, suitable for hot and wet climates, long-term reusability

Target Regions

Current
Chad, Ethiopia Sudan, Somalia, Nigeria, Liberia

Next Wave
Mauritania, Central African Republic, Tanzania, Uganda, Zanzibar

Leveraging Digital Transformation to Enhance Patient Experience and Maximise Operational Efficiency

Strategic digital initiatives

- **Mid-term key investment areas** in Digital Health
- **Oracle Health information system** to be fully implemented across the Group over next 3 years with total capex of AED 125m
- **1st Phase completed**: Burjeel Medical City, Burjeel Abu Dhabi and Burjeel Day Surgery Center Al Reem

Patient experience
- Homecare
- Telehealth

Digital markets
- Pharmacy
- Chronic care management

Digital outreach
- Marketing
- Education

Digital operations
- Process automation
- Internal Appstore

Clinical AI
- AI-assisted diagnostics
- Smart care

Patient 360 & Insights
- Personalised health record
- Customised care

Digital foundation
ORACLE Health

Cloud — AI — Mobile / web

Key digital achievements

Advancing telemedicine services through a strategic collaboration with e& to develop a cloud-based application

Using AI for Emergency Department Patient Care, to improve operational efficiency and reduce patient wait times.

Using AI for diagnostic imaging by analyzing radiology images, detecting abnormalities, and reducing turnaround time.

Digital kiosks for patient footfall management to enable self-check-in and reduce wait times and improve the patient experience.

Patient digital channel

Mobile application

629K Digital appointments (FY'24)

470K App downloads (Since Apr '22)

14% Penetration in total appointments (FY'24)
- 53% Mobile app
- 15% Website
- 30% WhatsApp
- 2% Patient Portal

742 Teleconsultation Appointments (Launched in Dec'24)

Note: (1) Includes Medeor Dubai, Burjeel Dubai and Burjeel Sharjah.

BURJEEL HOLDINGS

Optimizing Revenue Cycle Efficiency Through AI-Powered Coding & Analytics

AI-Driven Eligibility Engine

Denial reduction
Prevents denial root causes and ensures compliance with guidelines and regulatory governance

Faster reimbursement
Shortens revenue cycle, accelerating cash flow and improving financial agility

Revenue optimization
Prevents missed revenue through advanced AI auditing algorithms

Operational efficiency
Allowing the staff to focus on mission-critical tasks through AI-Augmented Automation & Zero-code connectivity

AI-Powered Coding Engine

Dive-deep analysis capabilities

AI Dashboard Capabilities

ICD Validation
Reads and analyses ICDs in the claim

Service Analysis
Reads and analyses billed services

Consultation Document
Identifies the billed ICDs which is not supporting the Clinical notes

Lab Reports Analysis
Identifies missing Lab Reports against the billed Lab Orders

Radiology Reports Analysis
Identifies missing Radiology Reports, the missing code, and billed code discrepancies

Service Reports Analysis
Identifies missing Service Reports, missing codes, and billed code discrepancies

OP Procedure Reports Analysis
Identifies missing OP Procedure Reports, missing codes, billed cod discrepancies

MAR Document Analysis
Identifies missing Injection administration codes and billed code discrepancies

Cash-Generative Business Model
Enabling Consistent Shareholder Return

Financial performance underpinned by operational excellence

	2024	2020-2024
Healthcare assets[1]	77	+97%
Beds	1,730	+70b.
Doctors	1,744	+731
Patient volume	6.5m	+64%
Bed occupancy	67%	+26p.p.
Outpatient utilization	69%	+3p.p.

	2024	Change / Comparison
Revenue	AED 5.0bn	+92% (2020-2024)
EBITDA[2]	AED 959m	+104% (2020-2024)
EBITDA margin	19.1%	+1.1p.p. (2020-2024)
Net profit[2]	AED 450m	AED (34m) (2020)
Net profit margin	9.0%	(1.3%) (2020)
Net debt / Pre IFRS 16 EBITDA	1.3x	1.5x (2020)

Robust margin expansion drivers

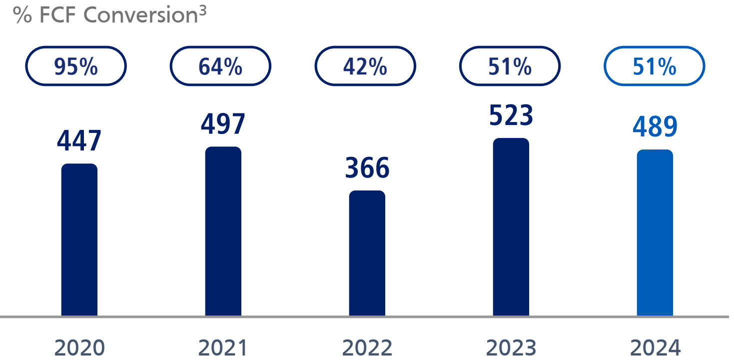
- **Healthy payer-mix with proportion** of Thiqa patients increasing across assets
- **Significant capacity to ramp-up** high growth assets (doctors and beds)
- **Geographical expansion** in lucrative KSA market through asset-light opportunities
- **Strong focus on complex care** driving ARR expansion

Compelling asset economics and strict capital discipline

- **25%-27%** targeted EBITDA margin
- **~3 years** for medical centers (maturity period)
- **15%-20%** IRR hurdle rate
- **40-70%** dividend pay-out ratio
- **80%-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 330m Total dividends (2023-24)



Notes: (1) Includes only hospitals, medical centers, and physiotherapy centers. (2) EBITDA excluding one-offs. Net profit excluding one-offs and taxes. Leverage represents Net debt / Pre IFRS 16 EBITDA calculated as EBITDA LTM less Annual Lease Rental Payments and Net debt is calculated as Bank debt less Cash and Bank balance. (3) FCF = 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 Financial Results section).

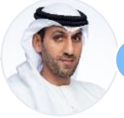
BURJEEL HOLDINGS

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 and Non-Exec Chairman

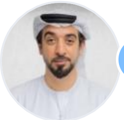


A N B
Mr. Saif Sultan Zayed Alfalahi
Vice-Chairman, Independent Director

A
Mr. Mohd Loay T. A Abdelfattah
Independent Director

A N
Mr. Abdul Wahab Al Halabi
Independent Director

N B
Dr. Shabeena Yusuffali
Non-Executive Director



B
Mr. Omran AlKhoori
Executive Director

B
Mr. Abdelmohsen Al Ashry
Executive Director

XX – years at Burjeel
XX – sector experience, years

Management

14 30
Mr. John Sunil
Chief Executive Officer

18 21
Mr. Muhammed Shihabuddin
Chief Finance Officer

19 19
Mr. Safeer Ahamed
Chief Operating Officer

11 18
Mr. Omran AlKhoori
President – Business Development

2 19
Dr. Mujtaba Ali-Khan
Chief Clinical Innovation Officer

11 31
Dr. Mangalore Sanjai Kumar
Group Head HR

10 13
Mr. Mustasan Jaleel Basharat Mir
General Counsel

2 31
Mr. Rajiv Puri
Head of Internal Audit and Risk

Strong governance framework

- BoD of 7 Members
- 1 Female Board Director
- Aligned with SCA and ADX Regulations

Committees:
- B Business Development & Sustainability
- A Audit
- N Nomination and Remuneration

Indicative long-term-incentive plan (to be adopted in FY'25)

- **Scope:**
  – No-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)

Strategic Pillars – ESG Framework

MSCI Provisional ESG RATINGS (p) AAA
As of Aug 2024

BURJEEL HOLDINGS

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 2024
3. Develop **strategy for accounting for Scope 3 carbon emissions** by 2025

Waste

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

Water

5. 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 2024 ESG Highlights

MSCI Provisional ESG RATINGS (p) AAA
As of Aug 2024

BURJEEL HOLDINGS

Healthy System

95%
Employee satisfaction score

54%
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

34%
Corporate employees participated in community volunteer activities

46%
Patients with chronic conditions received training

Healthy Governance

Zero
Data breaches, corruption or bribery and whistleblowing cases

100%
Hospitals in Abu Dhabi ADHICS accredited

100%
Employees completed data privacy and security training

100%
Employees completed ethics & compliance training

Healthy Environment

-29%
GHG emission

-35%
GHG intensity per patient

40%
Waste recycled or incinerated

2%
Water consumption reused

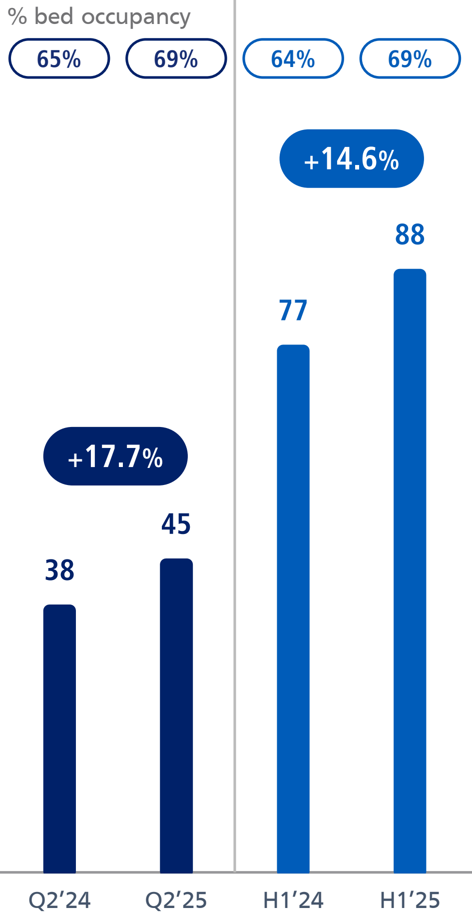
04

Performance Update

Leading Super-Specialty Healthcare Provider in MENA

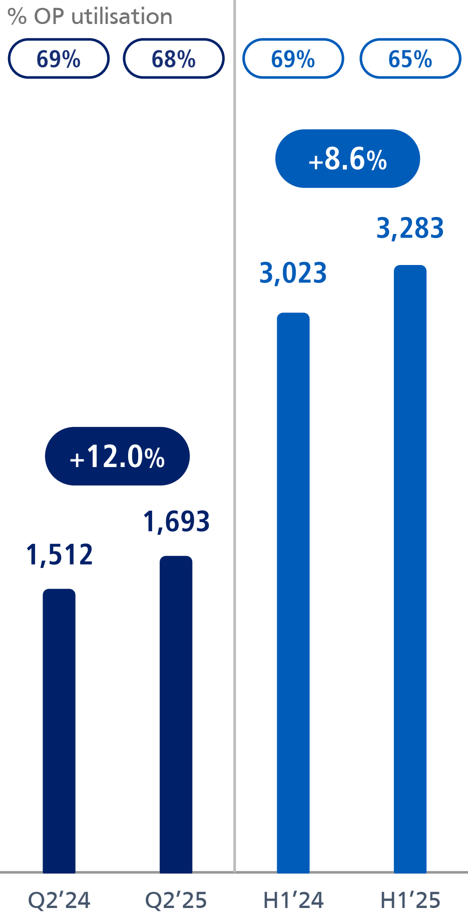
Patient Growth Accelerates with Expanding Market Presence

Group Inpatient Footfall, k



- **The Group delivered strong inpatient footfall** growth in Q2’25, supported by the expansion of high-value sub-specialties and continued patient demand across key hospitals.
- **A total of 22,930 surgeries** were performed in Q2’25, marking an 18.7% YoY increase, driven by oncology, cardiology, gastro, and post-Ramadan demand for minimally invasive and elective surgeries.
- **Bed occupancy improved to 69%** in Q2’25, up from 65% in Q2’24, reflecting stronger utilization across the network.
- **Growth momentum in Q2’25** was led by Burjeel Medical City, Burjeel Specialty Hospital Sharjah, and Burjeel Royal Hospital Al Ain.

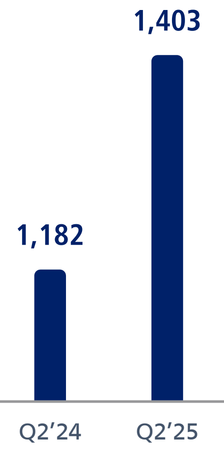
Group Outpatient Footfall, k



- **Outpatient footfall growth accelerated to** 12.0% YoY in Q2’25 vs 5.2% YoY in Q1’25, driven by the ramp-up of primary care, and physiotherapy centers, as well as sustained demand in oncology, pediatrics, ophthalmology, and family medicine, alongside pent-up demand following the Ramadan period.
- **Outpatient utilization improved to 68%** in Q2’25, up from 65% in Q1’25 and stable compared to Q2’24. This reflects operational efficiencies from optimized hiring and improved utilization of existing capacity.
- **Leading facilities contributing** to outpatient growth included Burjeel Medical City, Lifecare Hospital Baniyas, and Burjeel Day Surgery Center Barari.

Strong Growth Momentum Across Segments Along with Investments in Future Patient Growth

Group Revenue, AED m

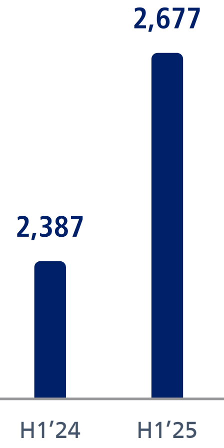


YoY

+18.7%

- Hospitals: +183
- Medical Centers: +33
- Pharmacies: +2
- Others: +3

- **Top-line growth accelerated in Q2’25,** fueled by strong patient footfall growth of 12.1% and improved patient realization.
- **Patient yield in Q2’25** was underpinned by high-value specialties, including IVF, advanced diagnostics, and complex oncology procedures.
- **Hospitals revenue** grew 17.3% YoY, while **Medical Centers revenue** rose 36.8% YoY, both driven by the ramp-up of new facilities and service lines.



YoY

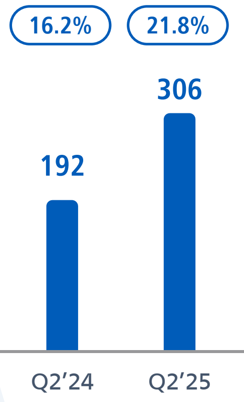
+12.2%

- Hospitals: +223
- Medical Centers: +48
- Pharmacies: +2
- Others: +17

- **Group Revenue in H1’25** was primarily driven by robust patient footfall growth of 8.7%.
- **Oncology revenue in H1’25** grew by 38.1% YoY, driven by the expansion of the oncology network and improved conversion rates in surgical and advanced treatments. Other key specialties also recorded strong growth: urology (+18%), emergency medicine (+17%), cardiology (+16%), and gastro (+13%).
- **Hospitals revenue** grew 10.4% YoY, while **Medical Centers revenue** rose 26.7% YoY.
- **Other revenue** rose 64.4% YoY, reflecting continued O&M expansion.

Group EBITDA, AED m

EBITDA margin



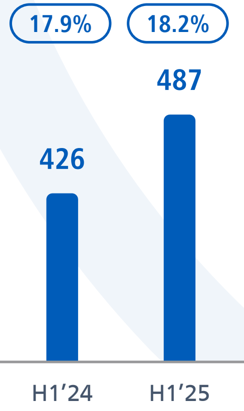
YoY

+59.4%

- Hospitals: +92
- Medical Centers: (4)
- Pharmacies: +1
- Others: +25

- **Group EBITDA grew YoY in Q2’25**, driven by strong top-line growth, physician manpower efficiency, and improved performance across ramping-up assets.
- **Hospitals EBITDA** grew 40.6% YoY, including AED 72 million from asset optimization linked to the Dubai Medeor Hospital building acquisition[1].
- **Medical Centers EBITDA** impacted by ramp-up costs from over 45 new centers across UAE & KSA (AED 11 million).

EBITDA margin



YoY

+14.2%

- Hospitals: +51
- Medical Centers: (21)
- Pharmacies: -
- Others: +30

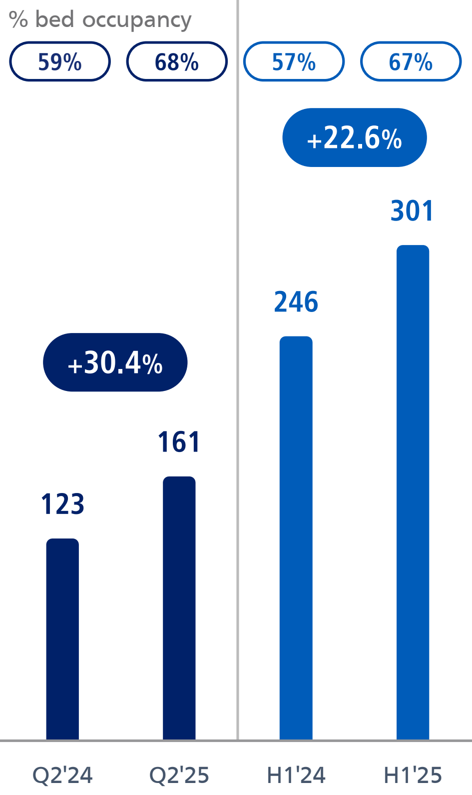
- **Group EBITDA in H1’25 grew YoY**, primarily supported by Q2 performance and asset ownership optimization.
- **Underlying EBITDA** reflected sub-specialty investments and AED 37 million in ramp-up costs from over 50 new healthcare assets.
- **Hospitals EBITDA** grew 10.6% YoY, reflecting performance improvements at Burjeel Medical City, Burjeel Specialty Hospital Abu Dhabi, Burjeel Royal Hospital Al Ain.
- **Medical Centers EBITDA** was impacted by ramp-up costs totaling AED 21 million from new centers opened across UAE & KSA.

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

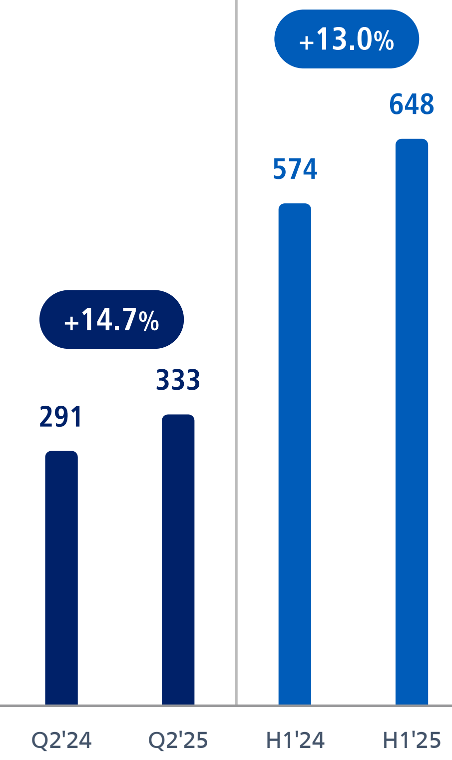
Note: (1) In Q2’25, the Group acquired the Medeor Hospital Dubai building for AED 170 million, eliminating a 15-year lease liability of AED 343 million. This transaction converts rental obligations into asset ownership, optimizes cost structure, enhances operational control, and supports the Group’s strategic growth focus in Dubai and the Northern Emirates.

Burjeel Medical City: Scaling Patient Base & Driving Efficiency Gains

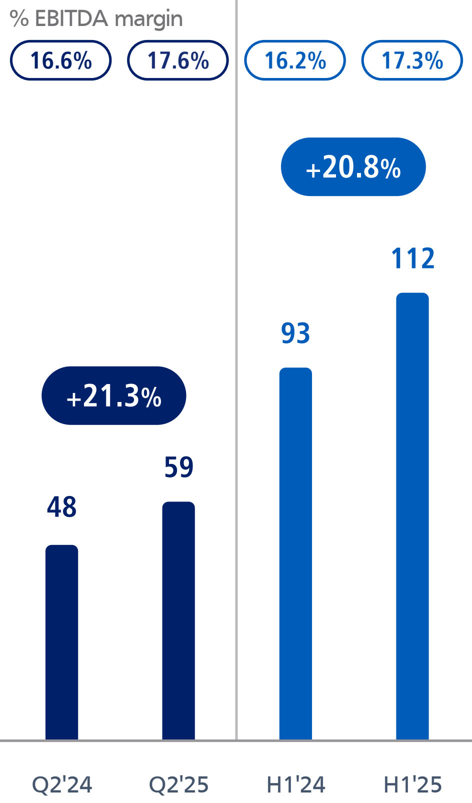
Total patients, k



Revenue, AED m[1]



EBITDA, AED m[1]

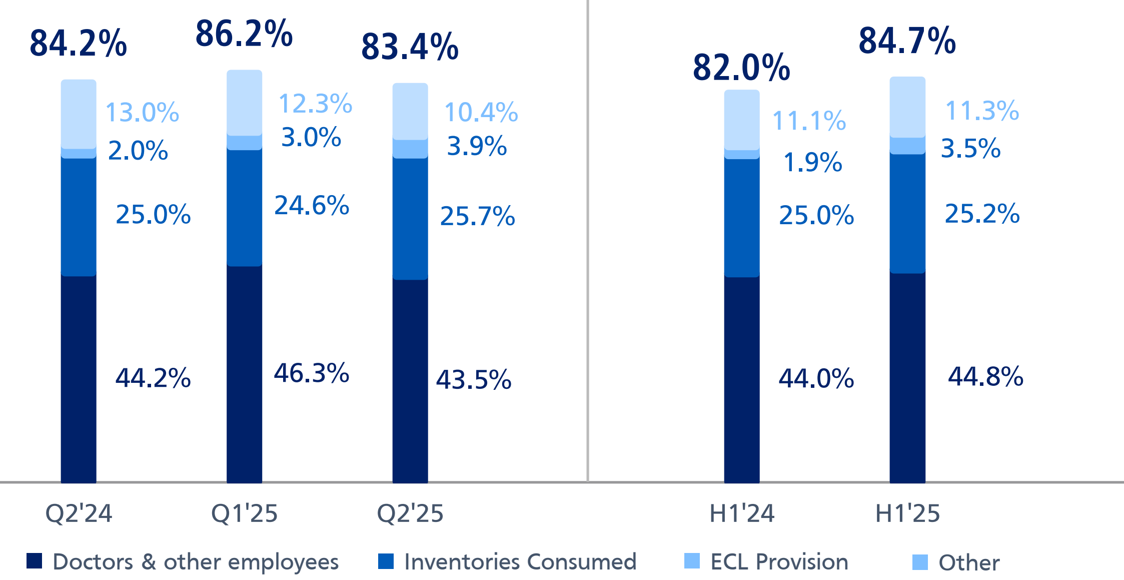


Burjeel Medical City (BMC) delivered robust growth in Q2'25, driven by a 30.4% YoY increase in patient volumes and an evolving case mix. Growth reflected higher outpatient share, sustained oncology momentum, and strong post-Ramadan demand for minimally invasive and elective procedures. **Bed occupancy improved** to 68%, underscoring stronger inpatient utilization. **BMC EBITDA grew** 21.3% YoY, supported by scale efficiencies alongside continued investments in expanding super-specialty services. BMC's performance reinforces its **strategic role as the Group's key platform for complex care and future value creation**.

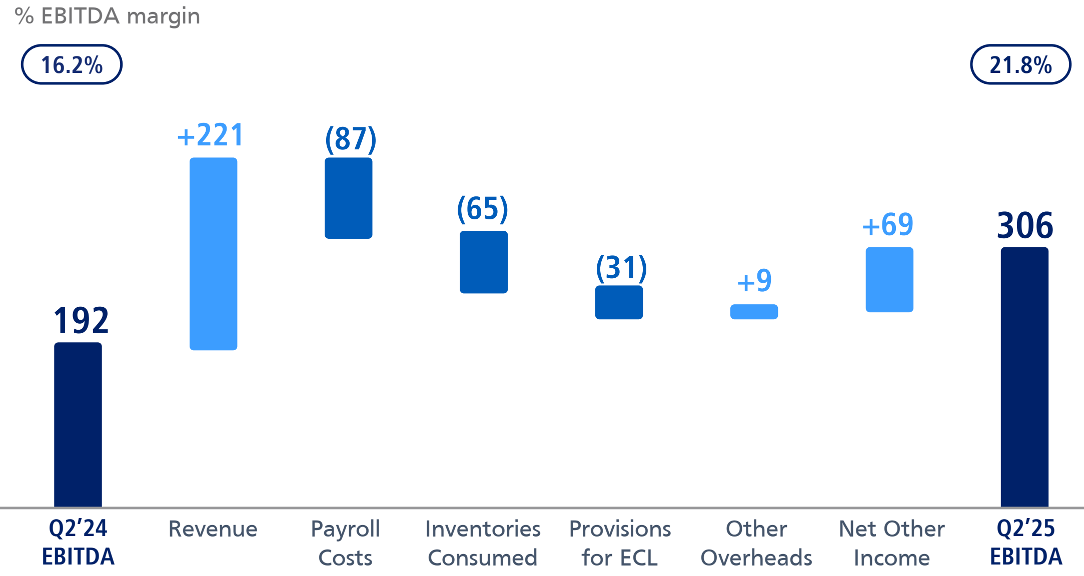
Note: (1) The above figures are pre-intersegment eliminations.

Top-Line Growth Underpinned by Cost Discipline & Strategic Asset Control

Group OPEX Breakdown, % of Revenue



Group EBITDA Analysis, AED m

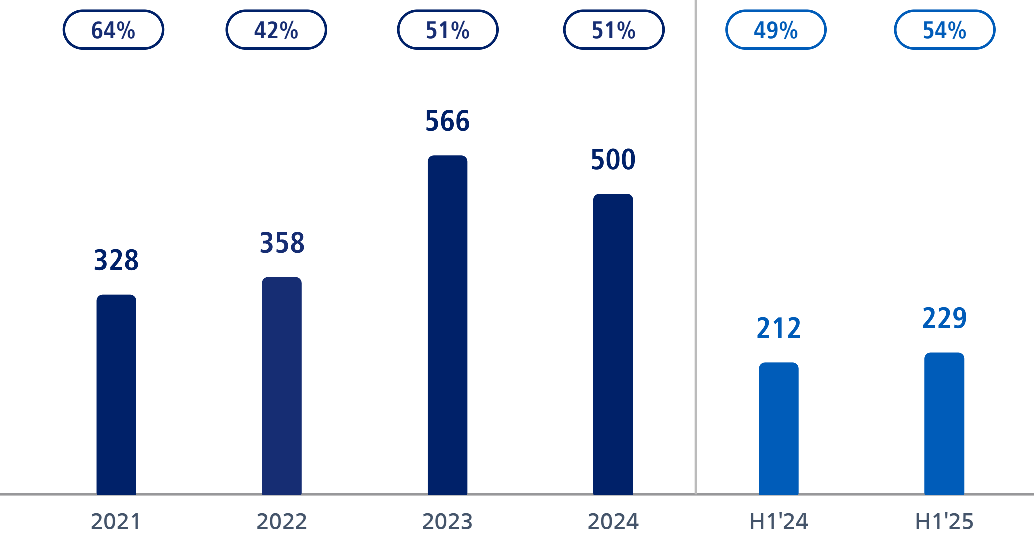


- **Doctors' and other employees' salaries** as a share of revenue decreased 0.7 p.p. YoY in Q2'25, driven by optimized hiring, improved physician utilization, and the scaling-up of 143 doctors recruited over the past 12 months. While H1'25 personnel expenses were influenced by the timing of this expansion, Q2 trends indicate a shift toward improved cost alignment.
- **Inventory** as a share of revenue increased in Q2'25, driven by a post-Ramadan mix shift toward day care surgeries and a higher contribution from outpatient pharmacy. For H1'25, the increase was limited, supported by ongoing formulary optimization and procurement efficiency.
- **ECL provision** elevated in Q2'25, reflecting a conservative stance based on prior-year collection trends. In H1'25, the auditor shifted from a market-based to a historical model, improving accuracy and aligning with best practices. As collections improve, provisioning is expected to ease in coming quarters.

- **Other overhead expenses** in Q2'25 declined 7.2% versus Q1'25 and 13.4% versus Q4'24, indicating gradual cost normalization. As a percentage of revenue, overhead expenses in Q2'25 decreased 2.7 p.p. YoY, reflecting enhanced cost discipline and the impact of Board compensation policy optimization. In H1'25, other overheads as a share of revenue remained broadly stable, with Q2 improvements helping to contain cost growth.
- **As a result, Group EBITDA in Q2'25** grew 59.4% YoY, with margin expanding to 21.8% from 16.2% in Q2'24. Q2'25 EBITDA also included AED 72 million gain from the Dubai Medeor Hospital building acquisition. H1'25 EBITDA increased 14.2% YoY, mainly supported by Q2 performance and asset ownership optimization.

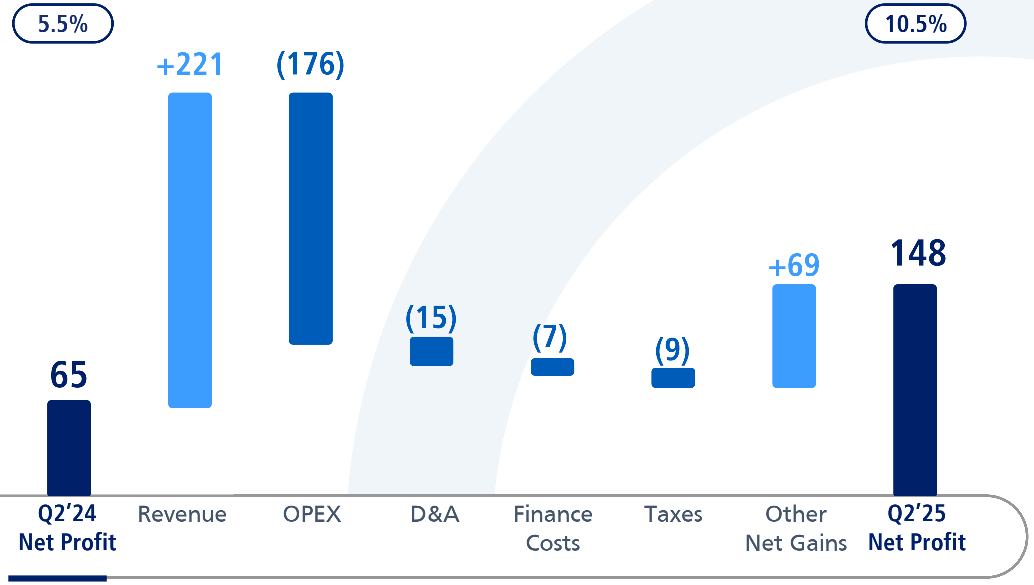
Strong Cash Flow Conversion & Profit Expansion

Cash Flow from Operating Activities, AED m



AED m	2021	2022	2023	2024	H1'24	H1'25
EBITDA[1]	779	878	1,018	959	426	487
Change in NWC	(196)	(429)	(382)	(343)	(172)	(169)
Maintenance CAPEX	(86)	(83)	(113)	(127)	(48)	(57)
Free Cash Flow[2]	497	366	523	489	207	261

Group Net Profit Analysis, AED m



Commentary

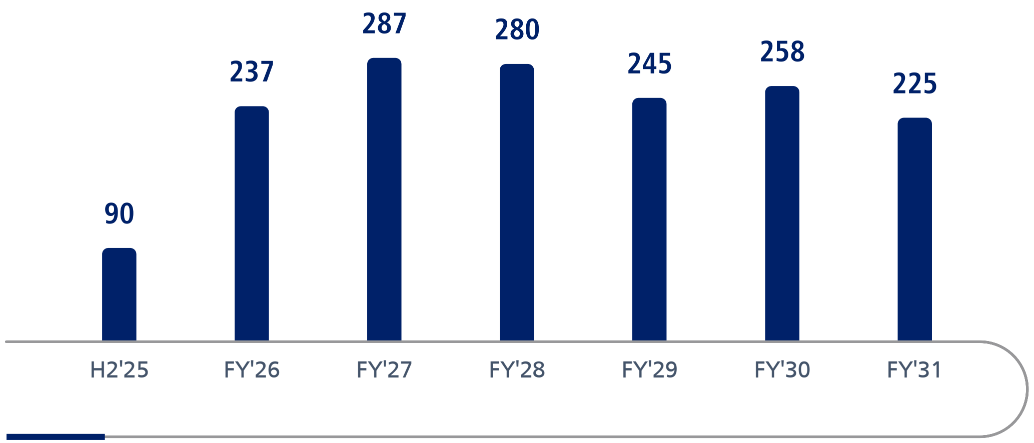
- **Operating cash flow** increased 8.1% YoY in H1'25, driven by driven by improved operational performance and disciplined working capital management.
- **Maintenance CAPEX** remained in line with guidance, while **Growth CAPEX** totaled AED 403m, driven by strategic M&A activities and ongoing network expansion.
- **FCF cash conversion** was improved to 54% in H1'25.
- **Net profit** increased 128.9% YoY in Q2'25, driven by robust revenue growth, cost optimization efforts, and gains from asset optimization. For H1 2025, net profit rose 10.6% YoY, broadly in line with EBITDA growth.

Notes: (1) Adjustments for one-offs apply only to FY 2024-2023 EBITDA and not to not quarterly data. These include Employee & BoD performance bonuses for FY'23 (paid in H1'24) and fair value movements on tradable investments, recorded in Dec'23 and divested in June'24. (2) FCF = 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.

Well-Capitalized Balance Sheet
Supporting Growth & Value Creation

AED m	FY 2023	FY 2024	Q2'25
Bank balances and cash	**170**	**238**	**155**
Interest-bearing loans and borrowings	1,164	1,208	1,621
Bank overdrafts	–	–	–
Bank debt[1]	**1,164**	**1,208**	**1,621**
Net debt	**994**	**970**	**1,466**
Lease liabilities[2]	1,170	1,456	1,185
Net debt including lease liabilites[3]	**2,164**	**2,426**	**2,650**
Amounts due from / (to) related parties	(16)	(44)	(61)
KPIs:			
Net debt / pre-IFRS 16 LTM EBITDA[4]	**1.1x**	**1.3x**	**1.8x**
Total Group equity	**1,557**	**1,842**	**1,853**
Divided mainly into:			
Share capital	521	521	521
Share premium	367	367	367
Retained earnings (incl. NCI)	663	948	959

Debt Maturity as of 30 June 2025



Commitment to Conservative Financial Policy

- **Net debt / pre-IFRS 16 LTM EBITDA ratio** as of 30 June 2025 stood at 1.8x, reflecting the acquisition of the Dubai hospital building. This strategic transaction enhanced asset ownership while optimizing the Group's cost structure.
- **No any contingent off-balance-sheet** liabilities.
- **Planned Sukuk Issuance**, allocated for loan repayment and mid-term growth funding, subject to shareholder approval and market conditions.
- **The Group's balance sheet remains well-capitalized** with total equity rising to AED 1,853 million as of 30 June 2025 This strong financial position provides resilience and flexibility to support future growth and value creation.

Notes: (1) Includes interest-bearing loans and borrowings and bank overdrafts. (2) Includes current and non-current portion of lease liabilities. (3) Includes net debt and lease liabilities. (4) Pre-IFRS 16 EBITDA is calculated as reported EBITDA less annual lease rental, and net debt is calculated as bank debt less cash and bank balances.

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05

Guidance

Leading Super-Specialty Healthcare Provider in MENA

Maintaining Growth Momentum While Building Future Margin Strength

BURJEEL HOLDINGS

	FY 2025 (Updated)	Mid-term (2027-2028)
Expansion	• **UAE:** 1 advanced care oncology center (Dubai), 1 fertility clinic (Al Ain), 6 medical centers • **KSA:** 1 day surgery center	• **UAE:** 1 hospital (Dubai), 1 day surgery center (RAK), 3 medical centers • **KSA:** 30 physiotherapy centers, 1 day surgery center,
Revenue	• **Group revenue** to grow in **the mid-teens** ◦ **BMC revenue** to grow in **the high-teens**	• **Group revenue growth** to normalize gradually from **the mid-teens to low double-digits** over time as key assets mature, including: ◦ **BMC** revenue to reach **AED 2bn** revenue p.a. ◦ **Expansion projects** to reach **AED 1.7bn** revenue p.a.
EBITDA	• **Group EBITDA margin** expected to **improve to ~19%**, reflecting operational momentum alongside strategic investments. ◦ **BMC EBITDA margin** to improve to over **17%**	• **Group EBITDA margin** to gradually expand to **25%-27%** • **Driven by** ramp-up of growth assets, asset-light international expansion, as well as focus on increasing patient yield and operational excellence
CAPEX	• **Maintenance CAPEX** to be **<2.5%** of revenue • **Additional total investment** of **~AED 450m**[1] for UAE & KSA expansion and digital transformation	• **Maintenance CAPEX** to be **<2.5%** of revenue • **Additional total investments (2026-28)** of **~AED 600m** expected **until 2028** to drive UAE & KSA expansion and digital transformation
Leverage	• **Net leverage**[2] of **<2.5x** to be maintained • **Net leverage**[2] of **1.3x** as of December 2024	• **Net leverage**[1] of **<2.5x** to be maintained
Dividends	• **Payout ratio of 40-70%** of net income, dependent on required investment for potential additional growth	• **Payout ratio of 40-70%** of net income, dependent on required investment for potential additional growth

Notes: FY2025 revenue growth and mid-term outlook unchanged. FY2025 EBITDA margin updated to reflect proactive investments.
(1) Excludes investments related to the Dubai Medeor hospital building acquisition. (2) Calculated using pre-IFRS 16 EBITDA as EBITDA less annual lease rental payments.

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Appendix

Leading Super-Specialty Healthcare Provider in MENA

A Proven Track Record of Scale and Leadership

BURJEEL HOLDINGS

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

Burjeel Day Care Center

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

4m Patients annually

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 through the Leejam joint venture

2024
Introduction IVF at BMC

Launch of OncoHelix coLab

UAE's 1st Pediatric Liver Transplant

	2007-2010	2011-2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number of hospitals / medical centers[1]	3	12	19	25	27	30	35	39	39	39	46	77
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

Continued exceptional growth opportunity going forward in UAE and beyond

Note: (1) Includes hospitals and medical centers.

GCC Healthcare Market Growth Drivers

BURJEEL HOLDINGS

1 Strong economic growth

CAGR '22-31E of **GDP**[1]

+4%	+3%	+3%
UAE	Oman	KSA

2 Under-penetration of healthcare expenditure vs developed countries

Healthcare expenditure as % of GDP[1]

4-5%	12%	19%
UAE, Oman, KSA	UK	USA

3 Favorable demographic trends

+1.9%
CAGR '22-27E of **GCC population**[2]

+31.9%
CAGR '22-27E of GCC **people aged over 50**[2]

4 High prevalence of non-communicable diseases

25%
Prevalence of **diabetes** in adults of the total GCC population[2]

34%
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

- **Specialised 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 Growth in medical tourism

+17%
CAGR '21-25E of **UAE Medical Tourism**[2]

TOP
UAE recognised as **one of the best** medical tourism destinations

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 acted in GCC as a centralized system for digitization and distribution of medical records

9 Private operators gaining share from public sector

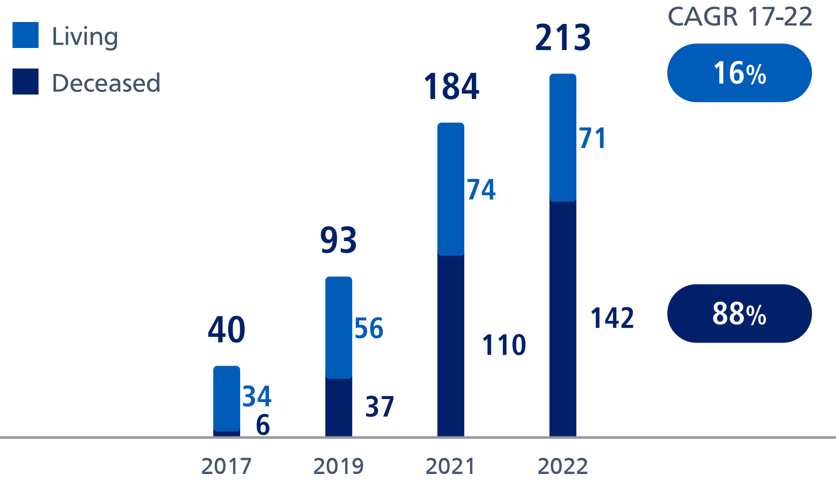
- **Initiatives to boost private sector** participation (e.g. PPP initiatives / liberalisation of foreign investment policies)
- The Saudi government aims to **increase private sector contribution** from 40% to 65% by 2030

Notes: (1) JLL Healthcare research and analysis. (2) Based on Alpen Capital GCC Healthcare Industry Report, March 2023.

Rapid Growth in Organ Transplants & Rising Cancer Care Demand in the UAE

Organ transplant

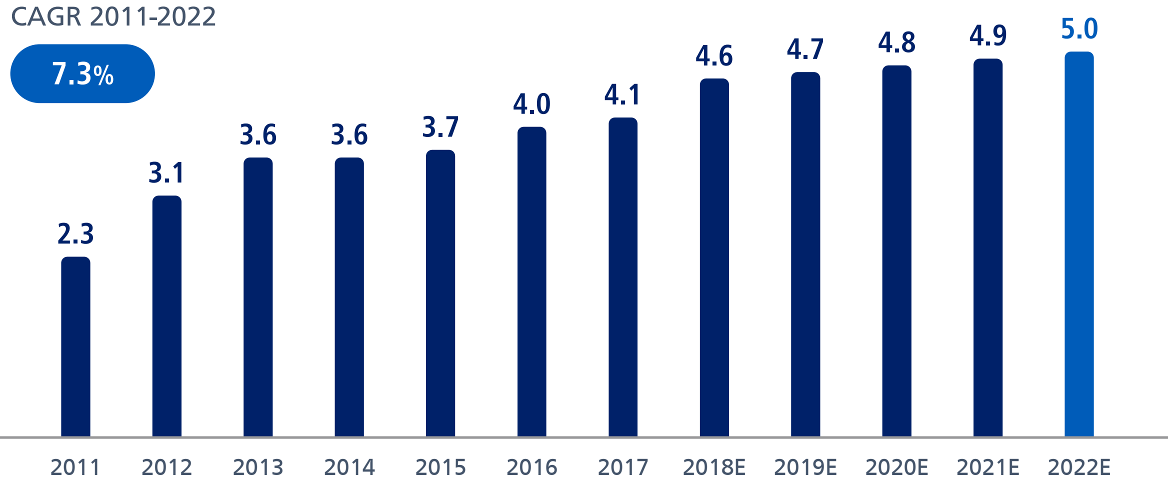
Total number of organ transplants performed in the UAE



- **Domestic organ transplant program** as a priority in the governments' agenda to preserve and elevate the quality of life of the population
- **Reforms in 2017** (allowing transplants from deceased donors) aided the rapid growth of the number of organ transplants done in the UAE
- **As of 2022, higher number of transplants performed** were of Kidney (70%), Liver (27%), Lung (3%) and Pancreas (0.5%).
- **A nationwide donor registry and a coordinated transplant list** that will connect donors, health care facilities and patients across country will further aid in the growth of organ transplants in the UAE
- **Expected shift to more complex procedures** as hospitals gain licenses and capabilities in the field

Oncology

Total number of malignant cancer cases in UAE (k)



- **High rates of smoking and obesity** in the country are key risk factors for various cancers, in addition to environmental factor such as sun exposure
- **Poor primary care offerings** and limited awareness campaigns, leading to late referrals and diagnosis
- **Shortage of comprehensive neoplasm** related offerings, disrupting the patient pathway
- **BMC is the only private hospital in Abu Dhabi** which provides comprehensive cancer services through a center of excellence
- **BMC acts as a hub for cancer care across the region** including referrals from other Burjeel Holdings facilities in Dubai, Sharjah, and Oman

Source: Based on public sources and JLL Healthcare research and analysis.

GCC Governments Drive
Major Healthcare Transformation

UAE initiatives

UAE Vision 2021

Providing world-class healthcare is one of the six pillars of the National Agenda in line with Vision 2021

Abu Dhabi Healthcare Strategic Plan

Key priorities of the program:

- Reducing capacity gaps
- Improving the quality of healthcare services, patient safety and experience

Certificate of Need ("CoN")

- New additions of hospital beds subject to obtaining a CoN from the DOH[1]
- Based on current and estimated demand and supply gap in the market

Dubai Health Strategy 2021

Key priorities of the program:

- Ensuring a healthy and safe environment for Dubai's people
- Ensuring the provision of a high quality comprehensive and integrated health service system
- Improving efficiency in providing healthcare

Oman Health Vision 2050

To achieve sustainable funding for health research by ensuring national and international collaborations with research funding agencies

Primary Healthcare Centers ("PHC")

- Strengthen PHC as main entry point for healthcare system
- Introduce specialty care and geriatric care in PHCs

Tertiary Care Services

- Establish state-of-the-art tertiary care through medical cities

Types of Healthcare Facilities

- Redefine types and construction plan of healthcare facilities (e.g. PHC with and without beds, and hospitals based on # of beds)

Universal Coverage

- Expand the umbrella of health facilities to parallel population growth
- Health Centers to act as PHCs
- Hospitals to provide secondary and tertiary care services

KSA Vision 2030

Some of the key initiatives in the healthcare spectrum:

- High focus on **privatisation and/or PPP**
- Facilitate Access to **health services**
- **Improve value and quality** of health services
- Promote health **risk prevention**
- Enhance **traffic safety**
- Increase in medical **insurance penetration**

Source: Based on public sources.
Note: (1) DOH: Department of Health.

Q2'25 / H1'25
Financial Summary

Group Financial Summary

AED millions	Q2'25	Q2'24	H1'25	H1'24
Revenue	**1,403**	**1,182**	**2,677**	**2,387**
Inventories consumed	(360)	(295)	(674)	(597)
Doctors' and other employees' salaries	(609)	(522)	(1,199)	(1,050)
Provision for expected credit losses	(55)	(24)	(94)	(46)
Other general and admin expenses	(145)	(154)	(302)	(265)
Share of profit from associates	2	3	7	7
Other Income[1]	72	—	72	—
Change in financial assets carried at fair value through profit and loss	—	2	—	(10)
EBITDA	**306**	**192**	**487**	**426**
Finance costs	(43)	(36)	(84)	(69)
Depreciation & amortization	(99)	(84)	(195)	(170)
Provision for taxes	(16)	(7)	(21)	(18)
Net profit[3]	**148**	**65**	**187**	**169**

Segmental Financial Summary

AED millions	Q2'25	Q2'24	H1'25	H1'24
Revenue	**1,403**	**1,182**	**2,677**	**2,387**
Hospitals[2]	1,245	1,062	2,371	2,149
Medical Centers[2]	121	88	229	181
Pharmacies[2]	18	15	33	31
Others[3]	19	16	43	26
EBITDA	**306**	**192**	**487**	**426**
Hospitals[1]	320	228	536	484
Medical Centers	13	17	18	39
Pharmacies	2	0.5	3	3
Others	(29)	(53)	(70)	(100)
Net profit	**148**	**65**	**187**	**169**
Hospitals[1]	182	108	269	245
Medical Centers	2	9	(3)	22
Pharmacies	1	0.3	2	2
Others	(38)	(53)	(81)	(100)

Notes: Figures reflect reported EBITDA and net profit. H1'24 EBITDA includes one-offs: AED 14m in employee bonuses and AED 27m in FY'23 performance bonuses (paid in Q1–Q2'24), plus fair value changes from investments divested in June '24. (1) Includes AED 72m asset optimization gain linked to lease liability derecognition from the Dubai Medeor Hospital building acquisition. (2) 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. (3) 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.

FY 2024 / 2023
Financial Summary

Group financial summary

AED millions	FY'24	FY'23
Revenue	**5,010**	**4,535**
Inventories consumed	(1,269)	(1,096)
Doctors' and other employees' salaries	(2,186)	(1,947)
Provision for expected credit losses	(103)	(84)
Other general and admin expenses	(510)	(414)
Share of profit from associates	17	18
Other income	—	6
EBITDA ex-one-offs[1]	**959**	**1,018**
Change in financial assets carried at FV through P&L	(10)	16
Annual performance-based bonuses	(41)	—
EBITDA	**908**	**1,033**
Finance costs	(149)	(141)
Depreciation & amortization	(360)	(352)
Provision for taxes	(39)	—
Net profit	**360**	**540**
Net profit ex-one-offs & taxes[1]	**450**	**525**

Segmental financial summary[2]

AED millions	FY'24	FY'23
Revenue	**5,010**	**4,535**
Hospitals[3]	4,406	4,026
Medical Centers[3]	489	440
Pharmacies[3]	64	60
Others[4]	51	8
EBITDA ex-one-offs[1]	**959**	**1,018**
Hospitals	946	948
Medical Centers	102	133
Pharmacies	6	7
Others[4]	(96)	(70)
Net profit ex-one-offs & taxes[1]	**450**	**525**
Hospitals	454	497
Medical Centers	107	94
Pharmacies	5	6
Others[4]	(117)	(57)

Notes: (1) EBITDA and net profit ex-one-offs exclude performance-based bonuses for FY '23 financial results (paid in H1'24) and movement from the change in fair value of investments in tradable financial securities, recorded in Dec'23 and divested in June'24. Net profit ex-one-offs & taxes also excludes tax provisions. (2) Segment performance is presented as it would be before the transformation of Burjeel Medical Center Al Shahama into Advanced Day Surgery Center (Hospitals segment), completed in Dec' 23. (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.

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August 2025

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Investor Calendar

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