PURE HEALTH



Sheikh Tahnoon Bin Mohammed Medical City, Al Ain

9M 2026

Earnings Presentation

November 2026

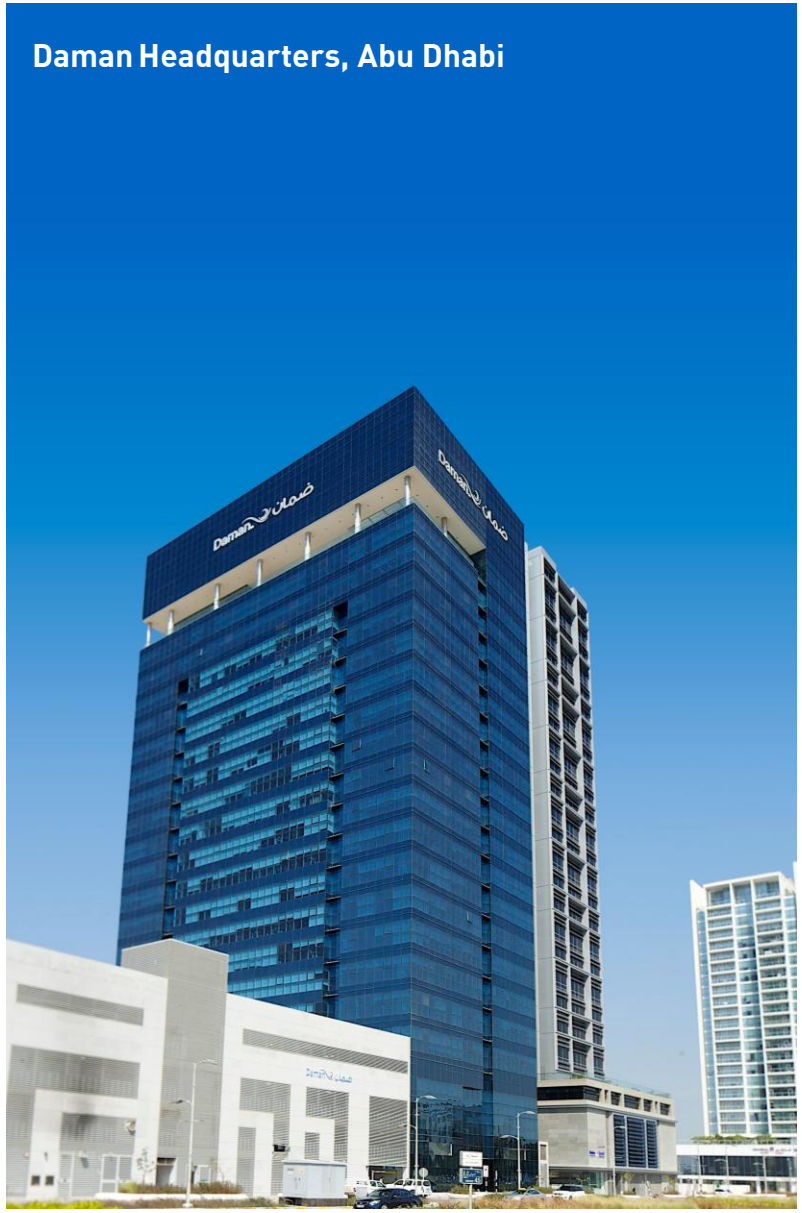
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Daman Headquarters, Abu Dhabi

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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%)

9M 2026 Performance Highlights

Broad-based growth and sustained profitability across the Group, driven by improving UAE Care activity, continued momentum in International Care and growth in Cover.

Group Financial Results (YoY)

Revenue	AED 22.4 Bn +12% ▲
EBITDA	AED 4.2 Bn +20% ▲
Net Profit	AED 1.8 Bn +14% ▲
EPS (LTM)	AED 0.19 +18% ▲

Care (Healthcare)

Hospitals Diagnostics Procurement Technology

Patient Interactions	9.3 Mn +21% ▲
Revenue	AED 16.0 Bn +11% ▲
EBITDA	AED 3.4 Bn +25% ▲

Cover (Insurance)

Health Insurance Property & Casualty

Gross Written Premium (GWP)	AED 6.8 Bn +14% ▲
Revenue	AED 6.4 Bn +12% ▲
Net Profit	AED 0.7 Bn +4% ▲

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



SEHA Ghiyati Hospital – Al Dhafra, Abu Dhabi

Operational & Strategic Highlights

Q3 2026 Key Operational Highlights

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

Care (Healthcare)









DoH Designates SEHA's STMC as a Centre of Excellence for Stroke

Sheikh Tahnoon Bin Mohammed Medical City (STMC) continues to strengthen its role as the leading provider of specialised neurological care in Al Ain, delivering rapid, end-to-end treatment for complex stroke cases through clinical expertise, advanced diagnostics, and integrated care pathways.

The centre provides **advanced stroke management, neurosurgical interventions and clot-dissolving therapies,** supported by AI-enabled CT Perfusion, CT Angiography, MRI protocols and tele-stroke services to accelerate diagnosis and treatment.

PureHealth Establishes PureLab UK

The acquisition of Unilabs UK's laboratory operations and infrastructure **has strengthened PureHealth's diagnostics footprint**, creating a scaled platform across pathology, blood sciences, histopathology, microbiology and specialist testing through Circle Health Group.

The platform enhances diagnostic capabilities **across PureHealth's global network while serving more than 90 healthcare clients** across the UK.

Global Recognition: ESG and Oncology Care

HHG achieved **EcoVadis' Platinum Rating**, ranking among the top 1% globally for sustainability and becoming the only healthcare group in Greece to receive its highest ESG distinction.

Metropolitan Hospital and **Hygeia** also received the **INTERACT-EUROPE 100 Gold Badge** for excellence in multidisciplinary cancer care and oncology professional certification, expanding specialised cancer care.

Expansion and Innovation in Radiotherapy and Complex Cancer Care

SEHA's **Tawam Hospital** launched the UAE's first certified **Low-Dose Radiotherapy programme**, expanding specialised treatment options.

The hospital also expanded **Spatially fractionated radiotherapy (SFRT)** for complex tumours, enabling targeted radiation delivery while limiting exposure to healthy tissue and broadening specialised treatment options.

Q3 2026 Key Operational Highlights – cont'd

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

Care (Healthcare)







Expanding Robotic Surgery Capabilities

SSMC achieved the UAE's first **robotic-assisted release of the Median Arcuate Ligament and Thyroidectomy,** marking a milestone in advanced robotic surgical capability.

The hospital also expanded robotic surgery across urology and orthopaedics, including complex abdominal lymph node surgery and total knee replacements.

Robotic-assisted procedures increased **32% YoY to 423 in 9M 2026**, reflecting the continued scale-up of the program.

Advancing Diagnostic and Interventional Care Capabilities

HHG expanded advanced diagnostics with Greece's first **NAEOTOM Alpha Pro Photon-Counting CT Scanner,** advanced TEE* cardiac imaging and the Affera™ Mapping and Ablation System for complex cardiac rhythm disorders.

The Group also enhanced breast diagnostics through its **Mobile Breast Diagnostic Platform,** supporting precision diagnostics and early disease detection across Greece and Cyprus.

Advancing Innovative and Minimally Invasive Treatments

Circle launched the UK's first Thyroid Ablation service at Reading Hospital and introduced Arthrosamid injections for knee osteoarthritis, expanding minimally invasive alternatives to surgery.

The treatments broaden patient choice, support faster recovery and strengthen Circle's outpatient care offering.

Cover (Insurance)



Property & Casualty Business Update and Expansion Efforts

Daman's Property & Casualty business continued to gain momentum, with GWP reaching **AED 166 million** in 9M'26, driven by product expansion, strategic partnerships, and the launch of a dedicated SME business line.

Daman delivered 27% year-on-year growth in new business, with more than 50% attributable to new accounts in Dubai and the Northern Emirates, reflecting continued geographic diversification of its health portfolio.

*Transoesophageal Echocardiography (TEE)

PureCS, the Group's dedicated technology company, builds, hosts and runs the Group's AI in-house

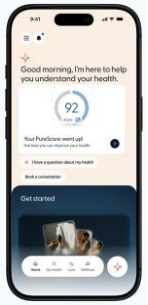
Five flagship products run on an AI native operating model, GPU capacity we own and an in-house AI development team

LIVE — IN DEVELOPMENT (Q1 2027)

Pura

The Group's AI health companion, launched in Q3 2026

- AI Companion, Digital Twin, online consultations, & PureScore **in one app**
- **Pura is an AI Platform and IP** that is fully owned by PureHealth



Doctor Portal

A clinical copilot that puts the right patient facts in front of the clinician

- **Patient summaries**, clinical timelines and conversational queries
- **Connected to Pura**, the EMR and a clinical knowledge graph
- **Clinician feedback** shapes each release

Ambient Scribe

Turns the consultation into a complete clinical note in the EMR

- **Gives clinicians time back** for their patients
- Integrations are underway
- **Testing underway** ahead of the pilot

Revenue Cycle

Codes claims and resubmits denials so more revenue is recovered

- **Auto coding** built on eligibility and clinical language
- **Revenue Intelligence Hub** automates resubmission
- Runs on **AI Factory GPUs**

Command Centre

Finds avoidable chronic care cost for high-risk Daman members

- **79,500 members** with type 2 diabetes and hypertension identified
- **First release** focuses on the top 5 to 10% of claimants
- **Triggers** and nudges being validated

AI native operating model

AI, data and development sit under one leadership, with the work organised in seven product lines so a need shared by several entities is built once for the Group

Our own hosting and GPUs

The AI Factory runs GPU pools in a central hub, with edge capacity at SEHA alongside PureCloud. Every use case with confirmed hosting runs on these platforms

In-house AI development team

Product managers, AI and data engineers and clinical experts work in dedicated product teams, shaping more **than 120 use cases with the entities to one design standard**

PureHealth retains full ownership of all AI intellectual property developed by PureCS, enabling potential commercialization across external customers

Sheikh Tahnoon Bin Mohammed Medical City recognised for Clinical Excellence in Stroke Care

Designated by the Department of Health (DoH), strengthening specialised care in Al Ain and delivering world-class stroke treatment



SEHA Sheikh Tahnoon Bin Mohammed Medical City (STMC) in Al Ain



دائـــرة الـصـحـة
DEPARTMENT OF HEALTH

صحة
SEHA

Clinical excellence

- **Designated by DoH as a Centre of Excellence (CoE)** for Stroke, expanding access to specialised care in Al Ain.
- **Al Ain's exclusive Stroke CoE and premier destination for comprehensive stroke treatment**, delivering advanced, high-quality care.
- **Supports medical education and research**, advancing clinical excellence and innovation.

Advanced, integrated stroke care

- **Comprehensive Treatment:** Vascular surgery, neurosurgical interventions, advanced clot-dissolving therapies, mechanical thrombectomy in dedicated stroke cath labs.
- **Advanced Diagnostics:** AI-enhanced CT Perfusion, CT Angiography and MRI stroke protocols for rapid, precise diagnosis.
- **Integrated Post-Stroke Care:** Dedicated stroke unit providing acute care and rehabilitation through a specialised multidisciplinary team.
- **Tele-Stroke Services:** Remote expert consultations enabling rapid and accurate treatment decisions.

PureLab UK Establishes a Scalable Platform for Diagnostics Growth

Established UK Diagnostic Operations with Clear Value Creation and Significant Capacity Upside

2
London Laboratories
Both UKAS accredited

~100K
Pathology cases
Per Year





Established UK Platform

UK footprint
Two London laboratories serving clients across the UK. With 90+ external clients excl. CHG.

Specialist pathology
Broad specialist pathology capabilities across key clinical areas.

Blood sciences
Established routine and specialist blood-testing capabilities.

Differentiated capabilities
Digital pathology, ~100 IHC assays and capillary testing.

Strategic Value

UK market access
Acquiring Unilabs UK's lab operations establishes PureLab in the UK alongside Circle.

Customers and testing activity
~100k pathology cases p.a., with c.30% uplift potential.

Expediting Go-To-Market
Acquired licenses & approvals that would have taken over a year to secure independently.

Integration and operations
Circle referral integration and shared services create scale and efficiency opportunities.

Growth & Value Creation

Scalable reference network
Acquiring Unilabs UK's lab operations establishes PureLab in the UK alongside Circle.

Circle integration
Migrate Circle referrals to PureLab UK and broaden specialist access.

Service expansion
Expand into microbiology, molecular genetics and blood banking.

Technology-led scale
Automation, robotics, digital connectivity and validated AI.

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 clinical 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 9M 2026

c.50%

International Revenue Target by 2029

Margin Accretive

International assets delivered c. 21% EBITDA margin in FY'25 and c. 22% in 9M'26

(1.4ppts of margin growth)

Diversification

Strategic presence across established international healthcare markets, diversifying revenue and earnings while enhancing resilience and growth potential

Circle Health Group

HHG Hellenic Healthcare Group



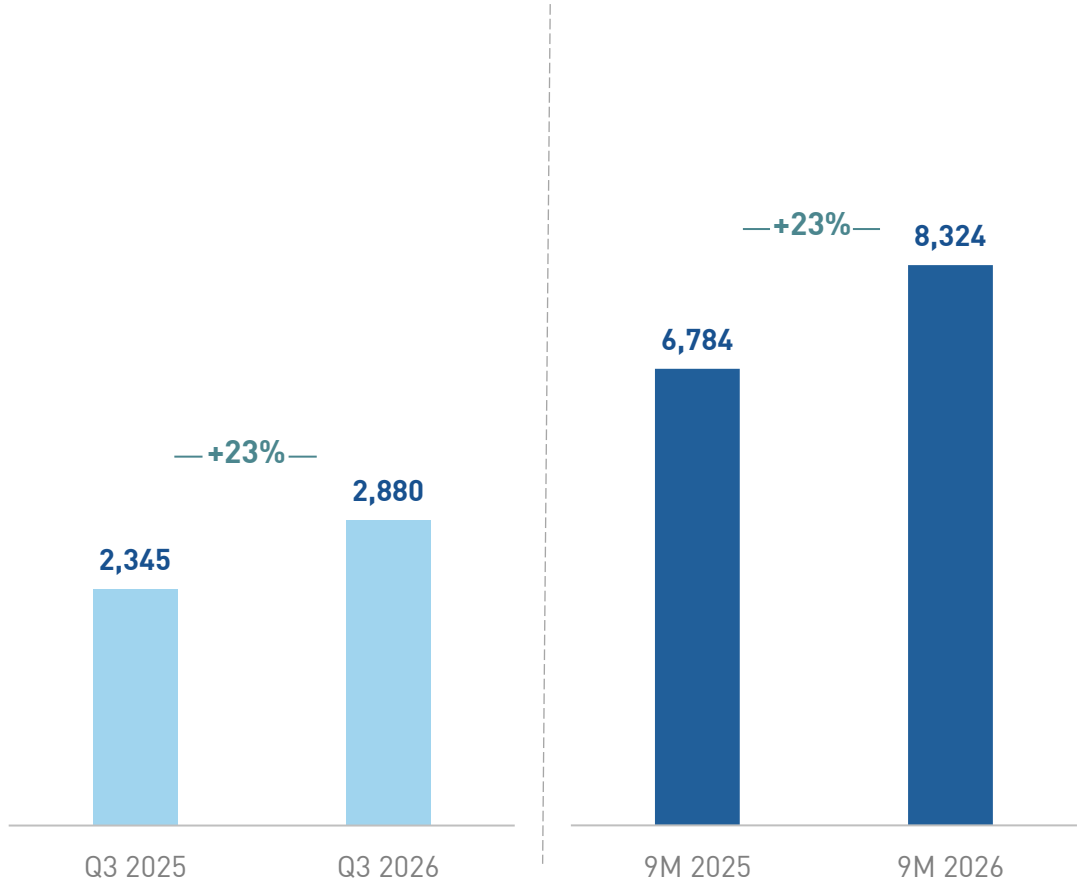
SEHA Kidney Care – Central, Abu Dhabi

Segment Review

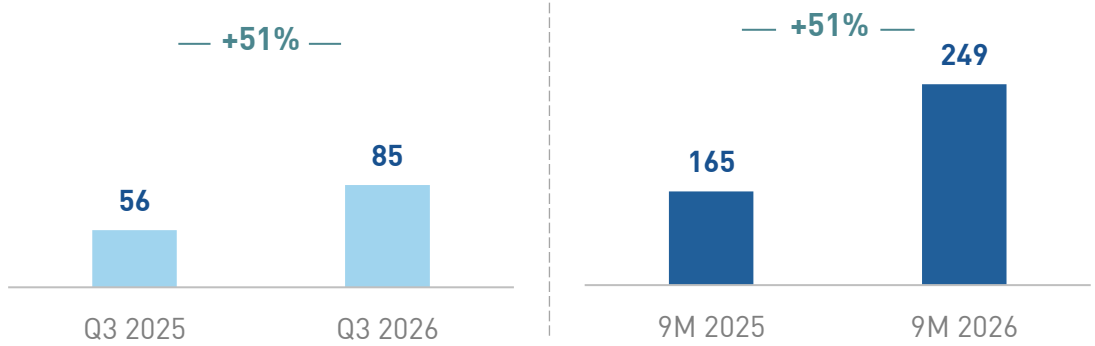
Care: Broad-Based Volume Growth Across Key Activity Metrics

Healthcare

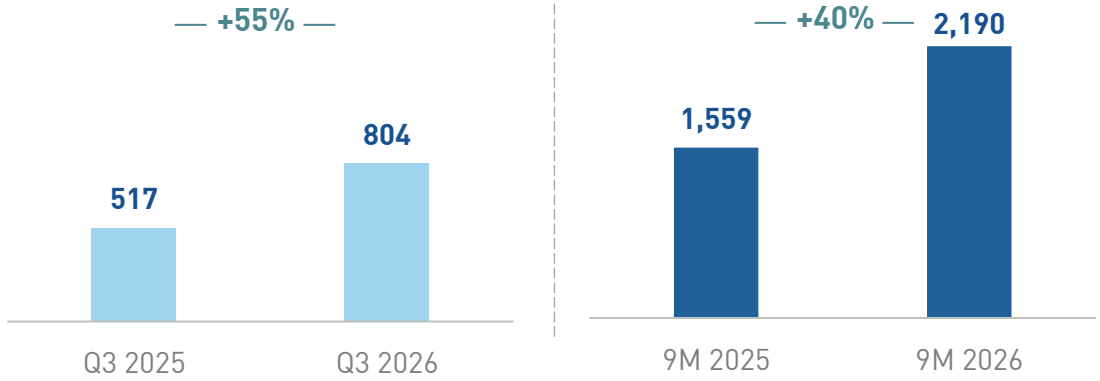
Outpatient Volumes
(in Thousands)



Inpatient Volumes
(in Thousands)



Radiology Volumes[1]
(in Thousands)

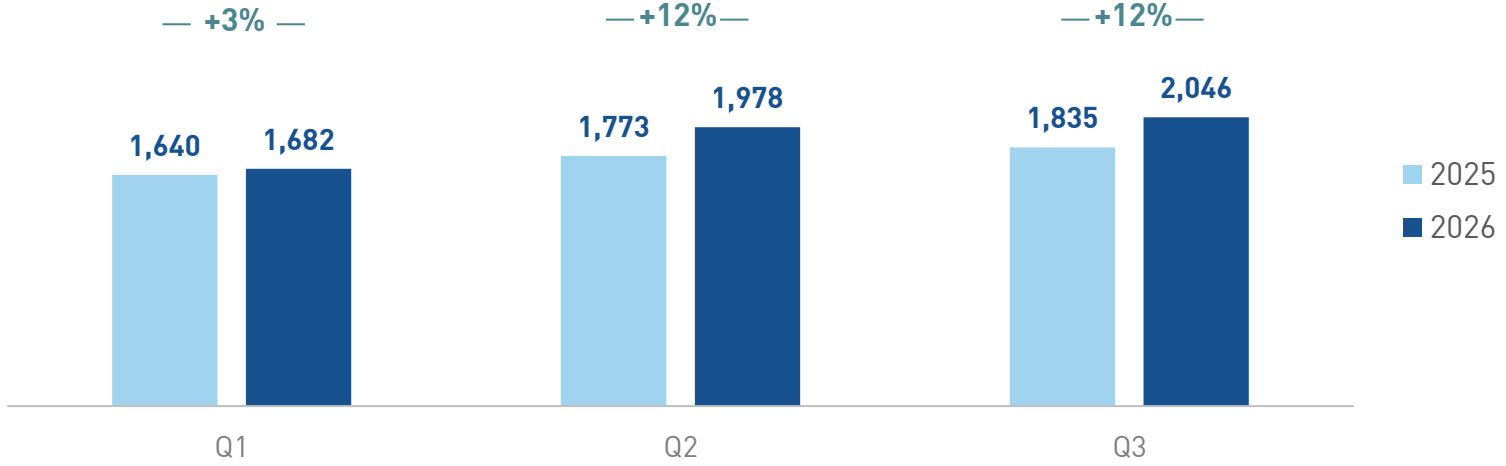


Notes: Care vertical includes Hospitals, Diagnostic, Procurement, Technology and Eliminations. Outpatient and Inpatient volumes include UAE hospitals and clinics along with UK hospitals.
1) HHG volumes are included within OP & IP from Jan'26 onwards; HHG Radiology volumes are included from Q2'26 only.

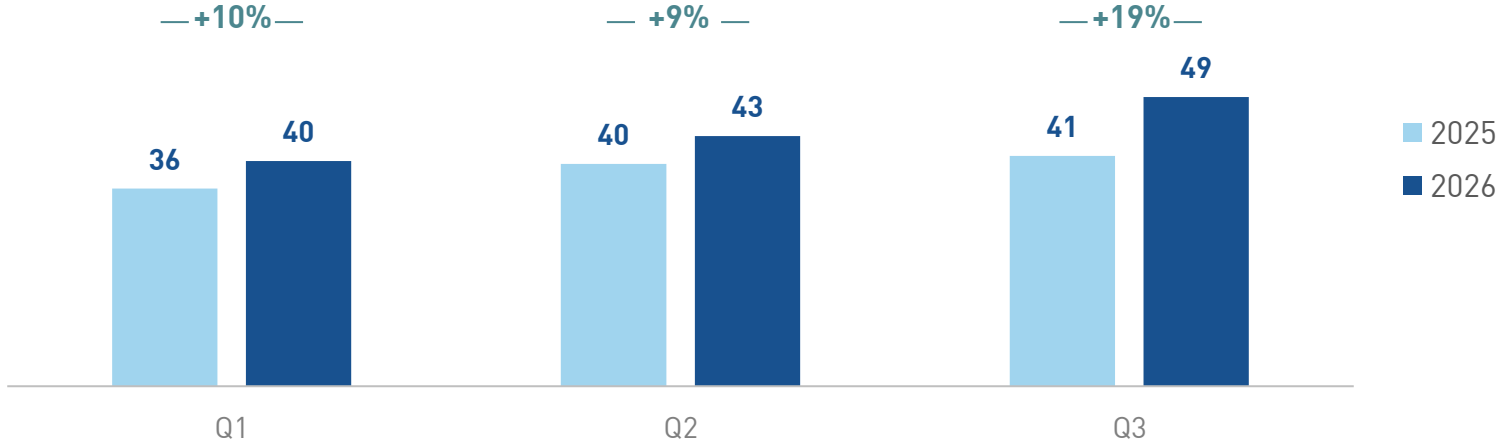
UAE Care: Accelerating Volume Growth Driven by Momentum in Patient Activity

Healthcare

Outpatient Volumes
(in Thousands)



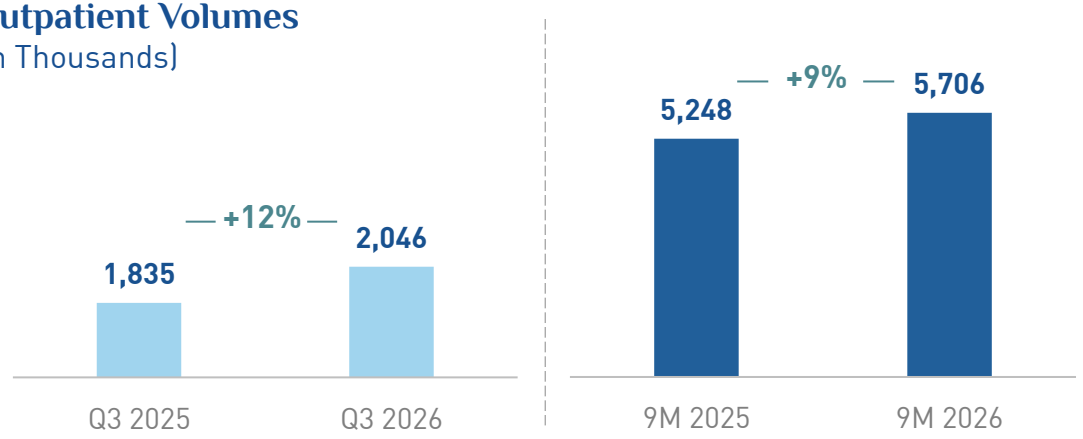
Inpatient Volumes
(in Thousands)



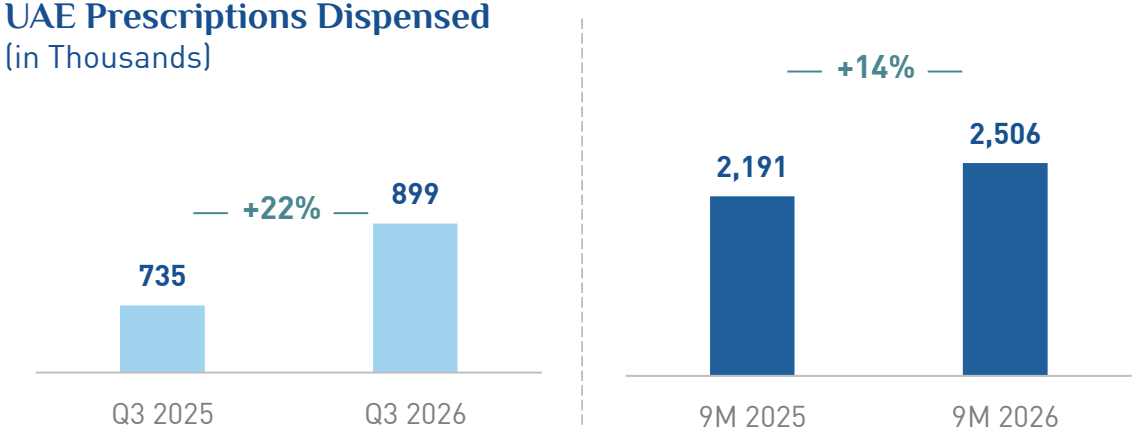
UAE Care: Robust Volume Growth and Higher Capacity Utilisation

Healthcare

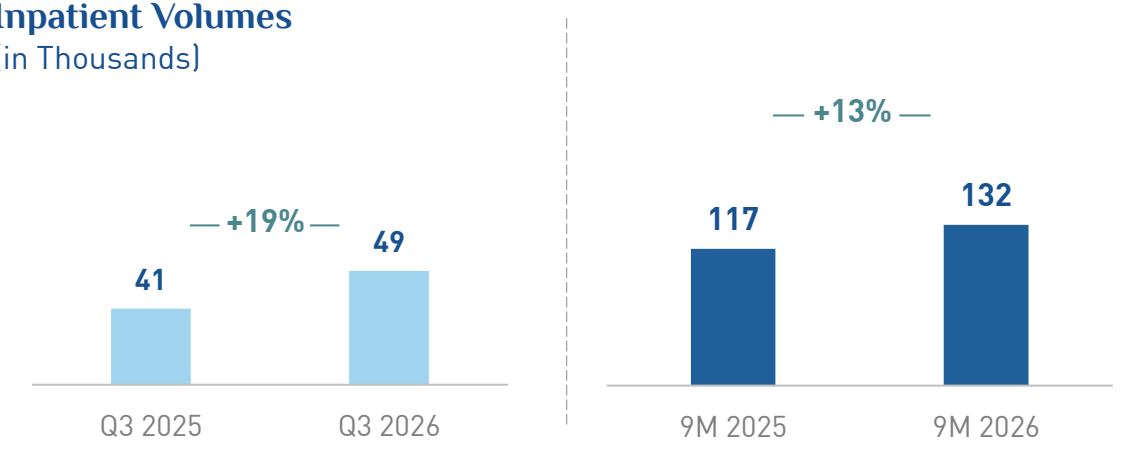
Outpatient Volumes
(in Thousands)



UAE Prescriptions Dispensed
(in Thousands)

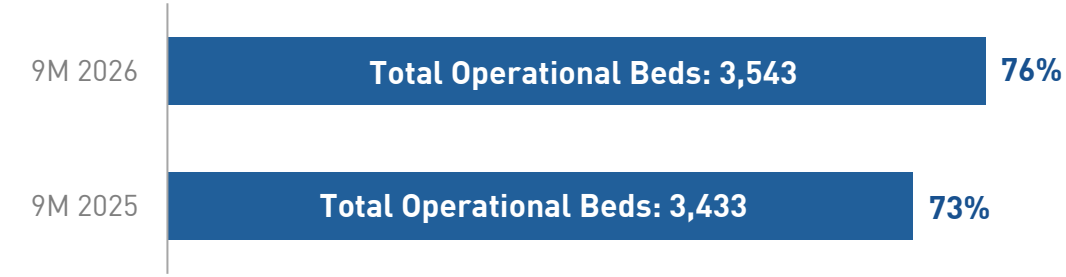


Inpatient Volumes
(in Thousands)



Bed Occupancy
(%, Operational Beds)

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

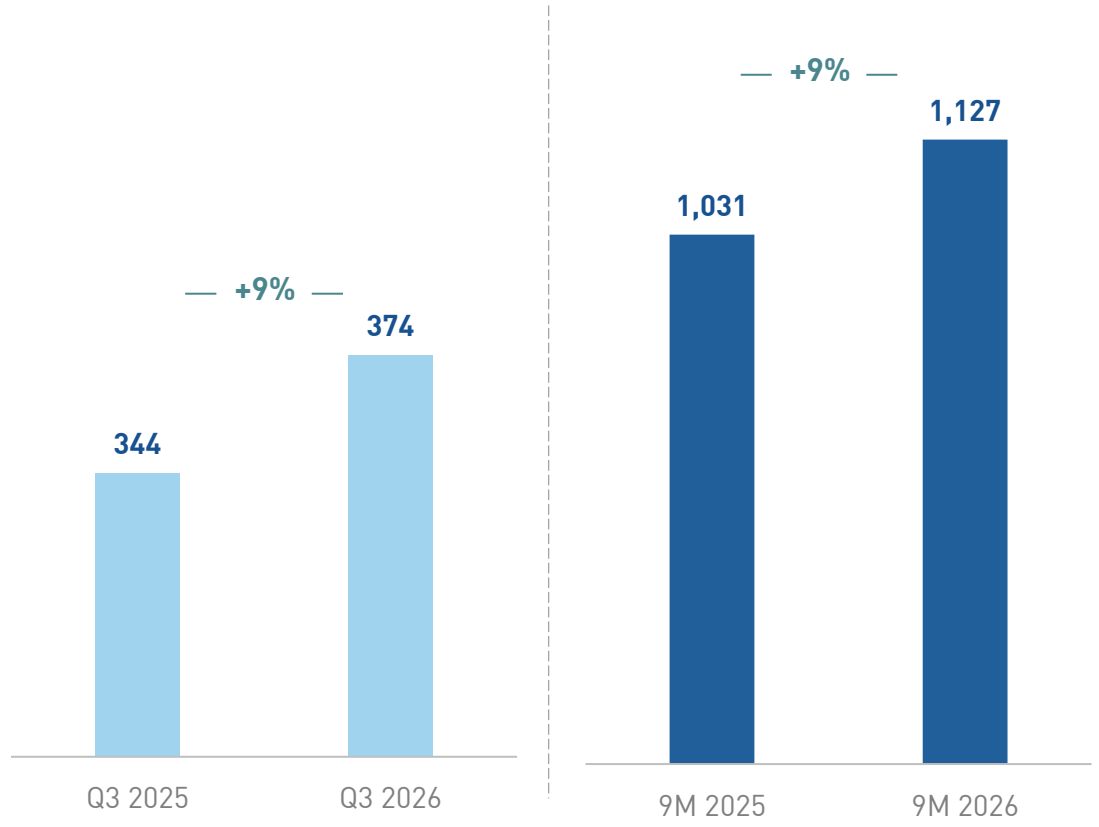


Note: Care vertical includes Hospitals. Outpatient and Inpatient volumes includes UAE hospitals and clinics.

UAE Care: Continued Radiology Growth with Lab Volumes Broadly Stable

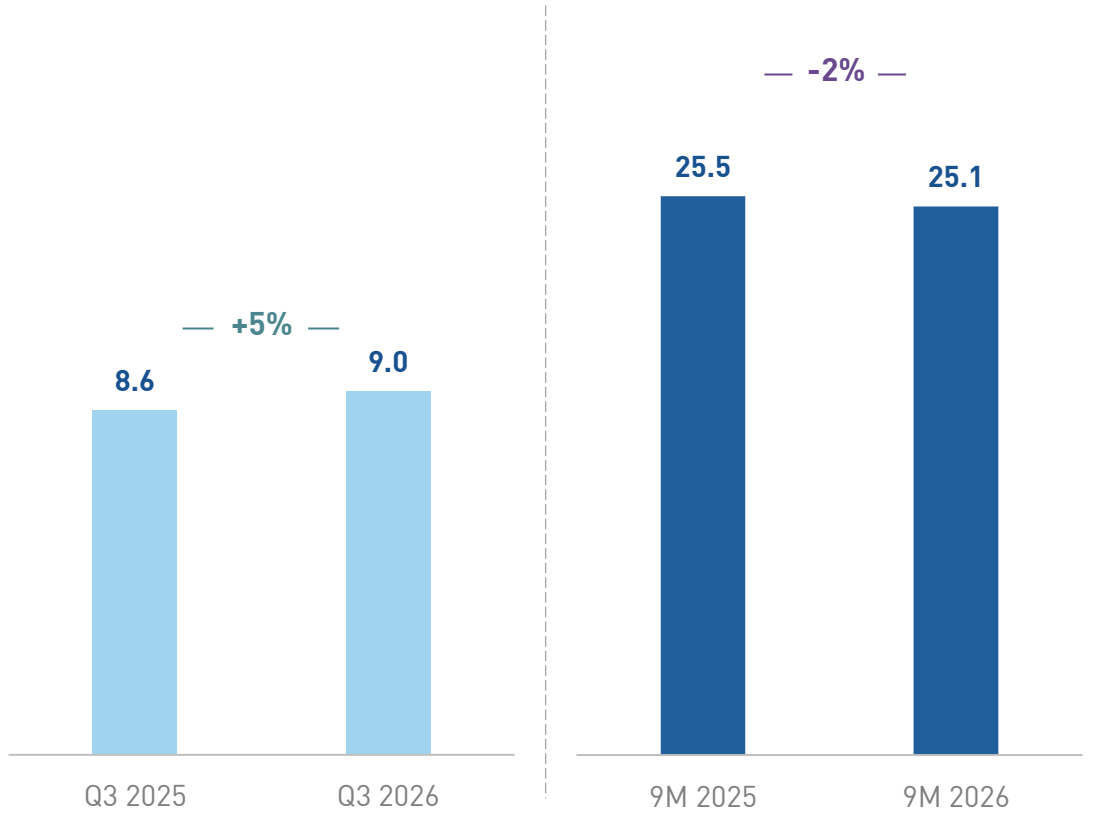
Healthcare

UAE Radiology Volumes
(in Thousands)



UAE Lab Volumes
(in Millions)

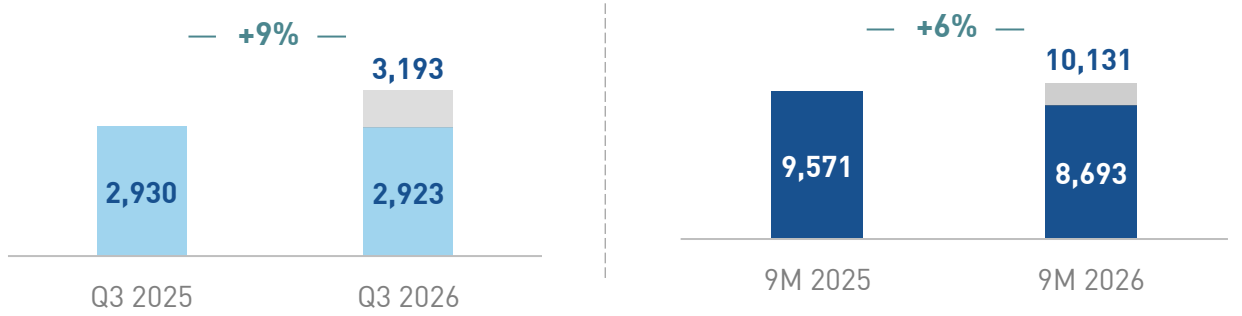
Note: Reduction in lab volumes reflects lower visa screening activity and volumes from assets operating under capitation model



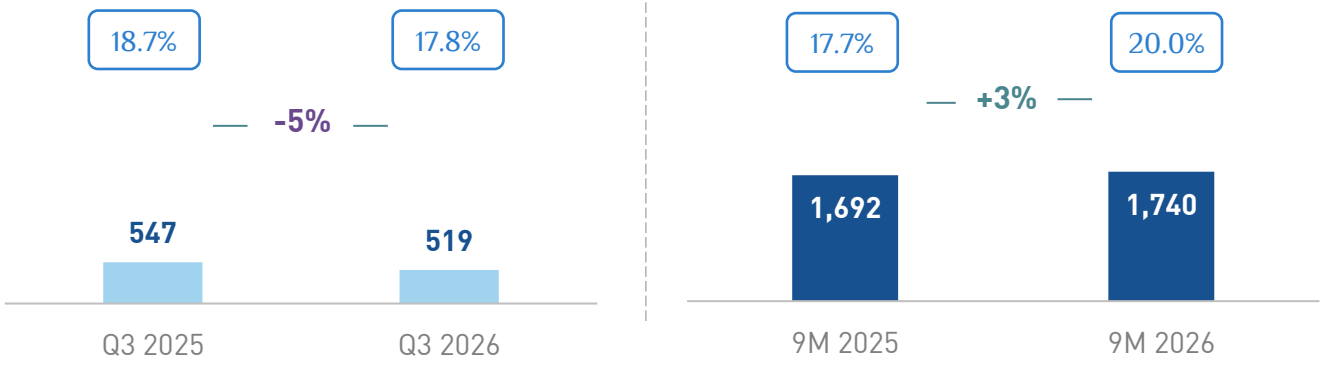
UAE Care: Increased Patient Activity and Positive Underlying Growth

Healthcare

Revenue and Normalised Revenue
(in AED Mn)



EBITDA / EBITDA Margin
(in AED Mn, %)



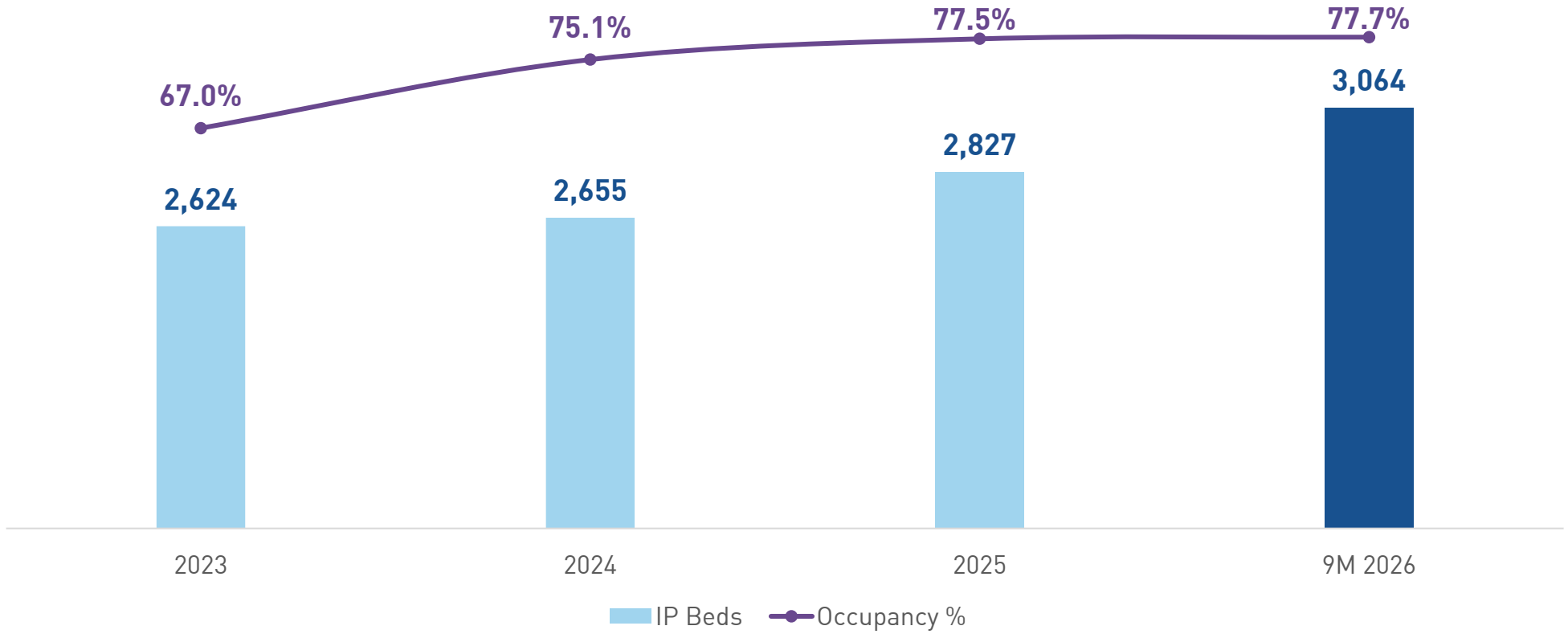
Commentary

- **9M'26 reported revenue declined 9.2% YoY,** reflecting the impact of UPP revenue recognition, internal revenue eliminations and Q1'26 patient activity headwinds. **On a normalised basis, revenue increased 6% YoY to AED 10.1bn**, demonstrating continued underlying growth in UAE Care with reported revenue remaining affected by regulatory changes and comparability impacts.
- **9M'26 EBITDA increased 3% YoY to AED 1.74bn**, with margin expanding 230bps to 20.0%, supported by improved patient mix, increasing activity and continued operational efficiencies together with favourable movements in expected credit losses in H1'26.
- **Q3'26 normalised revenue grew 9% YoY and normalised EBITDA remained broadly stable**, while reported EBITDA declined 5% due to ongoing revenue recognition and comparability effects. Underlying patient activity continued to strengthen through the quarter.

UAE Care: Consistent Inpatient Capacity Expansion Across Abu Dhabi

Healthcare

Inpatient Operational Bed Capacity & Occupancy in Abu Dhabi



+10.7 pp
FY'23-9M'26

+5.3%
CAGR
FY'23-9M'26

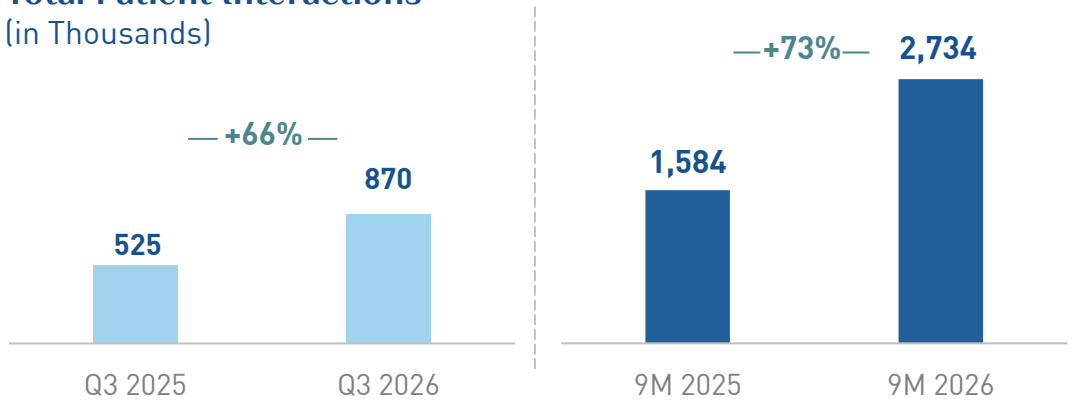
Licensed Capacity: c. 4,000 beds within the Emirate of Abu Dhabi

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

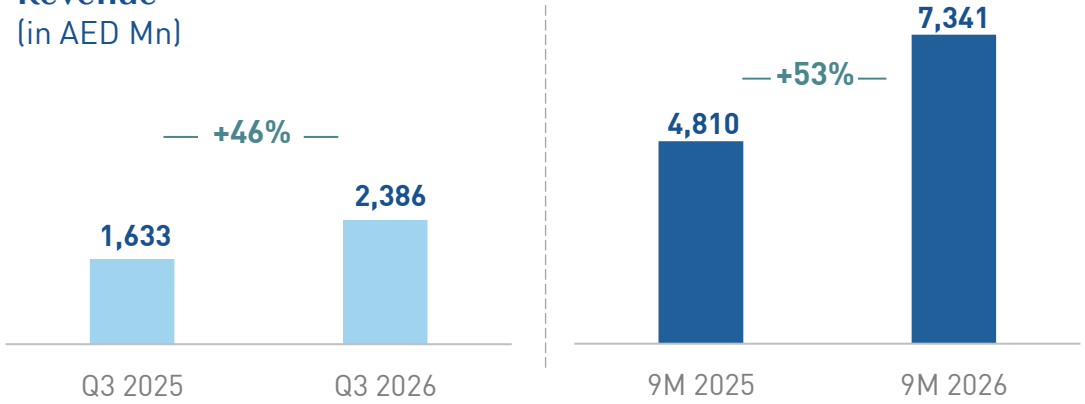
International Care: Scaling with Healthy Margins and Continued Momentum

Healthcare

Total Patient Interactions[1]
(in Thousands)



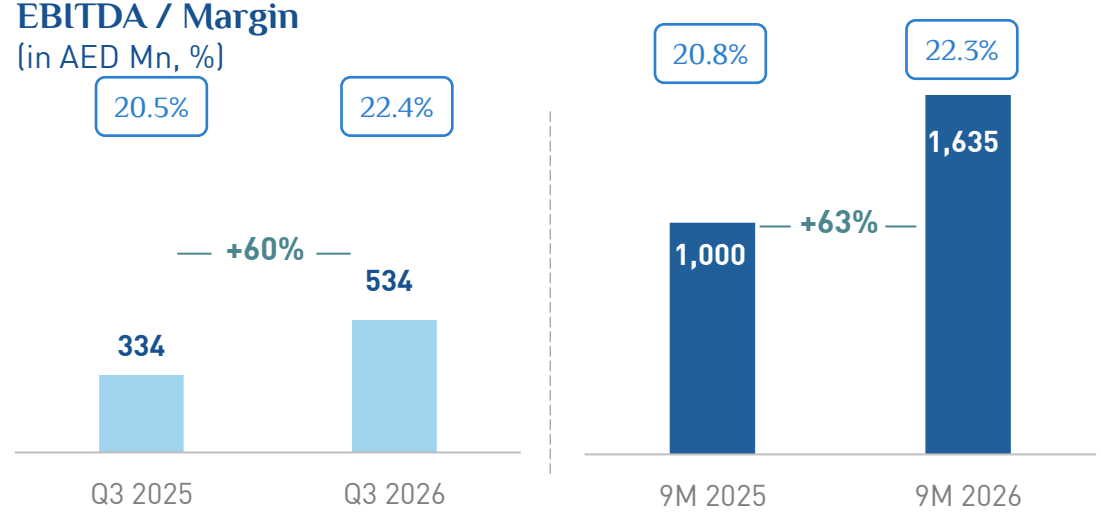
Revenue
(in AED Mn)



Commentary

- **International Care continued to scale rapidly in 9M'26**, with patient interactions up **73%**, revenue up **53% to AED 7.3bn** and EBITDA up **63% to AED 1.6bn**, increasing the contribution of international operations to Group earnings.
- **Growth reflects both HHG consolidation and positive underlying momentum across the portfolio.** Revenue from Circle Health - UK increased **5.3% YoY**, supported by a continued shift toward higher-acuity inpatient volumes, while **HHG patient volumes increased 6%**, led by growth in outpatient volumes.
- **Profitability remained strong as the international portfolio scaled**, with EBITDA margin expanding to **22.3% from 20.8%**, reinforcing the margin-accretive nature of PureHealth's international platform.

EBITDA / Margin
(in AED Mn, %)

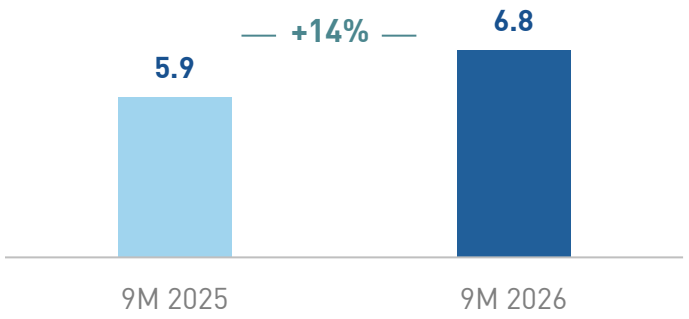


[1] Includes Outpatient, Inpatient and Day Cases. HHG is consolidated from 1st October 2025.

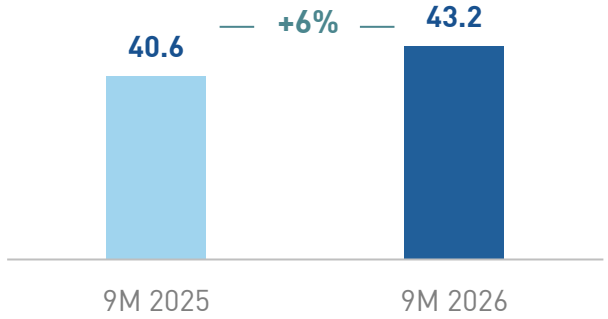
Cover: Significant Premium Growth and Higher Claims Activity

Insurance

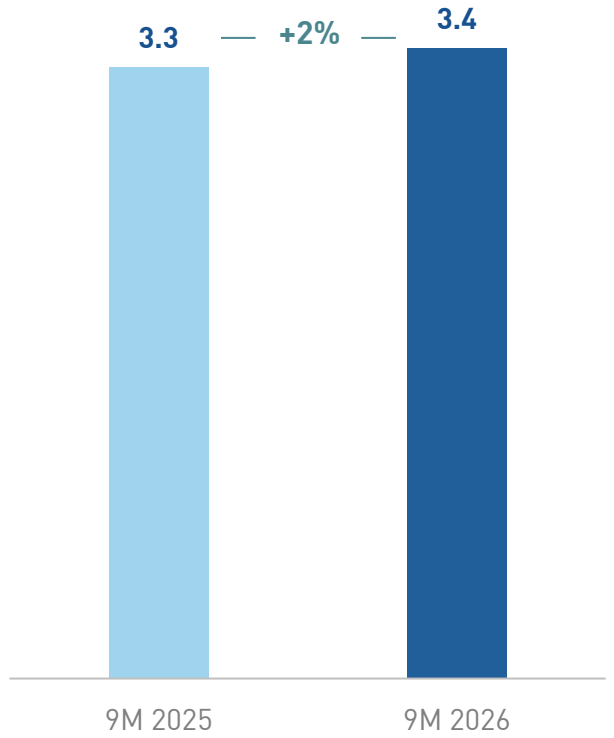
Gross Written Premium
(in AED Bn)



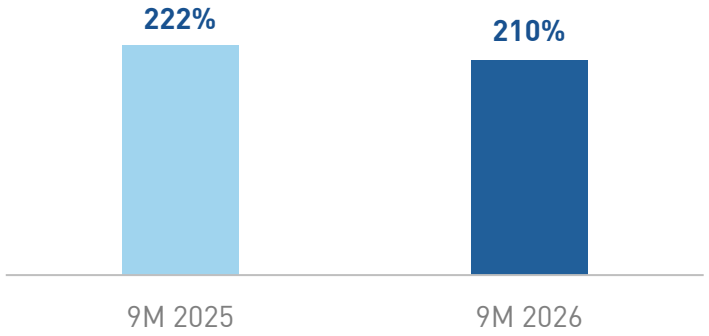
Claims Processed
(in Millions)



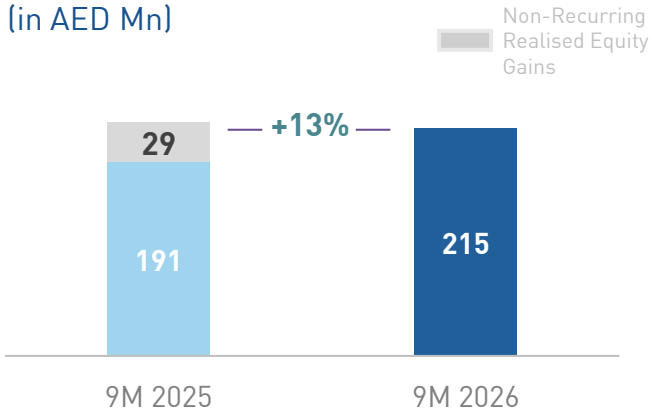
Members Insured
(in Millions)



Solvency Ratio %



Investment Income*
(in AED Mn)



*Investment Income realised in Income Statement. FY 2025 Investment Income normalised for AED 29mn of non-recurring realised equity gains in Q3'25.



Hygeia - Mitera Hospital, Athens, Greece

Financial Review

Group: Solid 9M Earnings Growth with Accelerating Q3 Revenue Momentum

AED Mn	Q3 2025	**Q3 2026**	Δ%	9M 2025	**9M 2026**	Δ%
Revenue	6,527	**7,571**	+16.0%	20,101	**22,422**	+11.5%
EBITDA	1,150	**1,305**	+13.4%	3,470	**4,178**	+20.4%
Margin	*17.6%*	*17.2%*	*-0.4pp*	*17.3%*	*18.6%*	*+1.3pp*
Profit before tax	569	**591**	+3.8%	1,744	**1,994**	+14.3%
Margin	*8.7%*	*7.8%*	*-0.9pp*	*8.7%*	*8.9%*	*+0.2pp*
Net Profit	522	**533**	+2.2%	1,550	**1,769**	+14.1%
Margin	*8.0%*	*7.0%*	*-1.0pp*	*7.7%*	*7.9%*	*+0.2pp*

Commentary

- **Group revenue increased 11.5% YoY in 9M'26,** reflecting HHG consolidation (AED 2.3bn) and sustained momentum in Cover and International Care.
- **EBITDA grew 20.4% to AED 4.2bn, with margin expanding 1.3ppts to 18.6%,** reflecting a greater contribution from higher-margin international businesses and continued operational discipline.
- **Net profit increased 14.1% to AED 1.8bn,** demonstrating resilience in the Group's profitability despite UAE Care regulatory and revenue comparability effects and short-term headwinds earlier in the year.

Care: International Scale and Improving UAE Activity Drive Margin Expansion

Healthcare

AED Mn	Q3 2025	Q3 2026	Δ%	9M 2025	9M 2026	Δ%
Revenue	4,563	**5,309**	+16.4%	14,381	**16,033**	+11.5%
EBITDA	881	**1,053**	+19.6%	2,692	**3,375**	+25.4%
Margin	*19.3%*	*19.8%*	*+0.5pp*	*18.7%*	*21.0%*	*+2.3pp*
Profit before tax	315	**355**	+12.6%	1,011	**1,236**	+22.3%
Margin	*6.9%*	*6.7%*	*-0.2pp*	*7.0%*	*7.7%*	*+0.7pp*
Net Profit	301	**324**	+7.5%	908	**1,102**	+21.3%
Margin	*6.6%*	*6.1%*	*-0.5pp*	*6.3%*	*6.9%*	*+0.6pp*

Commentary

- **Care revenue increased 11.5% YoY in 9M'26,** driven by HHG consolidation, growth across the international portfolio and ramping patient activity in UAE Care.
- **EBITDA increased 25.4%, with margin expanding to 21.0%,** reflecting a greater contribution from higher-margin international assets, favourable mix and efficiency gains.
- **Q3 performance strengthened, with revenue increasing by 16.4%, EBITDA increasing 19.6% YoY and margin expanding to 19.8%,** driven by HHG consolidation, ramping UAE Care activity and improved utilisation of expanded capacity.
- **Net profit increased 21.3% to AED 1.1bn,** reflecting stronger operating leverage and increasing international contribution.

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

Cover: Strong 9M Revenue and Earnings Growth

Insurance

AED Mn	Q3 2025	**Q3 2026**	Δ%	9M 2025	**9M 2026**	Δ%
Revenue	1,964	**2,261**	+15.1%	5,720	**6,388**	+11.7%
EBITDA	269	**251**	-6.6%	778	**804**	+3.3%
Margin	*13.7%*	*11.1%*	*-2.6pp*	*13.6%*	*12.6%*	*-1.0 pp*
Profit before tax	254	**236**	-7.0%	733	**758**	+3.3%
Margin	*12.9%*	*10.5%*	*-2.4pp*	*12.8%*	*11.9%*	*-0.9 pp*
Net Profit	220	**209**	-5.1%	642	**667**	+3.9%
Margin	*11.2%*	*9.2%*	*-2.0 pp*	*11.2%*	*10.4%*	*-0.8 pp*

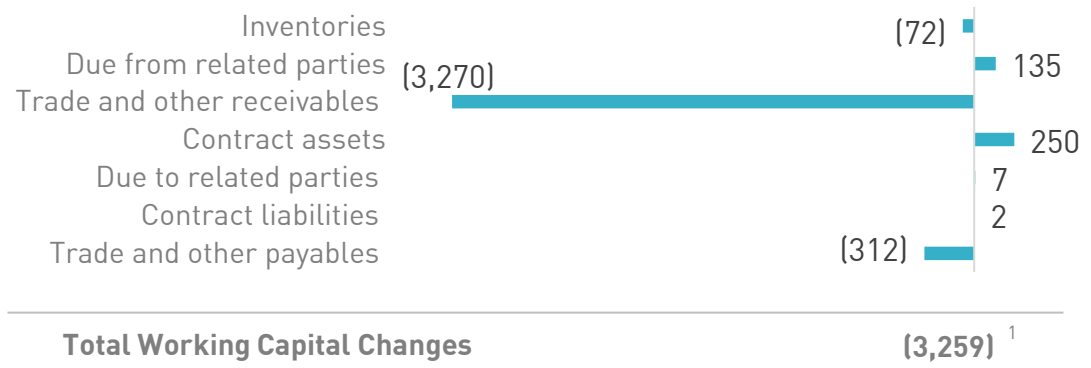
Commentary

- **Cover revenue increased 11.7% YoY to AED 6.4bn in 9M'26,** underpinned by 14% GWP growth driven by renewals, pricing discipline and new business momentum.
- **P&C continued to scale, generating AED 166mn of GWP in 9M'26**, broadening Daman's product offering and supporting the development of its multi-line insurance platform.
- **EBITDA increased 3.3% to AED 804mn, with margin at 12.6%,** reflecting market share gains, disciplined underwriting and investment in growth initiatives.
- **Underlying Q3'26 earnings remained resilient year-on-year,** after adjusting for AED 29mn of non-recurring realized equity gains in Q3'25, supported by continued growth and disciplined underwriting across the core insurance business.
- **Net profit increased 3.9% to AED 667mn,** reflecting resilient operating performance, continued insurance portfolio growth and AI-driven efficiency gains.

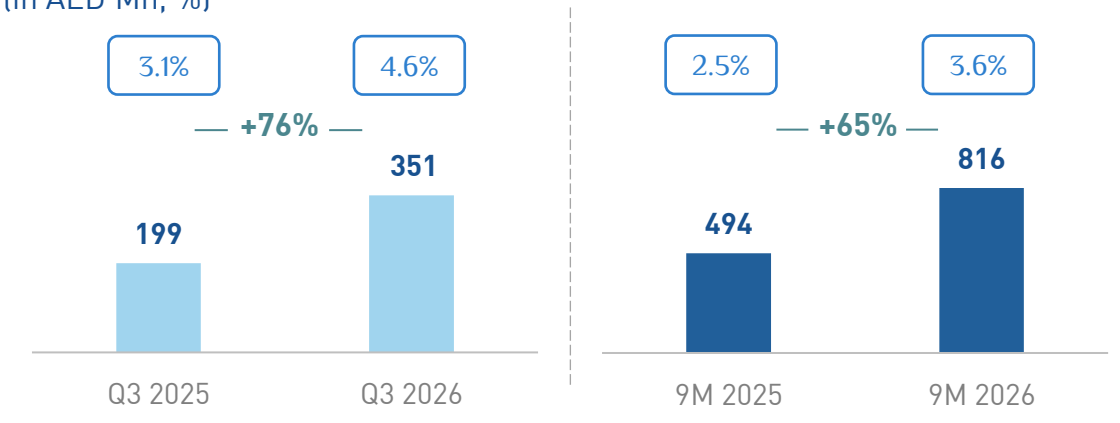
Cash Conversion Expected to Improve Through Year-End

AED Mn	9M 2025	9M 2026
EBITDA	3,470	4,178
Change in Net Working Capital[1]	(2,404)	(3,259)
Other operating activities	629	(218)
Maintenance CAPEX	(305)	(284)
Growth CAPEX	(189)	(532)
Adj. Free Cash Flow [2]	1,201	(115)
Adj. Free Cash Flow to EBITDA	**35%**	**-3%**

Working Capital Changes
(in AED Mn)



Total Capex / % of Revenues
(in AED Mn, %)



Commentary

- **Working capital movements are primarily seasonal,** reflecting the timing of collections under certain UAE Government-funded programmes, with cash conversion expected to improve over the remainder of the year.
- **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

Healthy Balance Sheet Supporting Growth and Capital Deployment

Total Assets (AED Bn)

57.3

▲ +1% year-to-date

Cash & Bank Balance (AED Bn)

4.2

▼ -45% year-to-date

Net Debt / EBITDA

2.6x

Post IFRS 16

Total Liabilities (AED Bn)

38.0

▼ -1% year-to-date

Total Lease Liabilities (AED Bn)

14.9

▼ -1% year-to-date

Total Non-Lease Liabilities (AED Bn)

23.1

▼ -1% year-to-date

Total Bank Debt (AED Bn)

3.2

▼ -0.5% year-to-date

Net Debt (AED Bn)

14.4

▲ +22% year-to-date

Commentary

- **The Group maintains a solid financial position**, with total assets of AED 57.3bn, and sufficient liquidity to support operations and strategic priorities.
- **Cash and bank balances stood at AED 4.2bn,** despite a temporary increase in working capital primarily due to government receivables.
- **Net debt increased to AED 14.4bn**, primarily driven by lower cash and cash equivalents while bank debt remained broadly stable at AED 3.2bn.
- **Net debt / EBITDA was 2.6x** 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 – Paid on 6 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.



Pura Longevity Clinic, SSMC, Abu Dhabi

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
9M 2026	**+11.5%**	**32.7%**	**21.0%**	**3.6%**	**2.6x**	**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


Sheikh Tahnoon Bin Mohammed Medical City, Al Ain

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

9M 2026 Segment Value & Contribution in %[1]

	Hospitals	Diagnostics	Procurement	Technology	Health and P&C
Revenue	AED 17,114 Mn **(60%)**	AED 880 Mn **(3%)**	AED 3,846 Mn **(13%)**	AED 624 Mn **(2%)**	AED 6,388 Mn **(22%)**
EBITDA	AED 2,946 Mn **(68%)**	AED 280 Mn **(6%)**	AED 224 Mn **(5%)**	AED 103 Mn **(2%)**	AED 804 Mn **(19%)**
Net Profit	AED 934 Mn **(45%)**	AED 212 Mn **(10%)**	AED 191 Mn **(9%)**	AED 60 Mn **(3%)**	AED 667 Mn **(33%)**
Total assets[2]	AED 58.3 Bn **(76%)**	AED 3.4 Bn **(4%)**	AED 4.4 Bn **(6%)**	AED 1.0 Bn **(1%)**	AED 9.9 Bn **(13%)**

[1] As per segment note of financials
[2] Other, Eliminations and adjustments amounted to AED (19.8) Bn | Figures and percentages in this document may not precisely total due to rounding

Focused Expansion in Complex and Specialised Care

Transplants

Performed 13 liver and 107 kidney transplants in 2026, bringing the total to 899 kidney and 46 liver transplants since inception.

UAE-First Comprehensive Spasticity Programme

SEHA's SKMC launched the UAE's first comprehensive SDR programme with Cincinnati Children's Hospital, completing seven procedures to date

Advancing Robotic Epilepsy Care

SEHA's SKMC introduced robot-assisted Stereo-EEG and Brain SPECT imaging, strengthening precision diagnosis and surgical planning for complex epilepsy.

Delivering Advanced Care for Complex Vascular Conditions

STMC successfully performed renal vein transposition for rare Nutcracker Syndrome, demonstrating advanced vascular surgical and multidisciplinary capabilities

Expanding Advanced Fetal Therapy

Corniche Hospital performed fetoscopic laser surgery for complex twin pregnancies, strengthening its advanced fetal therapy capabilities and regional referral role

UAE-First Achievement for SSMC

SSMC achieved the UAE's first robotic-assisted release of the Median Arcuate Ligament and Thyroidectomy, marking a milestone in advanced robotic surgical capability

Advancing Complex Limb Salvage

SSMC delivered a complex hybrid vascular revascularisation, successfully avoiding major limb amputation and the need for treatment overseas.

Expanding Advanced Ophthalmic Care

SSMC performed complex pediatric retinal detachment repair with Bascom Palmer Eye Institute, expanding highly specialised retinal care locally

Cytoreductive surgeries

- 63 Cytoreductive surgeries for Pseudomyxoma
- 39 Cytoreductive surgeries for Colorectal Peritoneal Carcinomatosis

Complex Cases - YTD

- 72 Valve repair or replacement
- 19 TAVI (Transcatheter Aortic Valve Implantation)

Greece's 1st Ceramic Hip Resurfacing

Metropolitan General introduced Greece's first ceramic hip resurfacing technique using the anterior approach, offering a bone-preserving alternative to total hip replacement.

Robotic Pediatric Orthopedic Care

Metropolitan Hospital successfully treated pediatric spondylolysis using 3D robotic spinal navigation, enabling targeted repair while preserving spinal mobility.

Balance Sheet

AED Mn	FY 2025	9M 2026	Δ%
Total Non-Current Assets	**36,657**	**37,697**	**3%**
Right of use assets	12,671	11,987	-5%
Intangible Assets	12,568	12,268	-2%
Property & equipment	7,397	7,313	-1%
Other non-current assets	4,020	6,129	52%
Total Current Assets	**20,021**	**19,650**	**-2%**
Trade & other receivables	5,923	9,154	55%
Cash & Bank Balance	7,706	4,212	-45%
Reinsurance contract assets	1,586	1,783	12%
Other current Assets	4,806	4,500	-6%
Total Assets	**56,678**	**57,346**	**1%**
Total Non-Current Liabilities	**22,944**	**22,019**	**-4%**
Lease liabilities	13,870	12,828	-8%
Borrowings	2,834	2,885	2%
Employee end of service benefits	1,621	1,692	4%
Other non-current liabilities	4,619	4,614	0%
Total Current Liabilities	**15,412**	**16,010**	**4%**
Trade & other payables	9,294	8,950	-4%
Lease liabilities	1,106	2,054	86%
Contract liability	61	63	4%
Borrowings	415	347	-16%
Other current liabilities	4,537	4,596	1%
Total Liabilities	**38,356**	**38,029**	**-1%**
Total Equity	**18,322**	**19,317**	**5%**

Income Statement

AED Mn	Q3 2025	Q3 2026	Δ%	9M 2025	9M 2026	Δ%
Revenue	6,527	7,571	16.0%	20,101	22,422	11.5%
Cost of sales	(4,714)	(5,557)	17.9%	(14,980)	(16,790)	12.1%
Gross profit	**1,814**	**2,013**	**11.0%**	**5,122**	**5,632**	**10.0%**
G&A expenses incl. selling & distribution	(1,355)	(1,482)	9.4%	(3,492)	(3,822)	9.5%
Finance costs	(185)	(233)	25.7%	(577)	(702)	21.5%
Other operating income	296	293	-1.0%	692	886	28.0%
Profit before tax	**569**	**591**	**3.8%**	**1,744**	**1,994**	**14.3%**
Income tax expense	(48)	(58)	21.9%	(194)	(225)	16.2%
Profit for the year	**522**	**533**	**2.2%**	**1,550**	**1,769**	**14.1%**

Cash Flow Statement

AED Mn	Q3 2025	Q3 2026	Δ%	9M 2025	9M 2026	Δ%
Net Profit for the period before tax	569	591	4%	1,744	1,994	14%
Non-cash Adjustments	529	732	38%	1,685	2,135	27%
Working Capital Changes[1]	295	-42	-114%	-2,404	-3,259	36%
Employees' end of service benefits paid net	-47	-36	-23%	-148	-122	-18%
Other	-324	-164	-50%	818	-47	-106%
Net cash, operating activities	**1,022**	**1,081**	**6%**	**1,694**	**701**	**-59%**
Net cash, investing activities	**-222**	**201**	**-190%**	**-1,846**	**-537**	**-71%**
Net cash, financing activities	**-195**	**-513**	**164%**	**-2,802**	**-1,246**	**-56%**
Net changes in cash & cash equivalents during the period	**606**	**768**	**27%**	**-2,954**	**-1,081**	**-63%**
FX rate changes during the period	-13	1	-108%	65	-20	-131%
Cash & cash equivalents at the beginning of the period	**5,307**	**2,553**	**-52%**	**8,789**	**4,424**	**-50%**
Cash & cash equivalents at the end of the period	**5,900**	**3,323**	**-44%**	**5,900**	**3,323**	**-44%**

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

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