BURJEEL HOLDINGS

Q3 & 9M 2026 Financial Results

Earnings Presentation



November 2026

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Key Highlights

Leading Super-Specialty Healthcare Provider in the GCC

9M'26: Strengthening the Core. Scaling Focused Growth.

Key Highlights

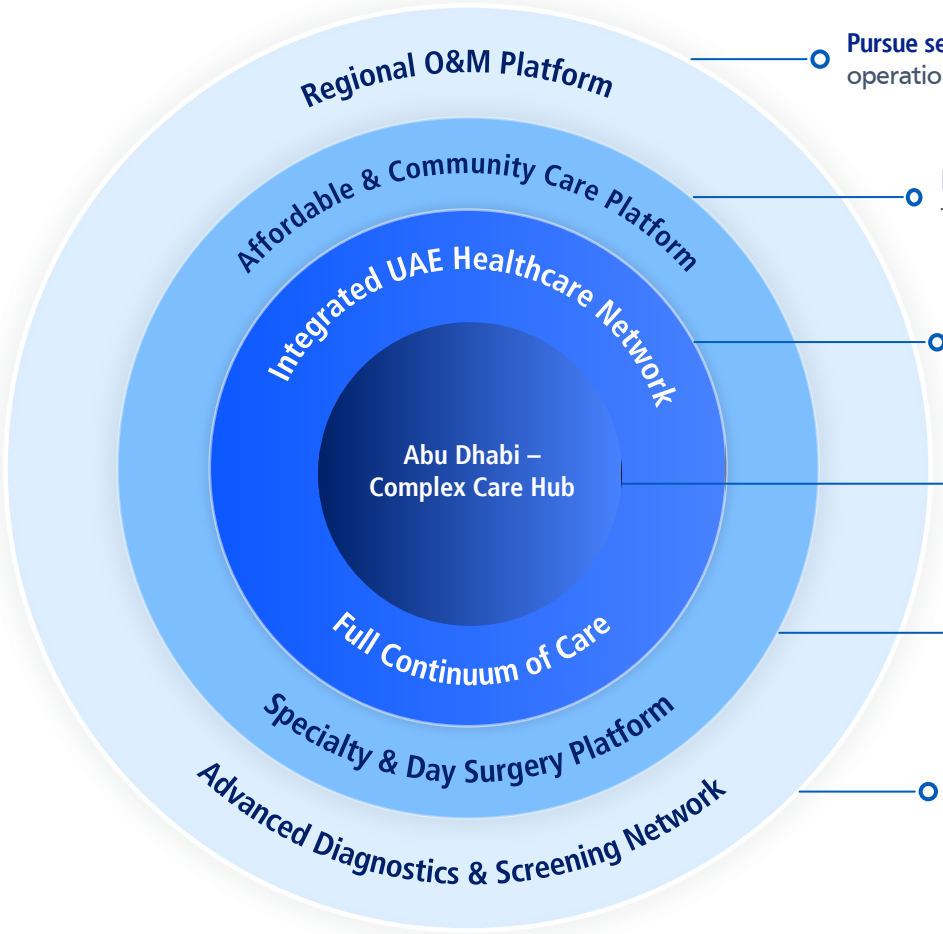
Revenue
AED 4,329m
+5.6% YoY

EBITDA (ex-one-offs)
AED 892m
+21.3% YoY

Net profit (ex-one-offs)
AED 412m
+42.1% YoY

Operating Cash Flow
AED 775m
+217.4% YoY

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.

Notes: Ex-one-offs definitions: see slide 16.

Building Focused Healthcare Platforms to Drive Efficient, Scalable Growth

Affordable Healthcare Platform

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



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

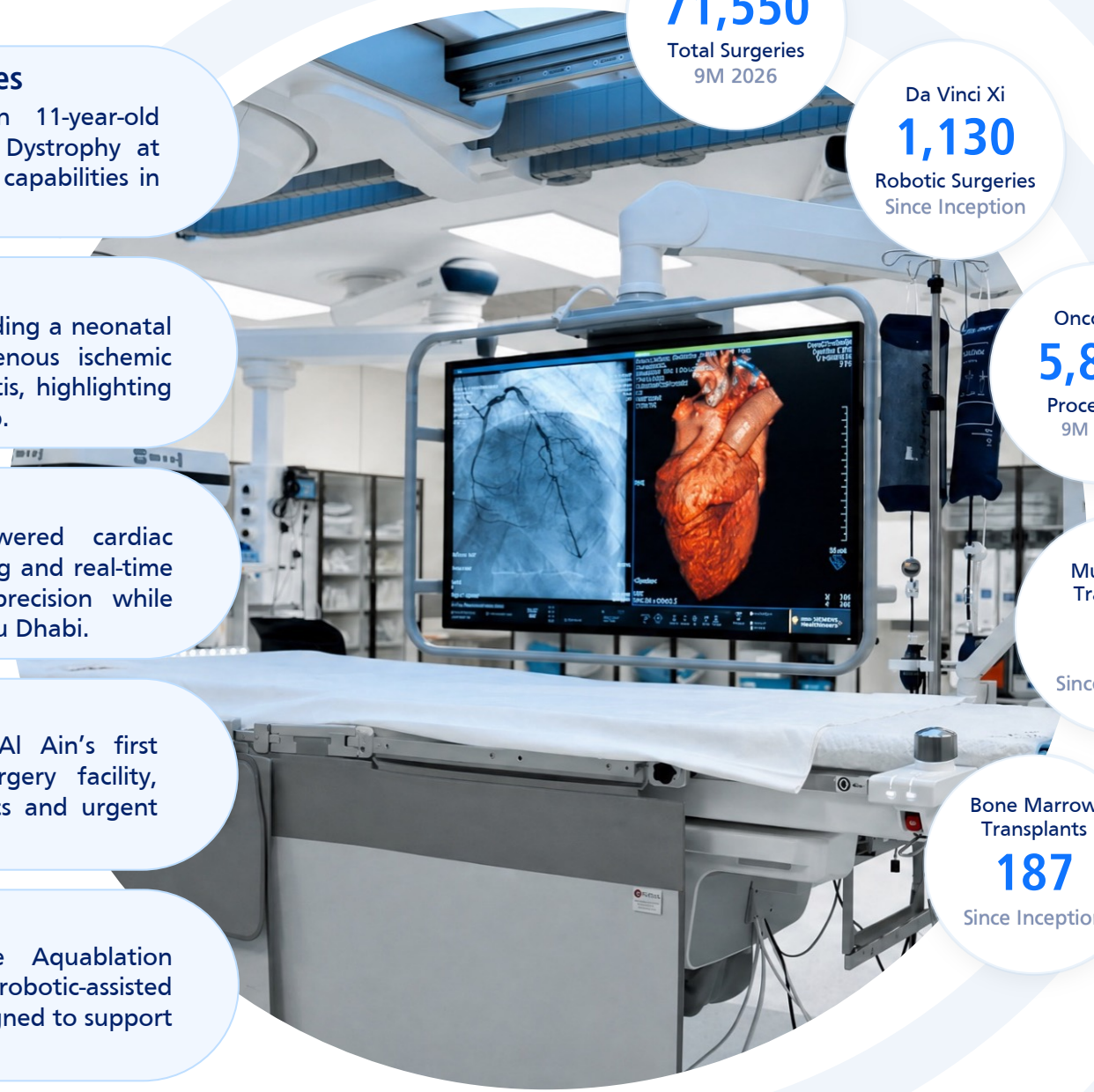
Introduced the GCC's first-of-its-kind AI-powered cardiac catheterization labs, combining advanced imaging and real-time procedural guidance to enhance treatment precision while doubling Cath Lab capacity at Burjeel Hospital Abu Dhabi.

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

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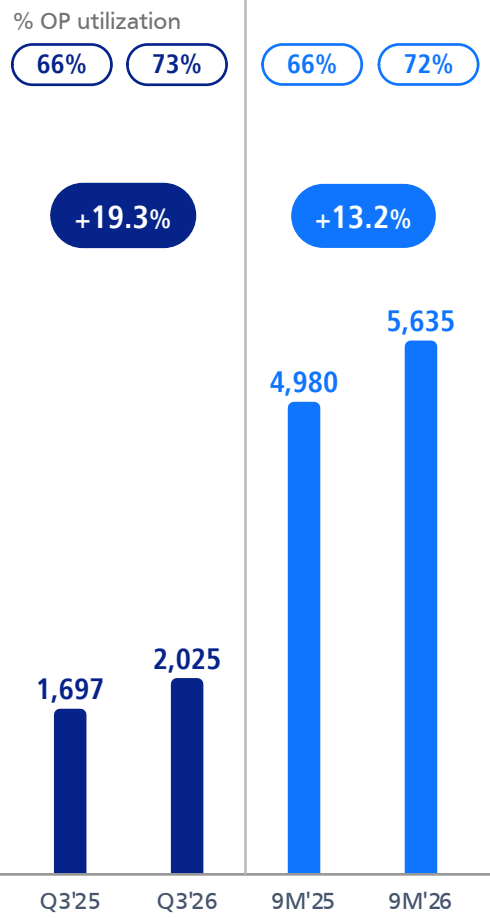


Performance Review

Leading Super-Specialty Healthcare Provider in the GCC

Patient Growth Accelerates
As Network Utilization Strengthens

Group Outpatient Footfall, k

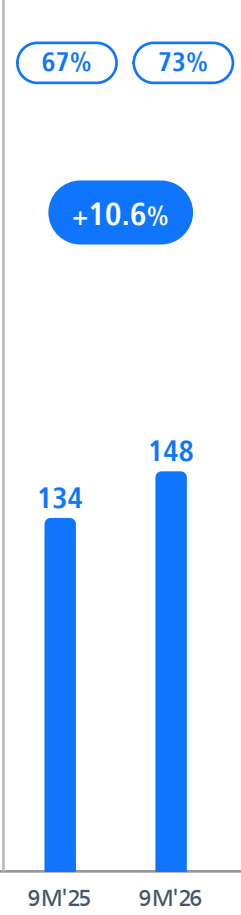


- **Total patient volumes** increased 13.1% YoY to 5.8 million in 9M'26, with growth accelerating to 19.3% in Q3'26, reflecting a recovery from regional headwinds earlier in the year and normalization of volumes following temporary insurance restrictions in Q3'25.
- **Outpatient footfall** increased 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



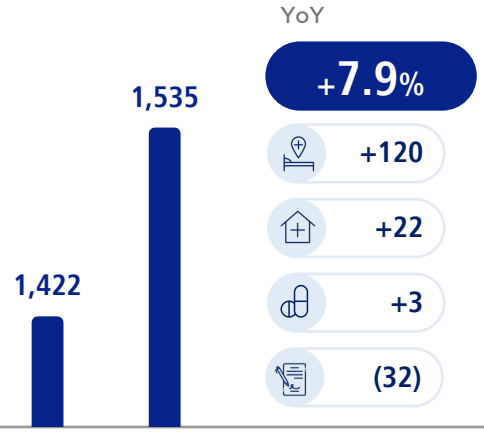


- **Inpatient footfall** increased 17.3% YoY in Q3'26 and 10.6% in 9M'26, driven by stronger demand across oncology, orthopedics, pediatrics, and high-acuity elective procedures.
- **Surgical volumes** increased 10.6% YoY to 25,840 in Q3'26, bringing total surgeries to 71,550 in 9M'26, up 6.7% YoY. Key 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.

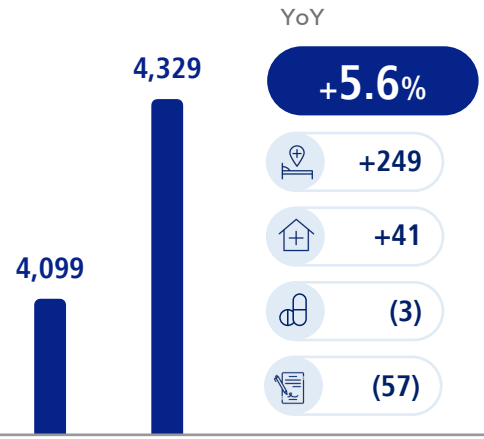


Strong Momentum Across Core Segments
Driving Robust Revenue & Profitability Growth

Group Revenue, AED m



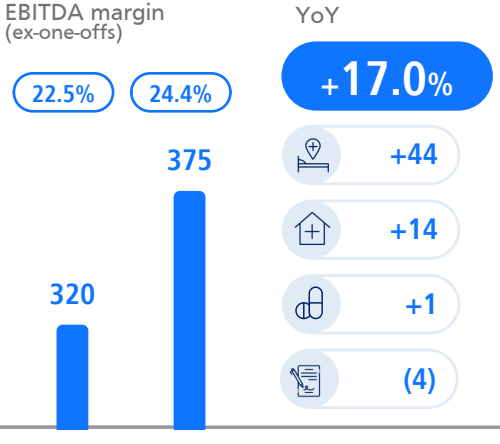
- **Q3'26 Group Revenue** grew 7.9% YoY, supported by 19.3% patient volume growth and stronger demand across the network.
- **Hospitals revenue** increased 9.6% YoY to AED 1,366 million, with BMC growing 13.4% to AED 371 million.
- **Medical Centers revenue** rose 19.5% YoY to AED 133 million, benefiting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



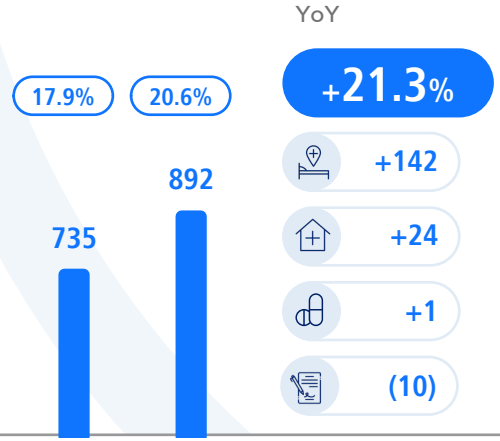
- **9M'26 Group revenue** grew 5.6% YoY, driven by 13.1% patient volume growth despite earlier regional headwinds and UPP impact[1] during Jan–July'26.
- **Fastest-growing specialties :** Gastroenterology, general surgery, pediatrics, internal medicine, and orthopedics.
- **Hospitals contributed 89%** 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



- **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.

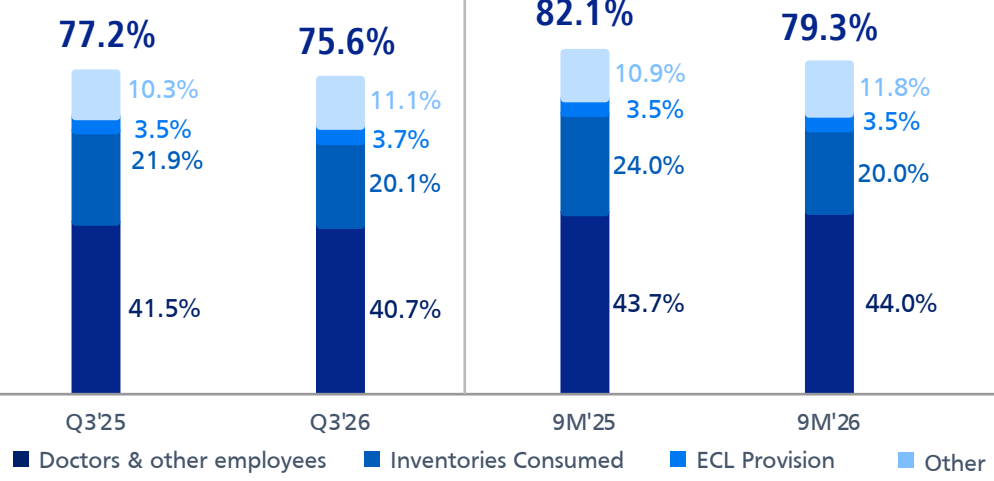


- **9M'26 Group EBITDA** ex-one-offs[2] grew 21.3% YoY, reflecting procurement efficiencies and disciplined workforce cost management.
- **Hospitals EBITDA** ex-one-offs increased 18.1% YoY, with margin improving to 24.0% (+2.3 p.p.), while BMC EBITDA rose 24.9%.
- **Medical Centers EBITDA** ex-one-offs 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 16.

Margin Normalization Progressing Through Asset Maturity & Cost Discipline

Group OPEX Breakdown, % of Revenue



Group EBITDA Analysis, AED m

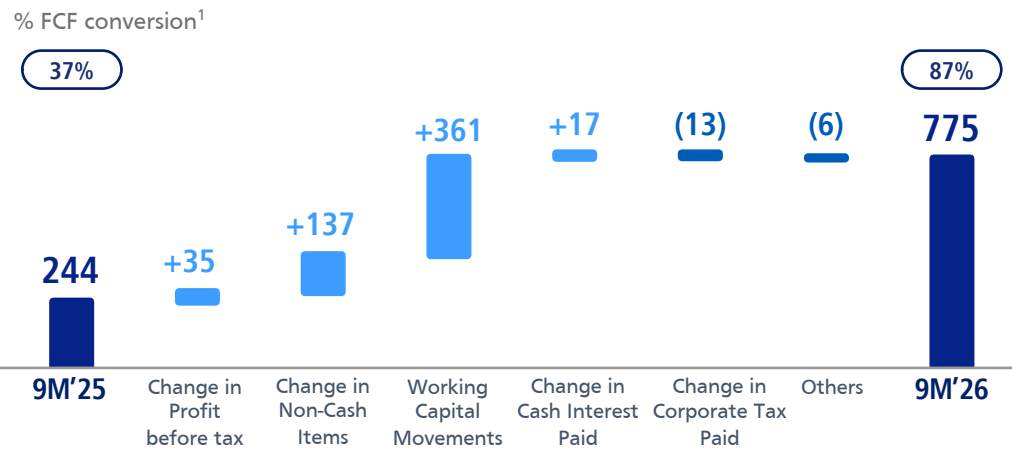


- **Employees' salaries** as a share of revenue declined by 0.8 p.p. YoY in Q3'26, despite adding over 350 employees, including 39 doctors, reflecting disciplined workforce scaling. In 9M'26, the ratio increased by 0.3 p.p., partly due to the AED 15 million Q1 employee recognition program.
- **Inventory 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 16.

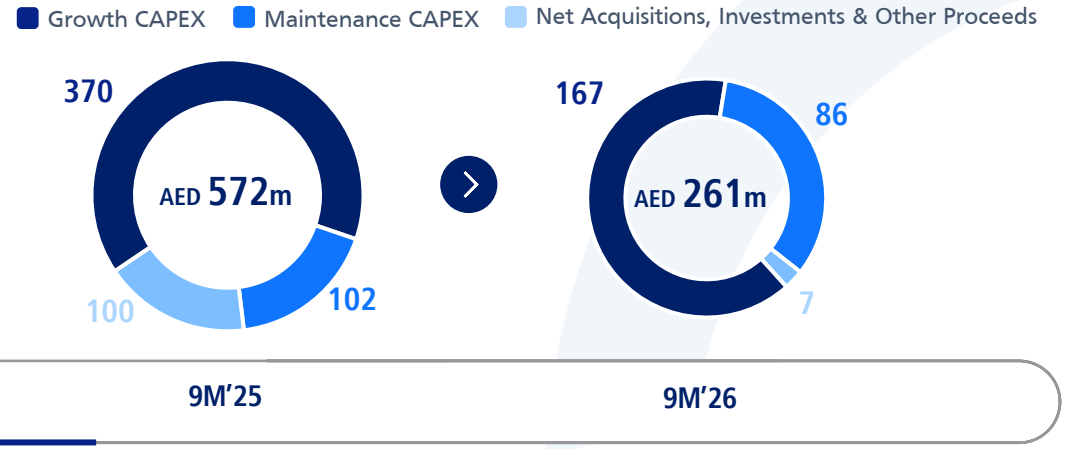
Strong Free Cash Flow Generation
Along With Disciplined Capital Deployment

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.

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.

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Q&A

Leading Super-Specialty Healthcare Provider in the GCC

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.

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**

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

Investor Calendar

Company Website

Investor Feedback Hotline

Engaging openly with our investors and analysts is a cornerstone of our approach. We've partnered with Closir to make sharing your feedback quick and secure. Stakeholders can connect with us anytime — anonymously or directly.

Your voice matters — let's keep the dialogue open.

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