PUREHEALTH

SEHA Kidney Care – Central, Abu Dhabi

H1 2026
Earnings Presentation

August 2026

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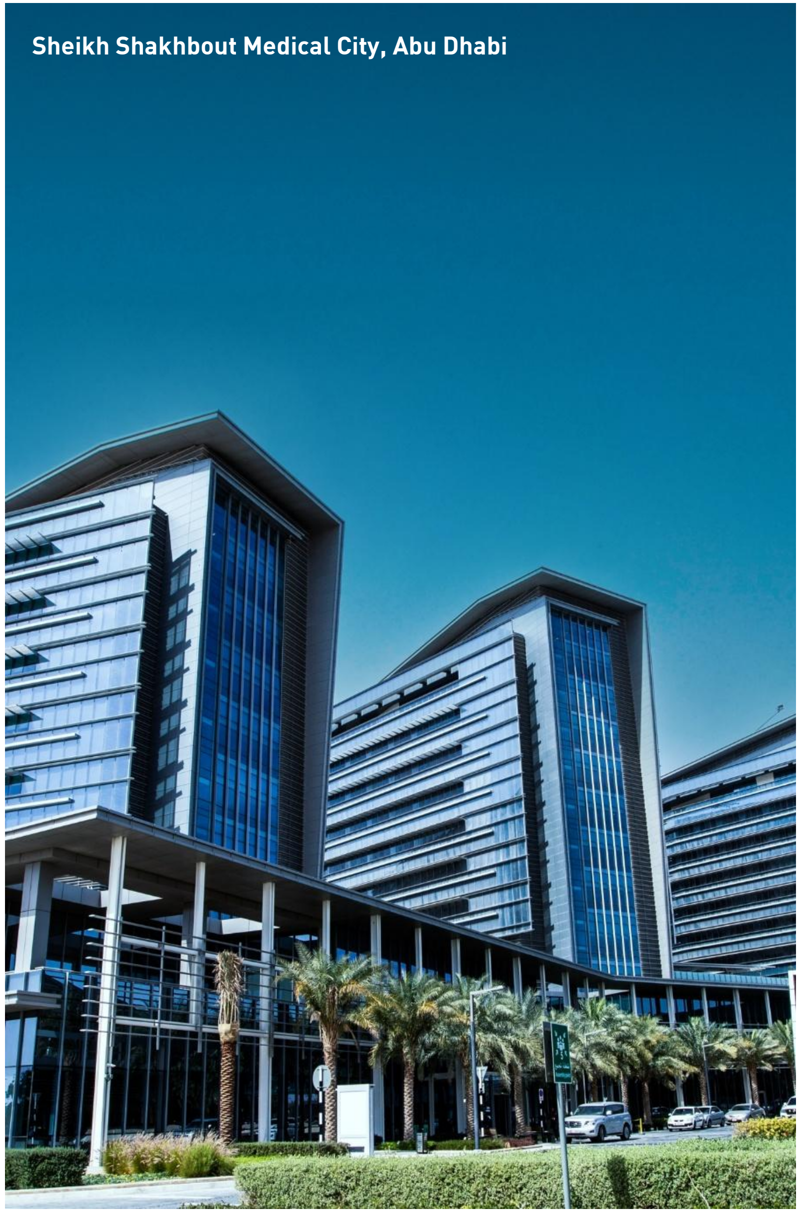


Contents

A Transformation Leader Across Healthcare and Insurance

Expanding our Footprint, Deepening our Market Leadership

UAE's Largest Healthcare Group

20+ Hospitals

c. 5,000 Licensed beds

UK's Largest Private Healthcare Group
Circle Health Group

50+ Hospitals

2,000+ Licensed beds

Largest Private Healthcare Group in Greece & Cyprus
Hellenic Healthcare Group

10+ Hospitals

1,600+ Licensed beds

UAE's Largest Health Insurer
Daman

3.4 Mn Members Insured (Healthcare)

56 Mn+ Annual Claims Processed (Healthcare)

World-Class Operations and Facilities, Fuelled by Focused Strategy and Platform Synergies

Care (Healthcare)

Hospitals | Diagnostics | Procurement | Technology

Cover (Insurance)

Health Insurance | Property & Casualty

Notes: PureHealth's investment in US publicly listed Ardent Health (ARDT) is classified as a minority equity investment (21%)

H1 2026 Performance Highlights

Broad-based growth and strong profitability across the Group supported by an increasingly diversified earnings base.

Group Financial Results (YoY)

Revenue	AED 14.9 Bn +9% ▲
EBITDA	AED 2.9 Bn +24% ▲
Net Profit	AED 1.2 Bn +20% ▲
EPS (LTM)	AED 0.20 +28% ▲

Care (Healthcare)

Hospitals Diagnostics Procurement Technology

Patient Interactions	6.1 Mn +21% ▲
Revenue	AED 10.7 Bn +9% ▲
EBITDA	AED 2.3 Bn +28% ▲

Cover (Insurance)

Health Insurance Property & Casualty

Gross Written Premium (GWP)	AED 5.5 Bn +13% ▲
Revenue	AED 4.1 Bn +10% ▲
Net Profit	AED 458 Mn +9% ▲

Notes: Patient Interactions includes UAE and International Care. Care vertical also includes Eliminations. HHG consolidated from 1st October 2025.

Sheikh Shakhbout Medical City, Abu Dhabi

Operational & Strategic Highlights

H1 2026 Key Operational Highlights

Driving strategic growth and value creation through transformation, operational efficiency, technology enablement and synergy delivery.

Care (Healthcare)

Clinical Capability Expansion and Specialty Care Growth in the UAE

SEHA expanded advanced diagnostics and specialty services at SKMC (lung cancer screening, cardiology), **enhancing case-mix complexity and referral flows**.

SSMC strengthened high-acuity care through 24/7 trauma coverage, expanded robotic surgery and the introduction of **EndoFLIP 300, supporting clinical differentiation, asset utilisation and complex procedure volumes**.

Cyprus Bolt-On Acquisition

Following the integration of Evangelismos Hospital, HHG began to realise the benefits of its **expanded presence in Paphos, Cyprus** with its 69 beds of added capacity.

The **broader footprint** enhances network efficiency and strengthens the economics of HHG's Cypriot operations **through scale and integration benefits.**

Leading High-Acuity Care in the UK

Circle completed **the world's first AutoPlan-enabled total knee arthroplasty** using the VELYS™ robotic system. The inaugural case was at The Park Hospital and showcases **Circle's leadership in complex orthopaedics**.

First private hospital in the UK to introduce MyoSure technology for hysteroscopic procedures while also launching Pulsed Field Ablation services using VARIPULSE.

AI-Led Digital and Operational Transformation

PureHealth is driving **AI-led digital transformation** across its ecosystem.

HHG is rolling out PureNet to enhance clinical workflow efficiency, data integration and throughput in-network.

Rafed's AI-enabled procurement and decision-making platforms **enhance cost visibility and sourcing discipline.**

PureCS continues to develop enterprise-wide AI which reflects PureHealth's commitment to AI-driven operational excellence.

H1 2026 Key Operational Highlights

Driving strategic growth and value creation through transformation, operational efficiency, technology enablement and synergy delivery.

Care (Healthcare)

Enhancing Care Offerings and Achieving Excellence in Greece and Cyprus

HHG added next-generation PET/CT diagnostics across Greece and Cyprus, alongside expanded pulmonary and day-clinic services, **supporting case-mix upgrades and referral growth.**

HHG's focused IVF training program, achieved EBCOG's* highest standards, which will aid in **driving a sustained inflow of premium volumes.**

Advancing Clinical Technology Across UAE Care Vertical

SEHA acquired the Al Ain region's first photon-counting CT, which **enhances diagnostic precision and supports complex, higher-value radiology volumes.**

Additionally, **SSMC** became the first hospital in the UAE to offer BEST™ therapy[1] for paediatric vascular malformations, **expanding the referral base and clinical differentiation**.

Circle Continuing to Reinforce its Robotics Services and Capacity

Circle expanded high-acuity surgical capabilities with a second Da Vinci 5 robotic system. This acquisition will **continue to drive volumes and surgeon productivity.**

Circle continues to **expand capacity** and services by **scaling outpatient and diagnostic throughput** through enhanced consulting room utilisation and network-wide **MRI expansion.**

Cover (Insurance)

Property & Casualty Business Update

Daman continued to build its Property & Casualty business, with revenue growth driven by its Energy and Property portfolio. The business also progressed operational readiness, with **AED 83 million in GWP underwritten in H1'26**. The growth in underwriting reflects early traction and enhances portfolio depth.

*European Board & College of Obstetrics and Gynaecology; [1]Bleomycin Electrosclerotherapy

Demonstrating World-Class Clinical Excellence

Showcased clinical expertise through the successful separation of conjoined twins.

SKMC Successfully Performs Landmark Conjoined Twin Separation

- **Without the operation, the children would not have survived beyond another year.**
- **Successfully completed one of the region's most complex paediatric surgeries,** separating conjoined twins through a multidisciplinary team of **specialists.**
- The procedure enabled the twins to **live independently** and interact face-to-face **for the first time**, demonstrating **SEHA's world-class advanced surgical capabilities** and leadership in complex care.

GCC's First
Separation of craniopagus twins joined at the top of the head

4
Complex surgical procedures

6 Months
End-to-end treatment journey

PureHealth and Aldar Partner to Develop Longevity Focused Communities

Diversify group revenues through entering real estate development.

- Strategic partnership to **integrate healthcare, preventive wellness and community design** across Aldar's residential communities in the UAE.
- Combines **PureHealth's clinical expertise and innovation** with Aldar's community development leadership to support healthier, longer and more connected lives.

ALDAR | PUREHEALTH

Aldar – Longevity-Focused Community

Dedicated Restorative Spaces

Home – A Personalised Health Hub

Universities as a Strategic Engine for Driving Long-Term Growth

Investing in medical education and physician development to build a sustainable healthcare talent pipeline, which will serve as feeder system for PureHealth European and UK platform.

Prime Minister of Hellenic Republic and the President of the Republic of Cyprus, with Shaista Asif at the opening event of the University in Athens

University of Nicosia Athens Campus

HHG Hellenic Healthcare Group | UNIVERSITY of NICOSIA

Launch of University of Nicosia Campus (Athens)

- **Launches the first AI-focused medical university campus,** integrating AI, data analytics and digital health into medical education to prepare future clinicians.
- **Strengthens PureHealth's long-term healthcare talent pipeline**, supporting workforce capacity as the Group expands its regional footprint.
- **Supports an integrated education, research and clinical ecosystem, connecting academic training** with clinical practice across Greece and Cyprus.

صحة SEHA

Expanding international clinical training

- Expands international clinical training through the **SEHA resident exchange program,** providing residents with global learning and research opportunities.
- **Largest medical residency training program in the UAE: 703 Medical Residents**
- **SEHA is the largest network for medical residents across UAE**

Development of AI and Digital Platforms Across the Group

Focus on AI and digital capabilities across the Group to enhance clinical outcomes, operations and customer engagement

Strong AI Foundation

- **AI Factory:** An on-premise platform enabling development, deployment and scaling of AI at speed
- **Enterprise Data and AI Platform:** petabyte scale governed data foundation, supporting AI-driven insights, with the Group ERP integrated in Q2 to enhance enterprise-wide visibility and decision-making
- **AI native operating model:** AI-assisted software delivery, AI deflection across operations and the move to a technology business partner model
- **AI Citizenship:** 20,000 employees targeted in 2026, with 2,000 already trained to advanced level through AI Ascend

AI Agents Deployed Across Enabling Functions

- **AI agents live** in supply chain, finance and human capital management, automating core enterprise processes.
- **40+ use cases** prioritised for 2026 across four enabling functions.
- **Rafed AI sourcing platform live,** automating sourcing, strengthening supplier competitiveness and improving procurement decisions.

AI Powering the Technology Stack and Customer Experience

- **PureNet Pulse:** Reduces **cybersecurity response times by 90%** and proactively prevents incidents, ensuring continuity of patient care.
- **Autonomous SOC: 5,000 analyst hours** released since launch, with extended cybersecurity use cases targeting **40,000 hours annually**.
- **PureLab AI Assistant:** Fully operational with **10,000+** monthly enquiries across 65 clients supported in English and Arabic, converting enquiries into booked tests.

Platforms and Data Scaling Across the Group

- **PureNet: Implementation started** across HHG, alongside expanded managed cybersecurity services.
- **PureHub standardisation:** Common operating practices rolled out in human resources, supply chain and finance with **Oracle Cloud EPM now live.**
- **Health value management: 200+ campaigns live,** which are improving continuity of care along the clinical pathways.

Focus on employee training for efficient use of AI, ensuring an AI-ready workforce.

Advancing Research at a National Scale

Scaled, accredited, and innovation-driven research platform powering PureHealth's long-term value creation

Research Highlights H1 2026

#1
Research Network in UAE

150+
Research Projects

20,000+
Research Participants

325+
Publications

55+
Pharma Sponsors, CROs

Collaborations include 14 of the top 15 global biopharma companies

Innovative Research

- Predictive AI for Alzheimer's detection from retinal scans
- Allogenic stem cell therapy for aging frailty
- Neuromodulation device for neuroplasticity
- AI-powered vibrational therapy for positional obstructive sleep apnoea

Capability Expansion

DOH Centre of Excellence (CoE) activation

- Rare Disease CoE, PureHealth
- Neurodegenerative CoE, SSMC

Recognition

- Association for the Accreditation of Human Research Protection Programs (AAHRPP) accreditation - SEHA, SSMC
- JCI Academic Medical Centre Accreditation – SSMC

International Strategy Delivering Scale, Diversification and Returns

Disciplined buy-and-build execution is strengthening PureHealth's international platform, supporting resilient and profitable growth

Our Strategic Approach

Scale with discipline

Target opportunities in high-quality, margin accretive markets

Build high-performing platforms

Invest in centres of excellence and strengthen clinical and operational capabilities

Drive value through synergies

Leverage group capabilities across procurement, digital, workforce and governance

Enhance diversification and resilience

Broaden revenue base and currency exposure, reducing concentration and enhancing resilience

Bolt-On Acquisitions

Using Circle and HHG as platforms for bolt-on acquisitions, driving further market expansion and value creation

Diversified, Resilient Footprint with High Returns

33%
International Revenue In H1 2026

c.50%
International Revenue Target by 2029

Margin Accretive

International assets delivered c. 21% EBITDA margin in FY'25 and 22% in H1'26

Diversification

Exposure to mature healthcare markets and multi-currency revenue base

Circle Health Group

HHG Hellenic Healthcare Group

Scaling Insurance Market Share with Disciplined Underwriting

Daman is prioritising scale, retention and multi-line growth, with targeted investment supporting long-term platform value

Defend & win share	Broaden the platform	Invest for scale	Compound value
Renewals, targeted acquisition and broader customer reach supporting market position	Health leadership and P&C expansion building a more diversified, multi-line insurance model	Pricing, service, distribution and technology investment supporting customer growth	Scale, data and claims discipline strengthening long-term economics
+13% YoY Growth in GWP	**#1** UAE Health Insurer	**+4% YoY** Members Insured	**+5% YoY** Claims Processed

Key Focus Areas

Market share investment: retention, pricing competitiveness and distribution expansion

P&C ramp-up: build-out costs ahead of scale benefits

Service quality: continued investment in customer experience and claims management

Clear Capital Deployment Guardrails

Underwriting discipline: maintaining risk quality and pricing discipline

Claims management: protecting loss ratios and service levels

Solvency strength: maintaining a resilient capital position

Capital efficiency: scaling P&C prudently and selectively

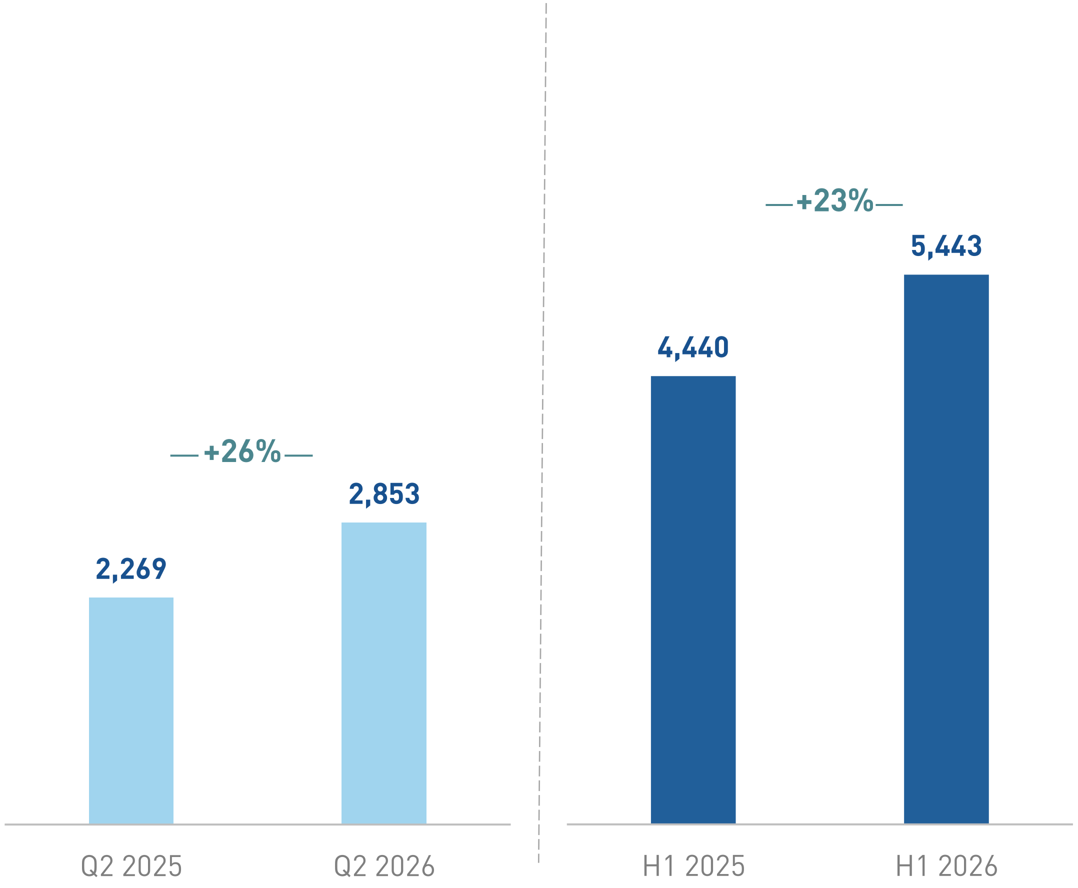
Daman Headquarters, Abu Dhabi

Segment Review

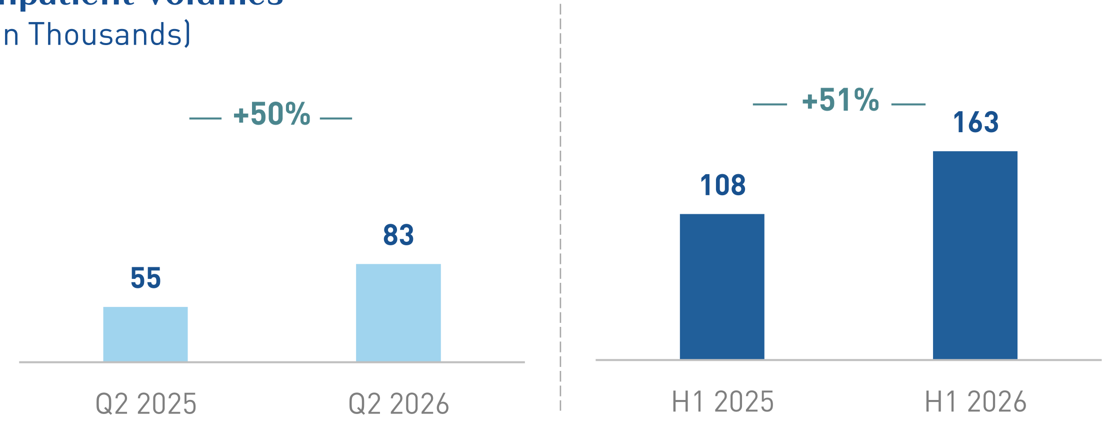
Care: Broad-Based Volume Growth

Healthcare

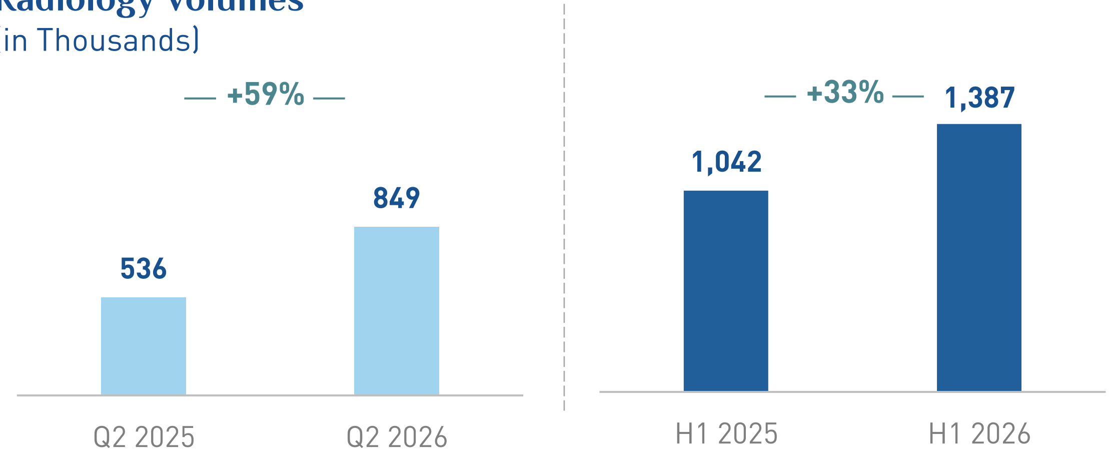
Outpatient Volumes
(in Thousands)



Inpatient Volumes
(in Thousands)



Radiology Volumes[1]
(in Thousands)

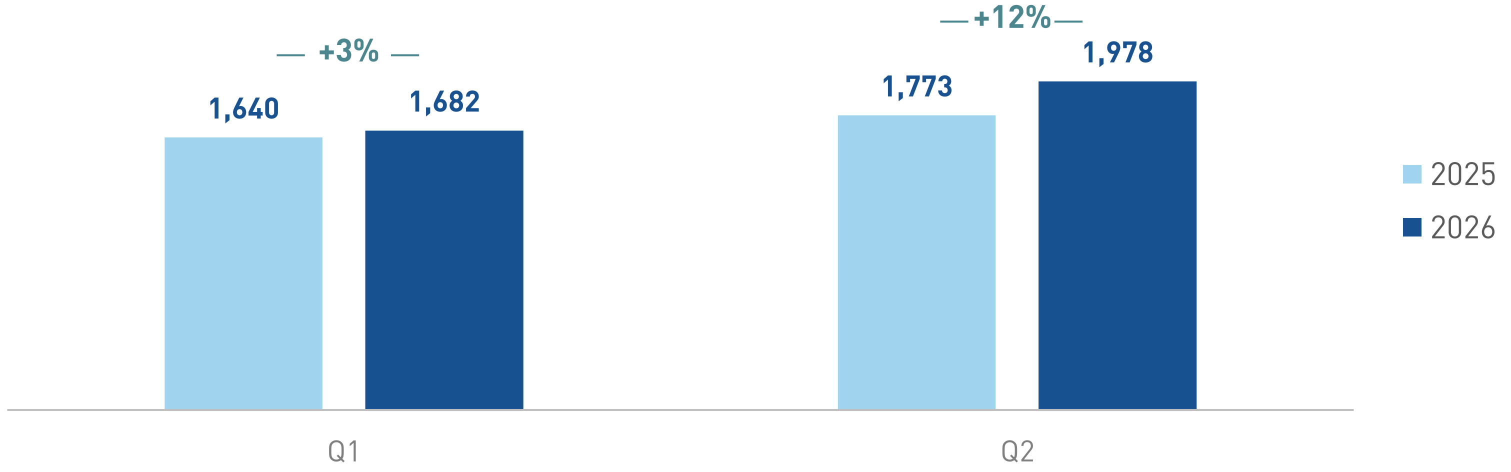


Notes: Care vertical includes Hospitals, Diagnostic, Procurement, Technology and Eliminations. Outpatient and Inpatient volumes include UAE hospitals and clinics along with UK hospitals.
1) HHG volumes are included within OP & IP from Jan'26 onwards; HHG Radiology volumes are included from Q2'26 only.

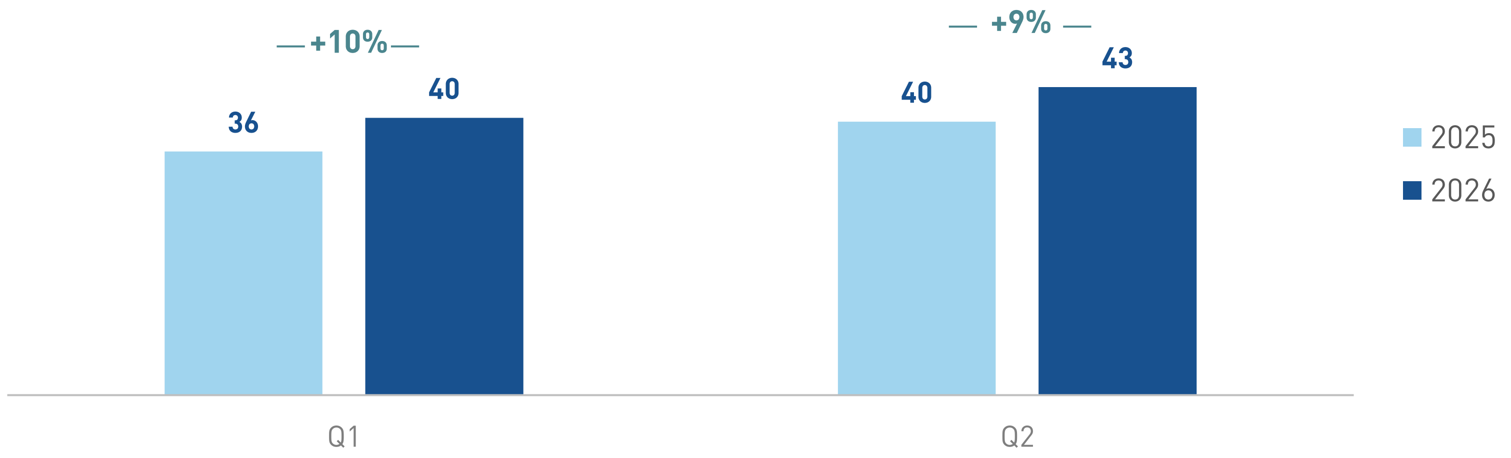
UAE Care: Heightened Patient Activity Supported by Strong Execution

Patient activity grew in Q2, with outpatient growth accelerating and inpatient momentum sustained as utilisation ramps up

Outpatient Volumes
(in Thousands)



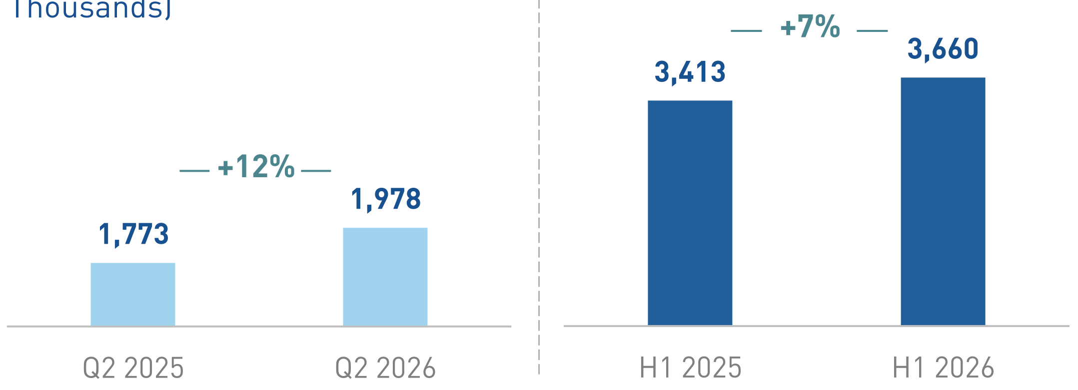
Inpatient Volumes
(in Thousands)



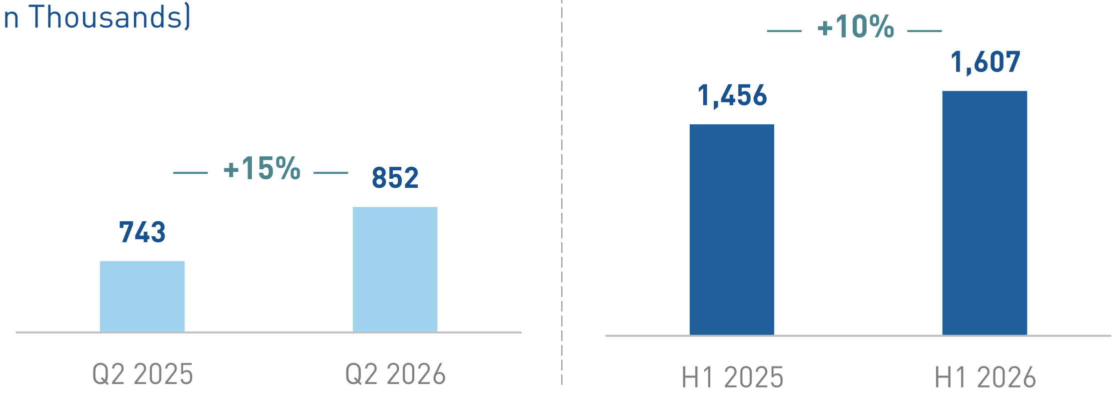
UAE Care: Resilient Volume Growth and Accelerated Recovery

Healthcare

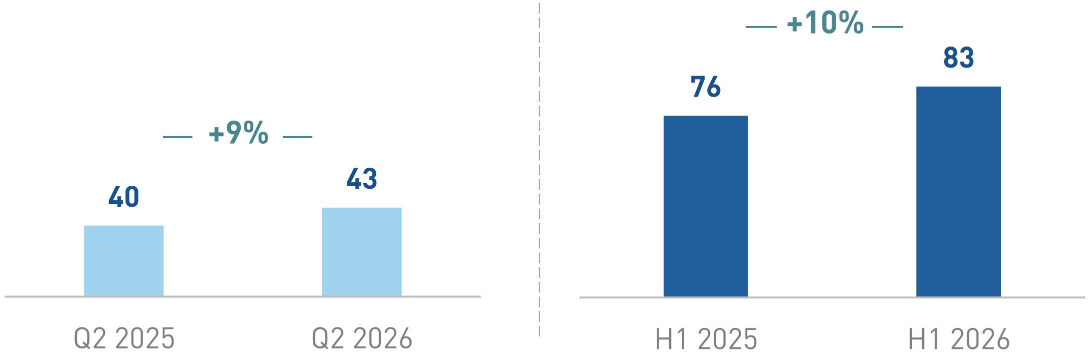
Outpatient Volumes
(in Thousands)



UAE Prescriptions Dispensed
(in Thousands)

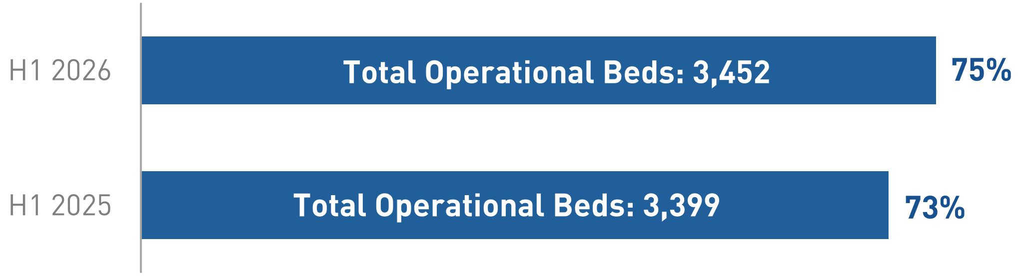


Inpatient Volumes
(in Thousands)



Bed Occupancy
(%, Operational Beds)

Total of **c. 5,000 licensed beds** within the UAE, indicating ample capacity for future growth

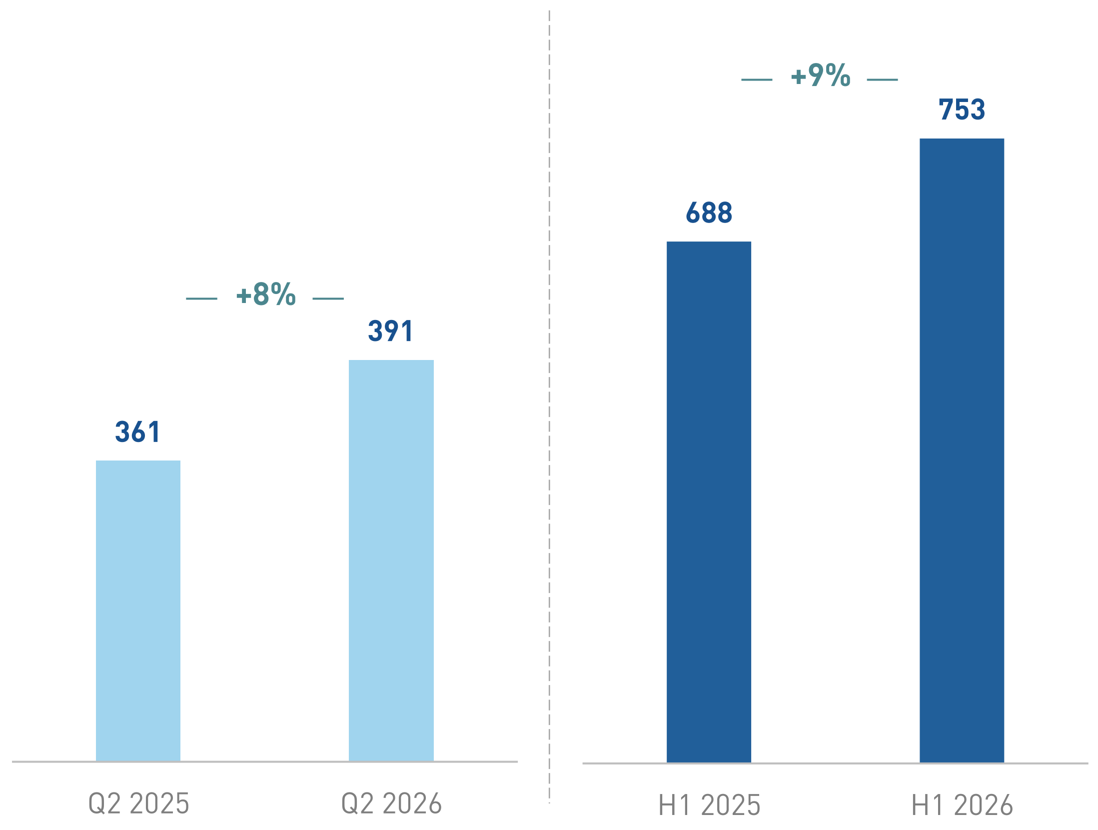


Note: Care vertical includes Hospitals. Outpatient and Inpatient volumes includes UAE hospitals and clinics.

UAE Care: Robust Growth Across Key Metrics

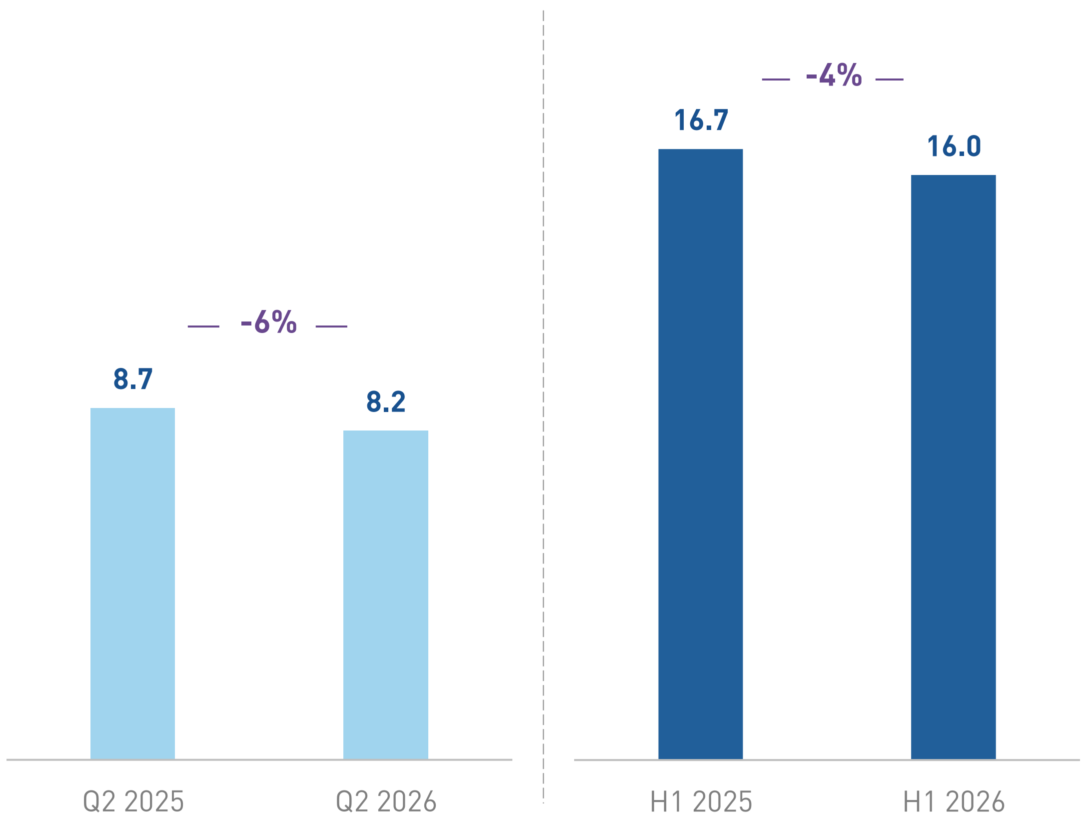
Healthcare

UAE Radiology Volumes
(in Thousands)



UAE Lab Volumes
(in Millions)

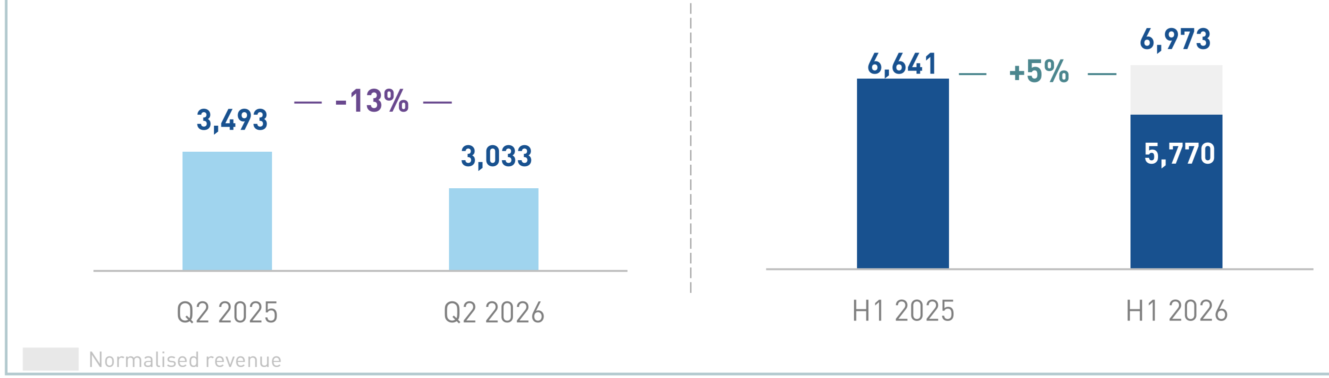
Note: Reduction in lab volumes reflects lower visa screening activity and volumes from assets operating under capitation model



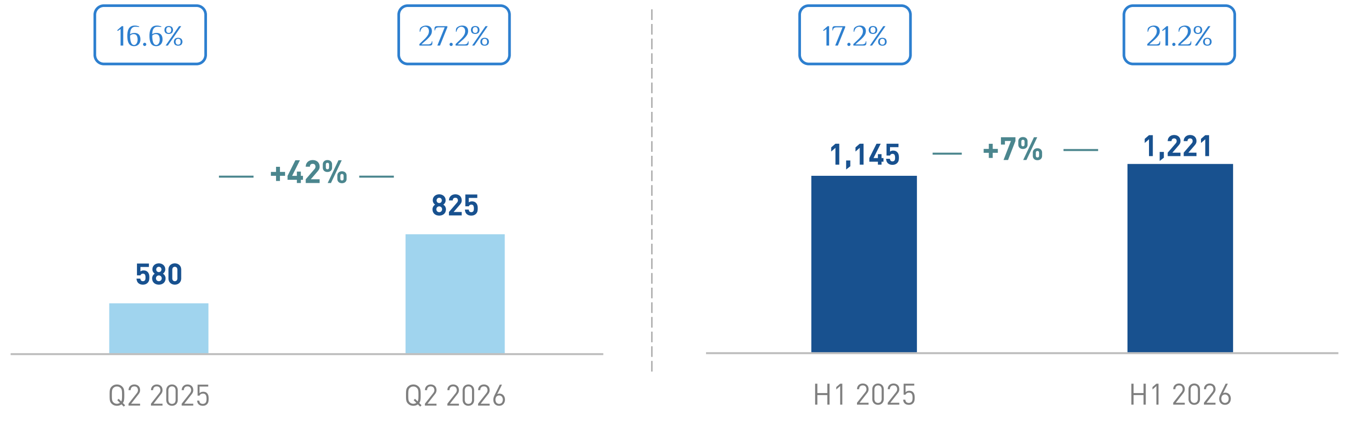
UAE Care: Strong Profitability Recovery Despite Reported Revenue Headwinds

Healthcare

Revenue and Normalised Revenue
(in AED Mn)



EBITDA / EBITDA Margin
(in AED Mn, %)



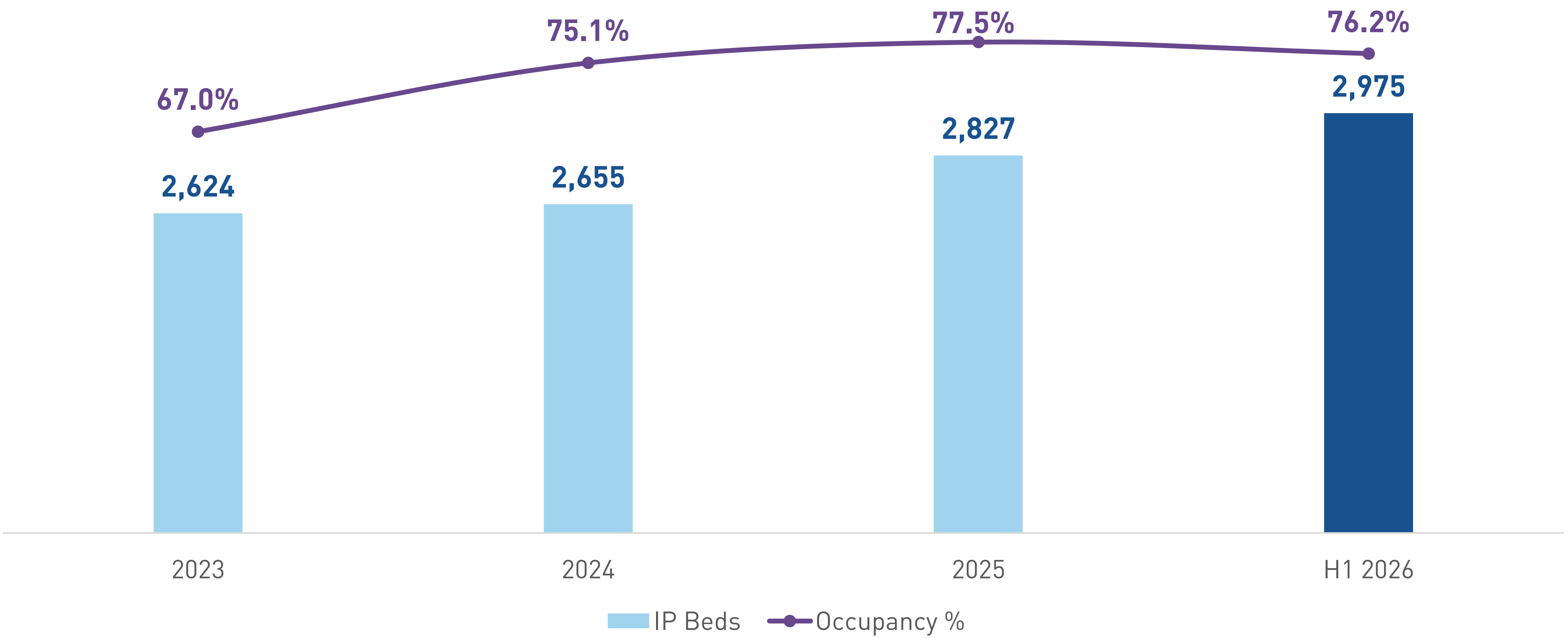
Commentary

- **Reported UAE Care revenue declined 13% YoY in H1'26**, primarily reflecting the impact of Unified Procurement Project (UPP) on revenue recognition, the ongoing internal revenue elimination adjustment initiated in Q4'25, and the short-term headwinds that had an impact on patient activity in Q1'26. **H1'26 normalised revenue growth would have been 5% YoY in H1'26.**
- **Underlying activity improved through Q2'26, with patient volumes recovering sequentially**; however, this improvement was not fully reflected in reported revenue due to the continuing regulatory and comparability effects.
- **Profitability strengthened materially** with Q2 EBITDA increasing 42% YoY and H1 EBITDA growing 7%. Performance was supported by an improved patient mix and stronger operational execution, together with favourable movements in expected credit losses.

UAE Care: Consistent Inpatient Capacity Expansion Across Abu Dhabi

Healthcare

Inpatient Operational Bed Capacity & Occupancy



+9.2 pp

FY'23-H1'26

+4.3%

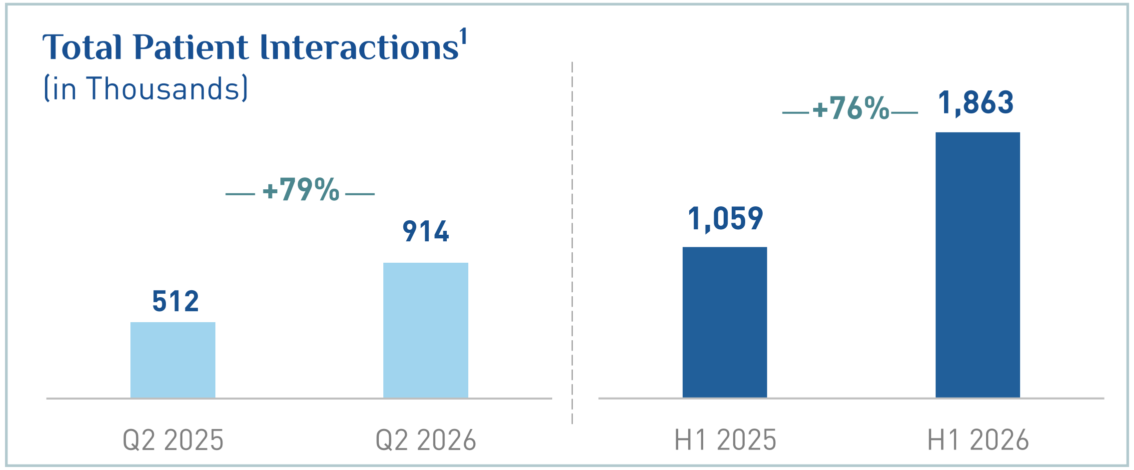
CAGR
FY'23-H1'26

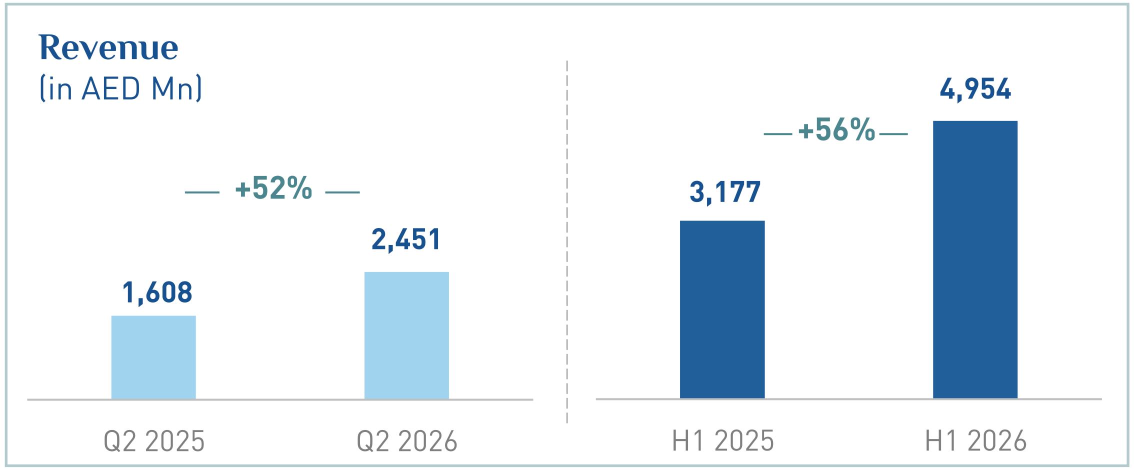
Licensed Capacity: c. 4,000 beds within the Emirate of Abu Dhabi

Note: 2023 includes bed count and occupancy for SSMC and NRC for a like-for-like comparison | SSMC was consolidated within PureHealth w.e.f. 1st February 2024

International Care: Scaling with Strong Margins and Underlying Momentum

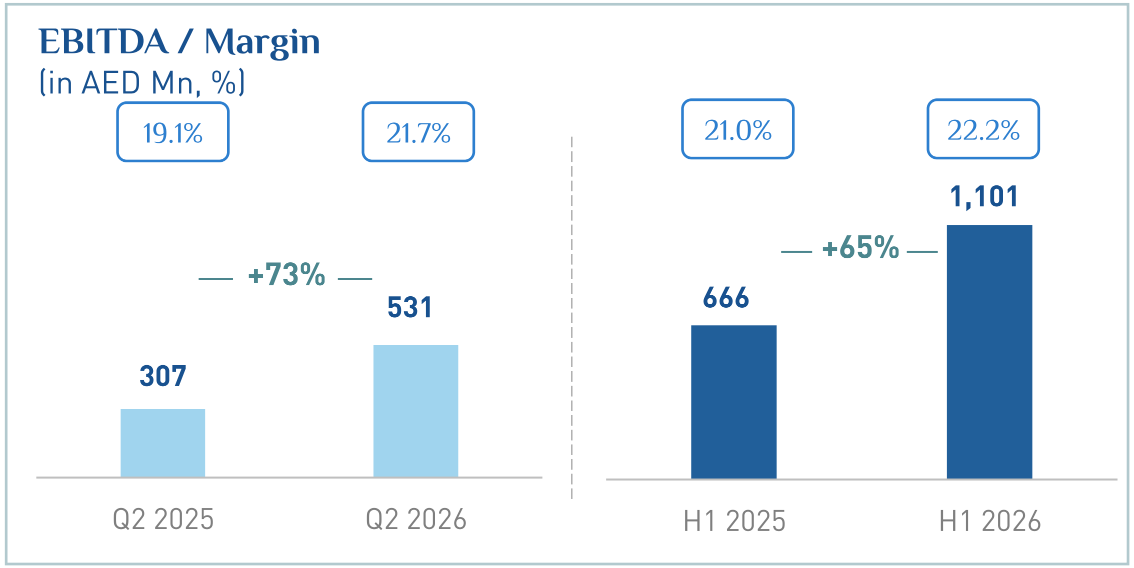
Healthcare





Commentary

- **International Care delivered strong H1 growth**, primarily reflecting the consolidation of HHG, alongside continued underlying momentum at Circle and across the broader portfolio.
- **Patient interactions increased 76% to 1.9 million**, driven by the addition of HHG and continued activity growth across the portfolio.
- Revenue increased 56% to AED 5.0 billion, largely reflecting HHG consolidation, whilst **Circle revenue was up by 6.3% in H1'26,** supported by a continued shift toward higher-acuity, more complex inpatient cases.
- **HHG maintained solid operational momentum**, with patient volumes up 6% YoY, led by outpatient growth.
- EBITDA increased 65% to AED 1.1 billion, with margin expanding to 22.2%, demonstrating the **margin-accretive nature of the international portfolio.**

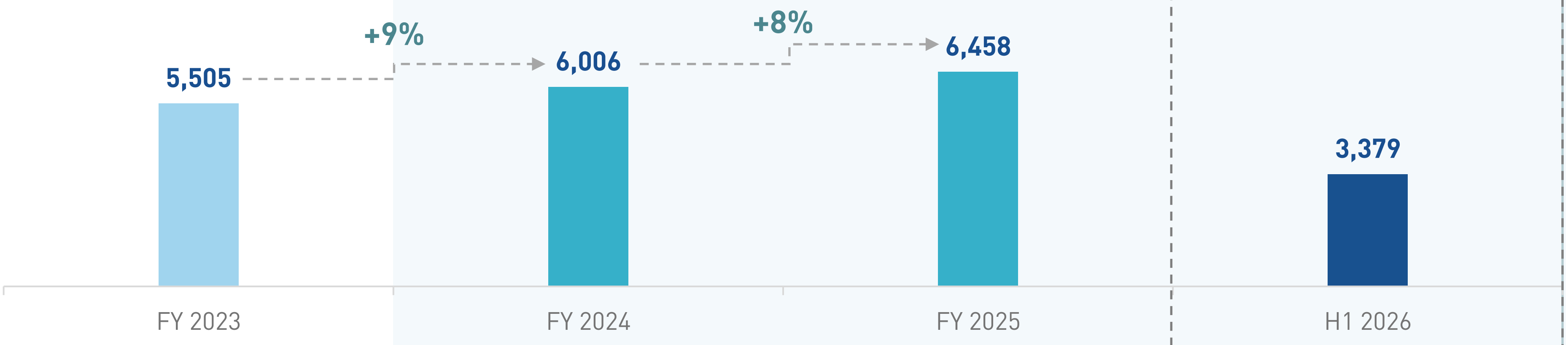


[1] Includes Outpatient, Inpatient and Day Cases. HHG is consolidated from 1st October 2025.

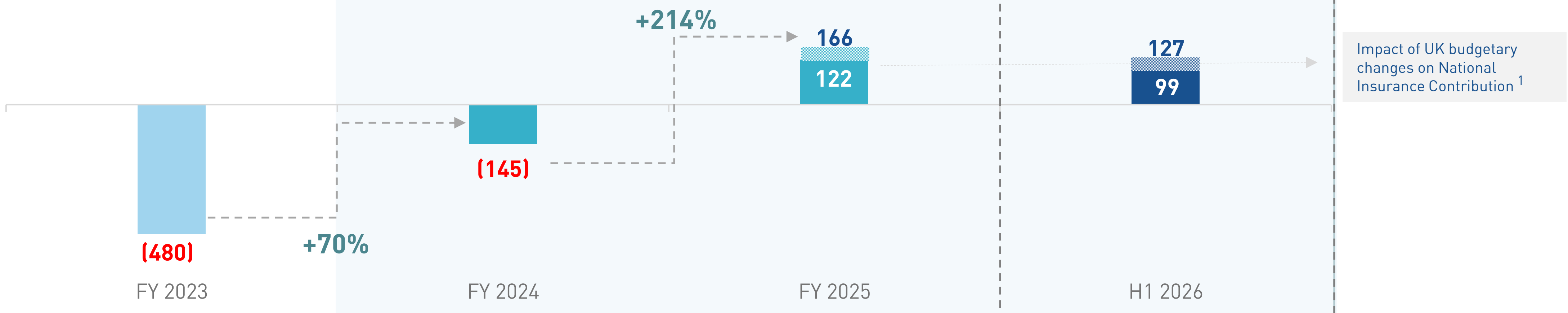
International Care: Circle Turnaround Shifting to Profitable, Higher-Acuity Care

Healthcare

Revenue
(in AED Mn)



Net Profit
(in AED Mn)



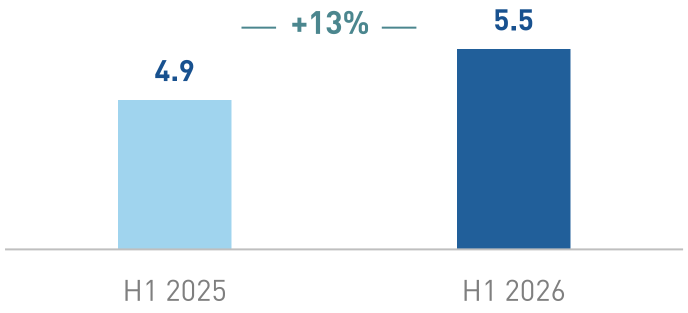
Acquired by PureHealth in January 2024

[1] Impact of National Insurance Contribution on FY 2025 was AED 44M and H1 2026 was AED 29M

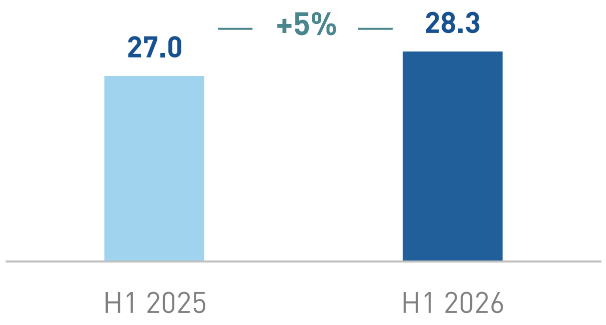
Cover: Resilient Performance

Insurance

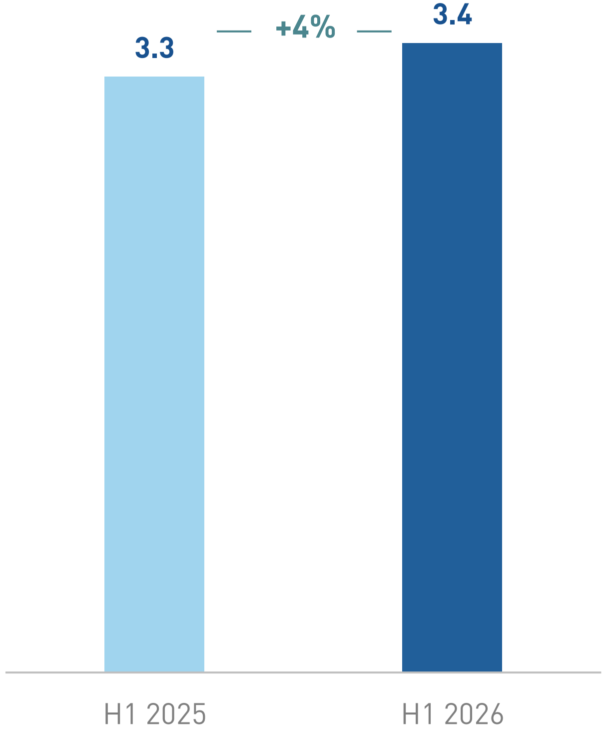
Gross Written Premium
(in AED Bn)



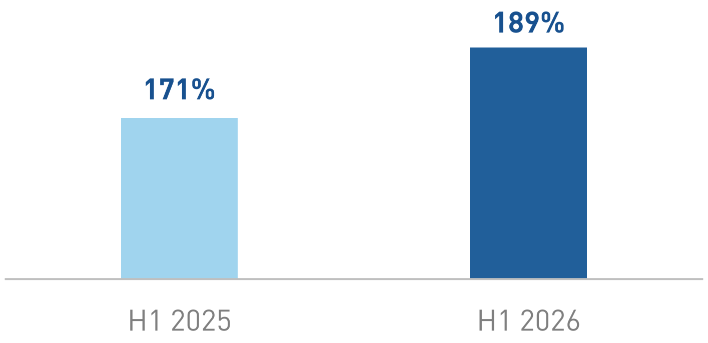
Claims Processed
(in Millions)



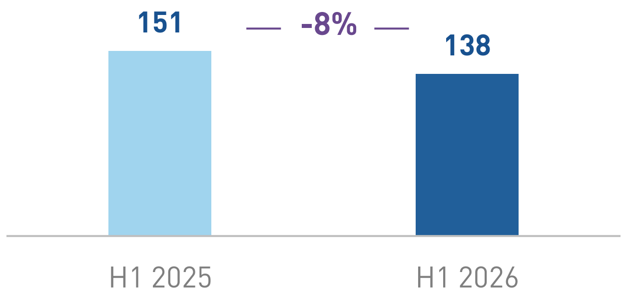
Members Insured
(in Millions)



Solvency Ratio %



Investment Income
(in AED Mn)



PureLab Central Reference Lab, Abu Dhabi

Financial Review

Group: Strong Earnings Growth and Margin Expansion

AED Mn	Q2 2025	**Q2 2026**	Δ%	H1 2025	**H1 2026**	Δ%
Revenue	6,993	**7,588**	+8.5%	13,574	**14,851**	+9.4%
EBITDA	1,186	**1,687**	+42.2%	2,319	**2,874**	+23.9%
Margin	*17.0%*	*22.2%*	*+5.2pp*	*17.1%*	*19.3%*	*+2.2pp*
Profit before tax	614	**945**	+54.0%	1,175	**1,403**	+19.4%
Margin	*8.8%*	*12.5%*	*+3.7pp*	*8.7%*	*9.4%*	*+0.7pp*
Net Profit	524	**821**	+56.8%	1,029	**1,236**	+20.1%
Margin	*7.5%*	*10.8%*	*+3.3pp*	*7.6%*	*8.3%*	*+0.7pp*

Commentary

- **Group revenue increased 9.4% YoY in H1'26**, supported by HHG consolidation (AED 1.6bn) and continued momentum in Cover and International Care.
- **EBITDA grew 23.9% to AED 2.9bn, with margin expanding 2.2pp to 19.3%,** reflecting the growing contribution from higher-margin international operations and continued cost discipline across segments.
- **Q2 performance strengthened materially**, supported by continued momentum in Cover, the scaling of International Care following HHG consolidation, and recovering activity in UAE Care.
- **Net profit increased 20.1% to AED 1.2bn,** despite UAE Care regulatory and revenue comparability effects and the short-term headwind impact earlier in the year.

Care: International Scale and UAE Recovery Drive Strong Margin Expansion

Healthcare

AED Mn	Q2 2025	**Q2 2026**	Δ%	H1 2025	**H1 2026**	Δ%
Revenue	5,101	**5,484**	+7.5%	9,818	**10,724**	+9.2%
EBITDA	888	**1,356**	+52.7%	1,811	**2,321**	+28.2%
Margin	*17.4%*	*24.7%*	*+7.3pp*	*18.4%*	*21.6%*	*+3.2pp*
Profit before tax	330	**630**	+90.7%	696	**881**	+26.7%
Margin	*6.5%*	*11.5%*	*+5.0pp*	*7.1%*	*8.2%*	*+1.1pp*
Net Profit	276	**548**	+98.2%	607	**778**	+28.2%
Margin	*5.4%*	*10.0%*	*+4.6pp*	*6.2%*	*7.3%*	*+1.1pp*

Commentary

- **Care revenue increased 9.2% YoY in H1'26**, supported primarily by HHG consolidation and continued growth across the international portfolio, alongside recovering patient activity in UAE Care.
- **EBITDA increased 28.2%, with margin expanding to 21.6%,** driven by higher-margin international assets, mix improvement and efficiency gains.
- **Q2 performance strengthened materially**, with EBITDA increasing 52.7% YoY and margin expanding to 24.7%. Growth was supported by HHG consolidation, recovering UAE Care activity and improved utilisation of additional beds and clinical capacity, alongside favourable movements in expected credit losses.
- **Net profit increased 28.2% to AED 778mn**, with the strong Q2 performance reflecting improved operating leverage and increasing international contribution.

Note: Care includes Hospitals, Diagnostic, Procurement and Technology and Eliminations and Adjustments.

Cover: Strong Revenue and Earnings Growth with Stable Margins

Insurance

AED Mn	Q2 2025	Q2 2026	Δ%	H1 2025	H1 2026	Δ%
Revenue	1,892	**2,105**	+11.2%	3,756	**4,127**	+9.9%
EBITDA	298	**331**	+10.9%	509	**552**	+8.5%
Margin	*15.8%*	*15.7%*	*-0.1pp*	*13.5%*	*13.4%*	*-0.1 pp*
Profit before tax	283	**315**	+11.3%	479	**521**	+8.8%
Margin	*15.0%*	*15.0%*	*0.0pp*	*12.7%*	*12.6%*	*-0.1 pp*
Net Profit	247	**273**	+10.5%	422	**458**	+8.6%
Margin	*13.1%*	*13.0%*	*-0.1 pp*	*11.2%*	*11.1%*	*-0.1 pp*

Commentary

- **Cover revenue increased 9.9% YoY to AED 4.1bn in H1’26,** supported by GWP growth of 13%, driven by strong renewals, disciplined pricing and continued new business acquisition.
- **The Property & Casualty business continued to scale**, generating AED 83mn of GWP in H1’26 as all product lines gained traction and broadened Daman’s multi-line offering.
- **EBITDA increased 8.5% to AED 552mn**, with margin broadly stable at 13.4%, reflecting continued underwriting discipline and effective cost management alongside investment in growth.
- **Net profit increased 8.6% to AED 458mn**, supported by consistent operating performance, continued momentum across the insurance portfolio and efficiency gains driven by AI implementation.

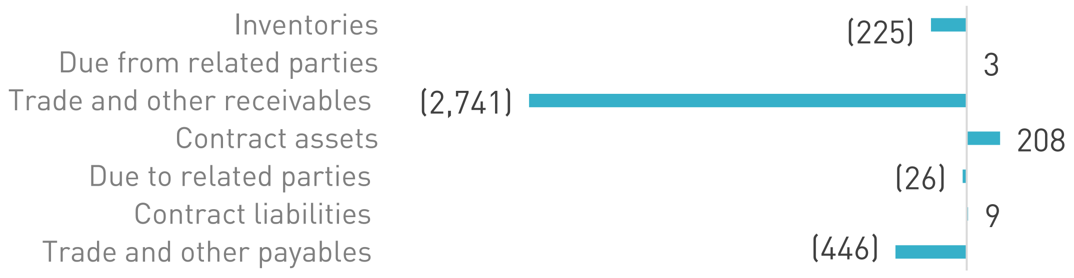
Free Cash Flow Reflects Working Capital Seasonality and Continued Investment

AED Mn	H1 2025	H1 2026
EBITDA	2,319	2,874
Change in Net Working Capital[1]	(2,699)	(3,217)
Other operating activities	1,052	(36)
Maintenance CAPEX	(165)	(177)
Growth CAPEX	(130)	(288)
Adj. Free Cash Flow [2]	377	(845)
Adj. Free Cash Flow to EBITDA	**16%**	**-29%**

Working Capital Changes

(in AED Mn)

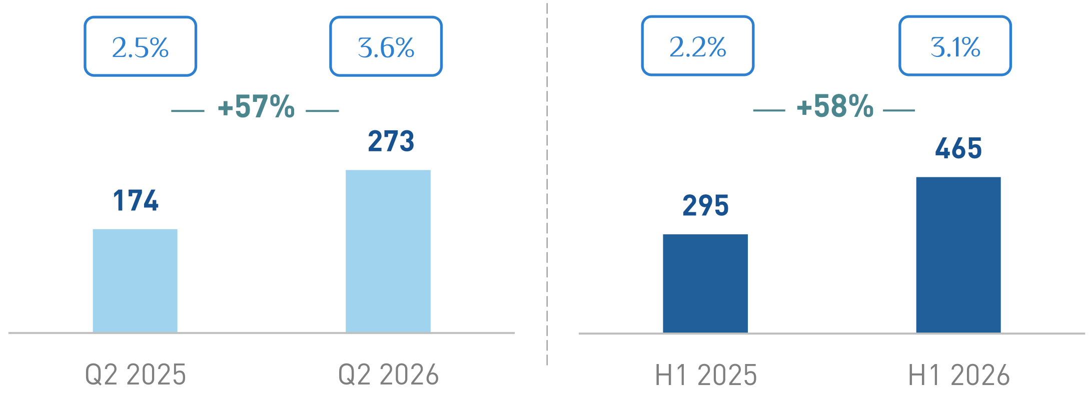
H1 2026



Total Working Capital Changes **(3,217)** [1]

Total Capex / % of Revenues

(in AED Mn, %)



Commentary

- **Working capital movements were seasonal in nature,** reflecting the timing of collections on government-funded programme receivables, with position expected to improve as the year progresses.
- **Continued investment in growth** reflects the Group's confidence in its expansion pipeline, enhancing capacity and services and advancing strategic priorities across local and international operations.
- **Other operating activities** reflected timing-related movements in restricted cash and insurance contract balances.
- **The Group is well positioned to strengthen cash conversion by year end,** while maintaining disciplined investment behind its compelling long-term growth priorities.

[1] Working capital does not include insurance contract liabilities, reinsurance contract assets, other liabilities and restricted cash
2 Adj. FCF is the sum of cash flow from operations and the capex additions incurred for PPE and intangibles

Strong Balance Sheet Supporting Growth and Capital Deployment

Total Assets (AED Bn)
57.2
▲ +1% year-to-date

Cash & Bank Balance (AED Bn)
4.7
▼ -39% year-to-date

Net Debt / EBITDA
2.7x
Post IFRS 16

Total Liabilities (AED Bn)
38.4
▲ +0% year-to-date

Total Lease Liabilities (AED Bn)
14.8
▼ -1% year-to-date

Total Non-Lease Liabilities (AED Bn)
23.6
▲ +1% year-to-date

Total Bank Debt (AED Bn)
3.2
▼ -1% year-to-date

Net Debt (AED Bn)
14.2
▲ +20% year-to-date

Commentary

- **The Group maintains a solid financial position**, with total assets of AED 57.2bn, and sufficient liquidity to support operations and strategic priorities.
- **Cash and bank balances stood at AED 4.7bn,** despite a temporary increase in working capital primarily due to government receivables.
- **Net debt increased to AED 14.2bn**, primarily driven by lower cash and cash equivalent while bank debt remained broadly stable at AED 3.2bn.
- **Net debt / EBITDA was 2.7x** on a post-IFRS 16 basis, reflecting a **prudent leverage profile** following recent acquisitions and continued capital deployment.
- **The balance sheet continues to provide capacity for selective, value-accretive growth,** supported by disciplined capital allocation and a resilient funding structure.

Note – All line items are compared against Dec'25

Balanced Approach to Capital Allocation Driving Long-Term Value Creation

Shareholder Returns

Disciplined Capital Return Policy[1]

Target annual cash payout of

30% of Distributable Net Profit

- Residual dividend policy targeting annual cash payout of **30%** of **distributable net profit**
- Balancing sustainable shareholder returns with **long-term growth and capital requirements**
- Lower payout may be recommended to preserve **flexibility** and support **value creation**
- At the 2026 AGM, shareholders approved FY2025 cash dividends of **AED 600.6mn**, that were to be paid in two equal instalments.
    - 1st Installment – Paid on 2 May 2026
    - 2nd Installment – To be paid on or before 31 Aug 2026

Inorganic Growth

Clear Strategy to Drive Value Accretive M&A

- Pursuing disciplined M&A and bolt-on acquisitions to enhance the platform
- Selective international expansion in priority growth markets
- Clear financial benchmarks, prioritizing sustainable value creation

Organic Growth

Investing in Our Core Strengths

- Targeted investments in high-margin, complex medical capabilities and building Centres of Excellence
- Enhancing operational efficiency through technology, AI and process improvements
- Building digital platforms and customer focused solutions

1) Dividend payout is subject to financial performance, cash flow generation, distributable reserves, leverage considerations, investments in long-term growth (incl M&A), and applicable legal and regulatory requirements. Subject to Board recommendation and shareholder approval.

Sheikh Tahnoon bin Mohammed Medical City, At Ain

Outlook & Guidance

Medium-Term Strategic and Financial Targets

Medium-term targets remain unchanged, supported by resilient execution and confidence in the Group's growth outlook

	Revenue Growth	International Revenue Share [1]	Care: EBITDA Margin	CAPEX as % of Revenue	Net Debt [2] / EBITDA	Dividend Payout Ratio
H1 2026	9.4%	33.4%	21.6%	3.1%	2.7x	n.a
Medium-Term Targets (2026-2029)	Mid-to-High Teens *(including M&A)*	c. 50%	Low 20s	<5%	3.0x	30%

Medium-term target applicable specifically to Healthcare and in view of continued Group-wide M&A activity

[1] Share of international business as % of revenue, after intercompany eliminations
2 Net Debt includes lease liabilities, adjusted for restricted cash items

Appendix

Overview of Our Integrated Portfolio of Healthcare Assets

Care (Healthcare) | **Cover** (Insurance)

Hospitals	Diagnostics	Procurement	Technology	Health and P&C
SEHA, SEHA Clinics, The Medical Office, SSMC Sheikh Shakhbout Medical City, NRC, HHG Hellenic Healthcare Group, SAKINA, The Life Corner, Circle Health Group	PURELAB	Rafed, ONE HEALTH	PURECS, TALENTONE	Daman

H1 2026 Segment Value & Contribution in %[1]

	Hospitals	Diagnostics	Procurement	Technology	Health and P&C
Revenue	AED 11,296 Mn **(60%)**	AED 580 Mn **(3%)**	AED 2,560 Mn **(13%)**	AED 415 Mn **(2%)**	AED 4,127 Mn **(22%)**
EBITDA	AED 1,966 Mn **(67%)**	AED 207 Mn **(7%)**	AED 162 Mn **(5%)**	AED 68 Mn **(2%)**	AED 552 Mn **(19%)**
Net Profit	AED 606 Mn **(43%)**	AED 159 Mn **(11%)**	AED 139 Mn **(10%)**	AED 42 Mn **(3%)**	AED 458 Mn **(33%)**
Total assets[2]	AED 58.3 Bn **(75%)**	AED 3.5 Bn **(4%)**	AED 4.7 Bn **(6%)**	AED 1.1 Bn **(1%)**	AED 10.8 Bn **(14%)**

[1] As per segment note of financials
[2] Other, Eliminations and adjustments amounted to AED (21.2) Bn | Figures and percentages in this document may not precisely total due to rounding

Delivering Excellence in Complex and Specialized Care

SEHA

SSMC

Transplants

Performed 7 liver and 66 kidney transplants in 2026, bringing the total to 864 kidney and 40 liver transplants since inception.

Successful Separation of Conjoined Twins

Successful separation of conjoined twins, Mercy and Goodness, through a multidisciplinary collaboration involving more than 60 international specialists, enabling independent living and face-to-face interaction for the first time.

Paediatric Liver Transplant

A 2-month-old infant with severe liver failure and multi-organ dysfunction successfully underwent deceased-donor liver transplantation following advanced PICU and multidisciplinary transplant care

Advanced Neurocritical Care

SEHA successfully treated a child with a life-threatening brain injury requiring emergency neurosurgery, advanced neurocritical care, and international transfer for definitive rehabilitation.

Placenta Accreta Surgical Program

Corniche successfully performed 24 complex placenta accreta surgeries, demonstrating leadership in high-risk maternal care and multidisciplinary haemorrhage management.

Intrauterine Fetal Transfusions

Corniche delivered highly specialized fetal transfusion procedures for severe fetal anemia, reinforcing advanced maternal-fetal medicine capabilities.

Robotic Urology Milestone

SSMC performed its first robot-assisted retroperitoneal lymph node dissection (RPLND), one of the most complex procedures in urologic oncology, expanding its comprehensive robotic cancer surgery program

Complex Multidisciplinary Trauma Reconstruction

A critically injured patient underwent carotid artery reconstruction, airway restoration, vascular repair and burn reconstruction, achieving full functional recovery

Circle Health Group

HHG Hellenic Healthcare Group

Cytoreductive surgeries

- 43 Cytoreductive surgeries for Pseudomyxoma
- 26 Cytoreductive surgeries for Colorectal Peritoneal Carcinomatosis

Complex Cases - YTD

- 38 Valve repair or replacement
- 15 TAVI (Transcatheter Aortic Valve Implantation)
- First VELYS robotic-assisted TKR at CHG using advanced automated planning and real-time balancing technology.

First Robotic Single-Port Hysterectomy in Greece

Metropolitan Hospital successfully performed Greece's first robotic single-port total hysterectomy for gynecologic oncology using the da Vinci SP® system

First TTVR* in Cyprus

Apollonion Private Hospital successfully performed Cyprus' first Transcatheter Tricuspid Valve Replacement using the EVOQUE™ valve system, expanding advanced structural heart intervention capabilities

*Transcatheter Tricuspid Valve Replacement

Balance Sheet

AED Mn	FY 2025	H1 2026	Δ%
Total Non-Current Assets	**36,657**	**37,223**	**2%**
Right of use assets	12,671	12,123	-4%
Intangible Assets	12,568	12,291	-2%
Property & equipment	7,397	7,222	-2%
Other non-current assets	4,020	5,587	39%
Total Current Assets	**20,021**	**19,964**	**0%**
Trade & other receivables	5,923	8,657	46%
Cash & Bank Balance	7,706	4,730	-39%
Reinsurance contract assets	1,586	1,762	11%
Other current Assets	4,806	4,815	0%
Total Assets	**56,678**	**57,187**	**1%**
Total Non-Current Liabilities	**22,944**	**22,724**	-1%
Lease liabilities	13,870	13,625	-2%
Borrowings	2,834	2,882	2%
Employee end of service benefits	1,621	1,666	3%
Other non-current liabilities	4,619	4,551	-1%
Total Current Liabilities	**15,412**	**15,656**	**2%**
Trade & other payables	9,294	9,087	-2%
Lease liabilities	1,106	1,193	8%
Contract liability	61	70	15%
Borrowings	415	333	-20%
Other current liabilities	4,537	4,974	9%
Total Liabilities	**38,356**	**38,379**	**0%**
Total Equity	**18,322**	**18,807**	**3%**

Income Statement

AED Mn	Q2 2025	Q2 2026	Δ%	H1 2025	H1 2026	Δ%
Revenue	6,993	7,588	+8.5%	13,574	14,851	+9.4%
Cost of sales	(5,433)	(5,648)	+4.0%	(10,266)	(11,232)	+9.4%
Gross profit	**1,560**	**1,940**	**+24.4%**	**3,308**	**3,619**	**+9.4%**
G&A expenses incl. selling & distribution	(980)	(1,080)	+10.2%	(2,137)	(2,340)	+9.5%
Finance costs	(179)	(235)	+31.3%	(393)	(469)	+19.5%
Other operating income	213	320	+50.4%	396	593	+49.7%
Profit before tax	**614**	**945**	**+54.0%**	**1,175**	**1,403**	**+19.4%**
Income tax expense	(90)	(124)	+37.9%	(146)	(167)	+14.3%
Profit for the year	**524**	**821**	**+56.8%**	**1,029**	**1,236**	**+20.1%**

Cash Flow Statement

AED Mn	Q2 2025	Q2 2026	Δ%	H1 2025	H1 2026	Δ%
Net Profit for the period before tax	614	945	54%	1,175	1,403	19%
Non-cash Adjustments	562	670	19%	1,155	1,403	21%
Working Capital Changes[1]	601	-229	-138%	-2,699	-3,217	19%
Employees' end of service benefits paid net	-52	-37	-29%	-101	-86	-15%
Other	-199	-569	186%	1,142	117	-90%
Net cash, operating activities	**1,526**	**780**	**-49%**	**672**	**-380**	**-157%**
Net cash, investing activities	**-671**	**-240**	**-64%**	**-1,624**	**-737**	**-55%**
Net cash, financing activities	**-529**	**-589**	**11%**	**-2,608**	**-732**	**-72%**
Net changes in cash & cash equivalents during the period	**326**	**-49**	**-115%**	**-3,560**	**-1,850**	**-48%**
FX rate changes during the period	52	-9	-118%	78	-21	-127%
Cash & cash equivalents at the beginning of the period	**4,929**	**2,612**	**-47%**	**8,789**	**4,424**	**-50%**
Cash & cash equivalents at the end of the period	**5,307**	**2,553**	**-52%**	**5,307**	**2,553**	**-52%**

1) Working capital does not include reinsurance contract assets/liabilities, other liabilities and restricted cash

Expanding Capacity & Specialised Services to Provide High-Acuity Care

Targeted investments across hospitals and clinics to meet demand and strengthen clinical depth

80+ Beds Added in Al Ain Region Across Surgical, Trauma & Paediatric Services

15 Surgical Beds, **6** Beds in Trauma Unit, **36** Beds in Paediatric supporting long-term care and post-acute rehabilitation and **23** Inpatient Beds. These additions strengthened throughput, acuity handling and regional readiness.

10 New Outpatient Clinics were launched under SEHA Clinics in H1'26

Targeted initiative to enhance geographic coverage, improved patient flow across the system supporting sustainable volume growth.

Strengthening Women's Care at Corniche Hospital

Enhanced women's and fetal health services through the expansion of high-acuity obstetrics, advanced fetal medicine interventions and complex maternal–fetal care delivered via integrated multidisciplinary teams.

Launch of Cancer Institute at SSMC for end-to-end care

Integrated, multidisciplinary oncology platform, consolidating medical, surgical and radiation oncology with diagnostics, supportive and palliative care under a single operating model.

Groundbreaking of SEHA New Corniche Hospital

Scaling high-complexity women's and children's care aligned with Abu Dhabi's long-term health priorities

- SEHA's New Corniche will be a major milestone in delivering **Abu Dhabi's first integrated women's and children's medical city,** it is set for completion in 2027
- Expands PureHealth's high-acuity care footprint through a **357-bed, 108,000m² purpose-built facility**, anchoring advanced maternal, neonatal and paediatric services
- Integrates **Centres of Excellence** across paediatrics, rehabilitation and mental health, strengthening clinical depth and network synergies across SEHA
- Builds on a **50-year legacy** at Corniche Hospital, reinforcing leadership in population health and supporting sustainable, long-term growth through world-class, family-centred infrastructure




Circle Health: Broad-Based Expansion Across Advanced Care Services

Multi-site rollout of high-acuity capacity, robotic surgery and advanced diagnostics

Capacity Expansion

- **Clementine Churchill Hospital –** New high-acuity oncology centre
  Expected completion (H2'26)
- **Werndale Hospital**
  +8 inpatient beds, +4 consulting rooms and +1 laminar-flow theatre
  Expected completion (H1'27)
- **The Park Hospital & Highfield Hospital**
  Consulting room expansions supporting outpatient growth
- **London Independent Hospital -** Recovery area expansion increasing post-operative throughput

Surgical & Robotic Technology Additions

- **Churchill & Priory Hospital -** Acquired Da Vinci 5 system, bringing total robotic fleet to 31 systems
- **Ridgeway Hospital –** Medtronic spinal robot brought into clinical use
- **Three Shires, Mount Alvernia & Beardwood Hospitals –** Deployment of VELYS robotic-assisted knee replacement systems
- **Priory Hospital –** Introduction of advanced robotic platforms expanding robotic-assisted orthopaedic and urology services
- **Goring Hall Hospital –** Launch of Mako robotic-arm assisted joint replacement service

Diagnostics Capacity Additions

- **Albyn & Meriden Hospitals –** SIGNA Voyager MRI scanners installation, including suite refurbishment
- **Runnymede Hospital –** Commissioning of Siemens Magnetom Sola MRI scanner
- **Meriden, Ridgeway, Kings Oak & Fairfield Hospitals -** Multi-site imaging upgrades, expanding scanning capacity
- **Shirley Oaks Hospital –** Launch of Cardiac MRI service, expanding advanced cardiology diagnostics

PureHealth

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