

Invest . Grow . Impact

Earnings Presentation

Q1 2025 Financial Results

May 2025



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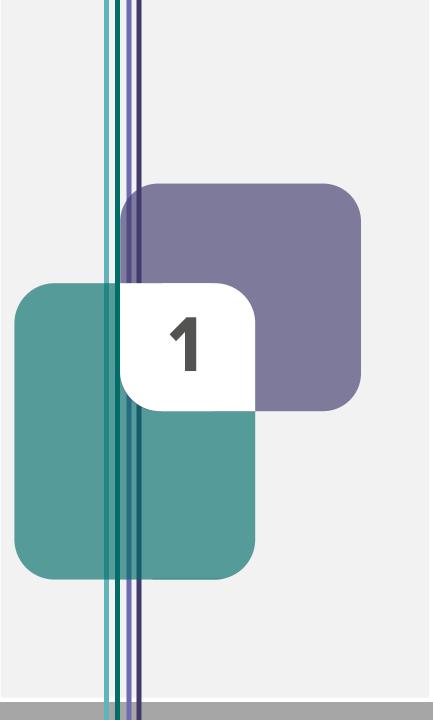
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Executive Summary

Key Highlights | Strong momentum on value creation strategy

Significant progress on growth strategy, with strong performance in education and steady progress in healthcare, while actively exploring monetization opportunities











Strong financial performance with 1Q25 revenue and EBITDA from continuing operations increasing by 13% and 5% YoY, respectively





Capacity increased to 170 beds in Jeddah in 1Q25, with a further 30 beds to launch in H2 2025

New Khobar facility with 30 beds under ramp-up, with growth to continue in a phased manner





Strong enrollments in higher education, with a 15% increase year-on-year in

students across MDX and NFMA

Growth in international students, increasing 38% year-on-year at MDX





Ongoing organic expansion at HDC with the opening of 1 new daycare center in 1025 and a further **7** under

development



Total dividend for **FY2024** of AED 115 million (4.6 fils per share)

Continue to progress plans for monetisation of Education*

Post-period, exercise of **PUT option re** education real estate



Company Overview | Market leading Healthcare and Education businesses

Established market leading businesses across Healthcare and Education in the UAE and KSA that have the potential for monetization in the near term

Healthcare



Provider of Long-Term Care in the GCC



AUM - AED 1.4 BN

Post Acute Care Provider

86%(



Acquired in February 2021

> **5** Hospitals **675** beds









Education



Provider of **Special Education and Care Needs Services** in KSA



AUM - AED 0.3 BN

Acquired in October 2022

10 Schools, 36 Daycare and Rehab Centers c. 6.4K Beneficiaries



Special Education and Care Provider





Provider of **Higher Education** in UAE

AUM - AED 0.4 BN



Acquired in August 2018

1 University c. 6.2K Students



Higher Education









AUM - AED 0.4 BN



Acquired in March 2018

2 Universities c. 11.1K Students



Higher Education. **Vocational & Corporate Training**





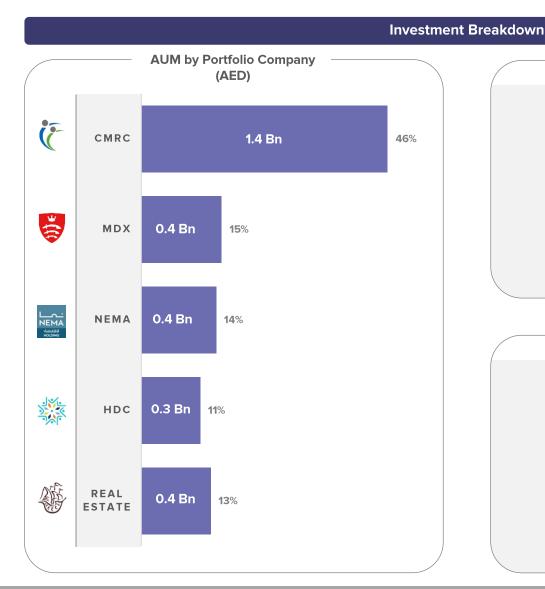


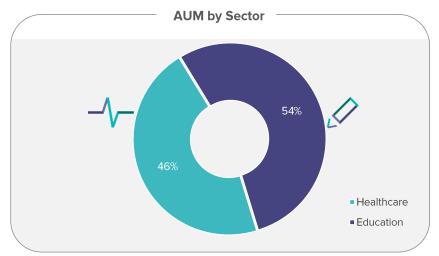


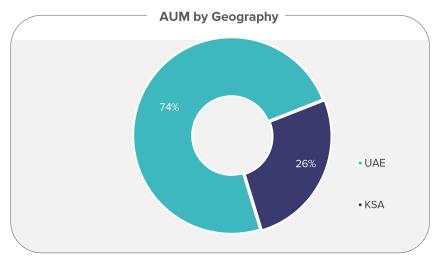


Company Overview | AED 2.9 billion in AUM with AED 0.5 billion of cash and

further funds available for deployment







Financial Performance Snapshot | 13% growth in revenue from continuing operations with EBITDA from continuing operations 5% higher year-on-year

GROUP REVENUE FROM CONTINUING OPERATIONS

1Q25 AED **240.7** MN

(+13% vs. 1Q24)

1025 AFD **84.1** MN

(+5% vs. 1Q24)

GROUP EBITDA FROM

CONTINUING OPERATIONS

GROUP PROFIT
BEFORE TAX FROM
CONTINUING OPERATIONS

1Q25 AED **56.7** MN

(-2% vs. 1Q24)

GROUP PROFIT FROM CONTINUING OPERATIONS

1Q25 AED **50.5** MN

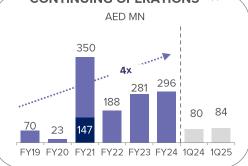
(-4% vs. 1Q24)

GROUP REVENUE FROM CONTINUING OPERATIONS * AED MN 6x 680 796 680 214 241 214 241 FY19 FY20 FY21 FY22 FY23 FY24 1Q24 1Q25

1Q25 Revenue Growth Rates vs.

1Q21	1Q22	1Q23	1Q24	
>100%	84%	37%	13%	

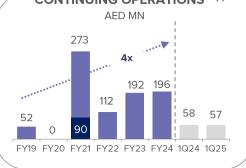
GROUP EBITDA FROM CONTINUING OPERATIONS * (1)



1Q25 EBITDA Growth Rates vs.

1Q21	1Q22	1Q23	1Q24
>100%	74%	16%	5%

GROUP PROFIT BEFORE TAX FROM CONTINUING OPERATIONS * (1)



1Q25 Profit Before Tax Growth Rates vs.

1Q21	1Q22	1Q23	1Q24
94%	86%	14%	-2%

For FY 2023, FY 2024 and Q1 2025, the figures represent the Group's results excluding discontinued operations

FY 2021 Group EBITDA of AED 147 MN and profit before taxes of AED 90 MN presented above exclude impact of gain on disposal of divested investees.



Group Strategy | Established strategy delivering results

Strategy

Invest in and grow market leading companies in attractive sectors with strong structural growth trends and explore opportunities for value creation and monetization

Identify & Invest Grow Monetize

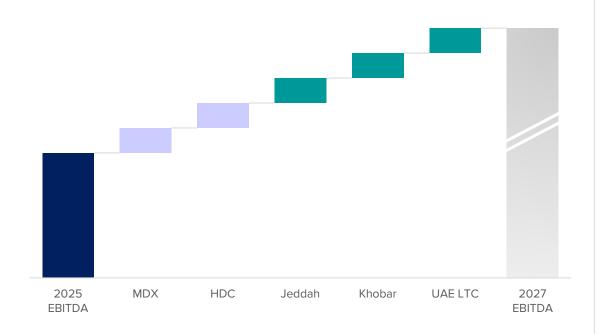
Identify cash flow generating assets in healthcare and education that have significant growth opportunities and high-quality management teams Establish platforms by developing and executing strategic growth opportunities, to scale business, enhance income generation and maximise value creation

Actively explore platform monetization opportunities to unlock value for shareholders and generate capital to invest in attractive targets



Delivering Near Term Growth | Clear strategy driving sustainable value creation

Indicative EBITDA Growth Trajectory



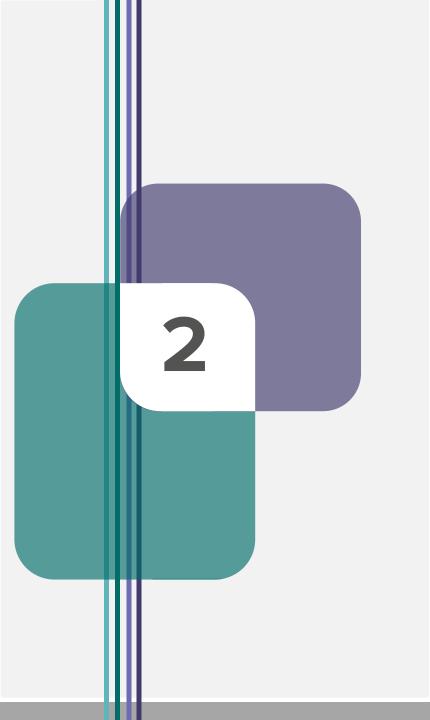
Key growth drivers

Education

- Launch of additional special education and care needs centers and securing additional school agreements at HDC
- Launch residential special education needs offering
- Entry into potential adjacent offerings
- Continue to grow student numbers at MDX

Healthcare

- Capacity expansion to 200 beds in Jeddah in 2025
- Ramp-up of 150 beds in Khobar launched in November 2024 (30 bed current capacity)
- Revenue diversification and launch of adjacent businesses



Healthcare **Update**

Healthcare Strategy | Development pipeline to deliver over 700 beds by 2025 to help close supply gap



Healthcare

Well-positioned business with clear growth avenues, addressing critical needs in the region

UAE	KSA	PPP	Acquisitions
C			\oplus
	700 PAC / LTC operational beds	targeted in 2025 (675 currently)	
Continue to diversify into complementary service lines such as orthopedics and mental health Explore further opportunities in Dubai and the Northern Emirates	Capacity increased to 170 beds in Jeddah, with further 30 beds to be launched in 2025 150 beds to be developed in Khobar, first 30 beds launched in November 2024 Further expansion opportunities under assessment across the Kingdom	Commenced ZHO PPP in UAE operating an additional 80 beds in 2024	Explore complementary bolt-on acquisitions at attractive multiples

Long-Term Care



AUM I AED 1.4 BN

Date of Acquisition

CMRC Feb 2021 Merged with Sukoon in Apr 2023

Amanat Investment

CMRC AED 873 MN – Sukoon AED 161 MN (1)

Specialization

Post-Acute Care, Long-Term Care, & Rehabilitation

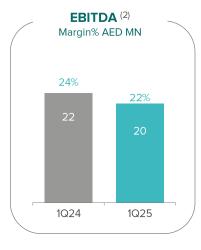
Operational Highlights

- Jeddah capacity grew to 170 beds in 1Q25, with an increase to 200 beds expected to be completed in H2 2025
- Khobar began operations in November 2024, with 30 new beds at launch and growing in a phased manner to reach a total capacity of 150 beds
- Revenue diversification plans underway in UAE, potential synergistic acquisitions being explored across complementary service lines

90 89 1Q24 1Q25

REVENUE

AED MN



5 till |

5 Hospitals



675 Beds



c.30 bedsunderdevelopment(Jeddah)

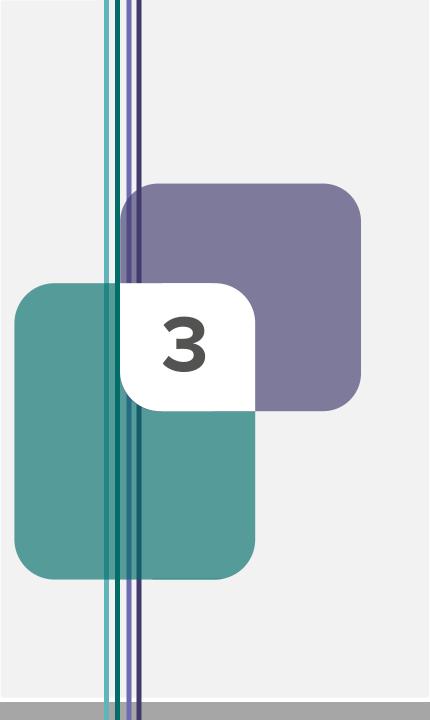
Financial Highlights

- 1Q25 revenue decreased marginally YoY to AED 89 million, with a positive revenue impact from Dharan and Khobar offset by near-term pressure from the discontinuation of COVID-related treatment programs in the UAE
- Return to growth is anticipated over future periods due to capacity expansions, stabilization in the UAE and ramp-up in the KSA operations
- EBITDA fell by 10% year-on-year to AED 20 million, due to the ongoing impact from the discontinuation of COVID-related treatment programs in the UAE and (AED 1.7m) decrease in Khobar related to start-up costs
- Profit before tax decreased to AED 10 million as a result of the ramp-up costs of (AED 3.7m) of Al Khobar as described above.





(f) Sukoon initial acquisition was completed in three phases, the first in August 2015, the second in February 2016 and the third in April 2023 (2) Excluding 3rd party finance cost associated with acquisition finance and transaction costs (3) Average revenue per patient day. excludes ZHO in UAE



Education Update

Education Strategy | The region's first integrated education platform



Education

Established Almasar Education, the leading specialist education platform in the region

Ramp-up existing facilities	Launch new SEN facilities	Grow enrollments in higher education	New growth initiatives
شرقة تنمية الإسان HUMAN DEVLOPMENT CO.	شركة تنمية الإنسان HUMAN DEVLOPMENT CO.	Middlesex University NEMA	κ [↑] γ ←Ο→
New daycare centers take an average of 24 months to ramp up	19 daycare centers and 4 SEN schools launched since 2021 7 new facilities under	Target international students via Intl. outreach via agents & partners	Expansion into 24/7 residentia SEN services Potential geographical
8 new daycare centers launched in 2024 and 1 additional center in 1Q25, implying significant ramp-up potential	development A fully funded capital expenditure plan of SAR 100m+ has been approved	Further growth in domestic market in line with Higher Education National Strategy 2030 New programs geared towards	expansion to the wider GCC
Accelerated ramp-up driven by economies of scale, expertise, and industry knowledge	Expand SEN school network	job market needs	

Education | Strong growth in number of students and beneficiaries

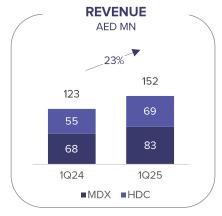


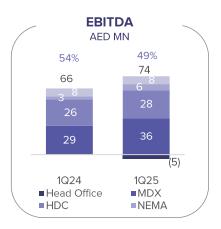
3 Universities and 10 SEN Schools, 36 daycare and rehab centers



c. 24K Students and Beneficiaries





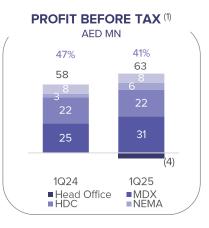


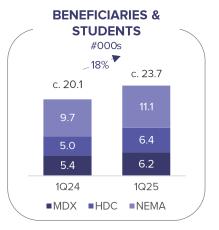
Strategic Update

- 1 daycare center opened in 1Q25 and a further 7 facilities are under development, following the 8 new daycare centers in FY24.
- Exploring residential special education needs offering
- SAR 100 million+ capital expansion projects approved at HDC, across centers, residential and schools
- Further consolidation of NEMA's and MDX's leadership in the private higher education markets in Abu Dhabi and Dubai
- 18% increase year-on-year in total student and beneficiary base reaching c. 23,700 at 31 March 2025, driven by strong growth in the number of international students and HDC expansion

Key Highlights

- Revenue increased 23% YoY to AED 152 million, driven by:
 - 28% beneficiary growth at HDC from addition of new daycare centers and schools
 - o 15% student growth at MDX
- EBITDA and Profit before Tax grew 12% and 9% YoY respectively, primarily driven by strong underlying revenue growth







Middlesex University Dubai



Date of Acquisition

August 2018

Amanat Investment

AED 419 MN

Specialization

Undergraduate & Postgraduate



1 University (2 campuses)



c. 6.2K Students



Operational Highlights

- Delivered 15% YoY student growth with international students comprising 46% of the student body
- International students grew 38% YoY
- Introduced new programs in line with market needs
- Further enhanced scope and effectiveness of international recruitment campaigns

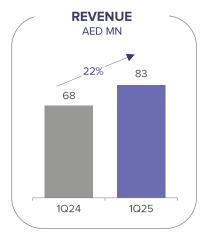
Financial Highlights

- Strong revenue growth of 22% YoY, underpinned by growth in enrollments
- Driven by top-line growth and cost discipline, 1Q25 EBITDA and profit before tax increased to AED 36 million (+26% YoY) and AED 31 million (+24% YoY), respectively

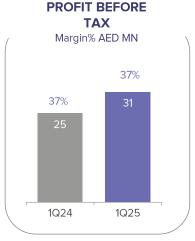
Portfolio Management Update

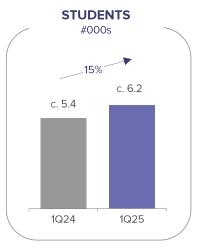
- Granted institutional licensure by the Commission for Academic Accreditation of the UAE's Ministry of Higher Education and Scientific Research
- Expanded footprint in Dubai Knowledge Park campus to accommodate enrollment growth and improve availability of study and social spaces
- Continuously increasing international reach and strengthening recruitment capabilities
- Assessing opportunities to expand breadth of offering
- New daytime MBA program, primarily offered at the DIAC campus

AUMIAED 0.4 BN











Human Development Company



Date of Acquisition

October 2022

Amanat Investment

AED c. 262 MN

Specialization

Special Education and Care



10 Schools. **36** daycare and rehab centers



c. 6.4K Beneficiaries



Operational Highlights

- 1 daycare center opened in 1Q25 with a further 7 facilities under development, following 8 new daycare centers opened in FY24
- Number of beneficiaries increased by 28% YoY to c. 6.4k:
 - o Daycare centers: c. 5.2k
 - o Schools: c. 1.2k
- SAR 100 million+ expansion plan approved:
 - o 7 additional centers currently under development, 2 of which will have residential capabilities

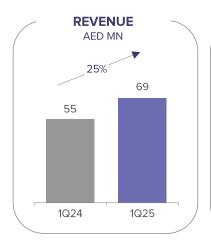
Financial Highlights

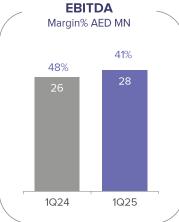
- Solid revenue growth of 25% YoY driven by expansion of daycare center network and beneficiary growth
- EBITDA of AED 28 million (41% margin), an increase of 6%, supported by topline growth
- Profit before tax of AED 22 MN (32% margin), up 1% YoY

Portfolio Management Update

- Assessing and implementing organic and inorganic growth initiatives to grow number of centers and schools
- Exploring and assessing opportunities for expansion across the GCC, including expansion into private clinics and residential developments

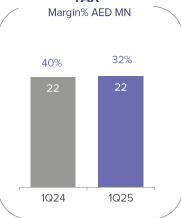
AUM I AED 0.3 BN

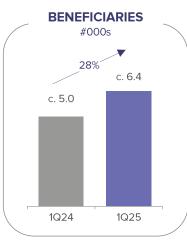




TAX(1)

PROFIT BEFORE







NEMA Holding



Date of AcquisitionMarch 2018

Amanat Investment AED 330 MN

Specialization

Undergraduate & Postgraduate;
Corporate Training



2 Universities (5 campuses)



c. 11.1k Students



Operational Highlights

- 14% increase in student numbers across Abu Dhabi University and Liwa College
- Introducing new programs/courses in line with market needs
- Continuous focus on academic excellence and international recognition
- Abu Dhabi University now ranks among the top 200 universities globally

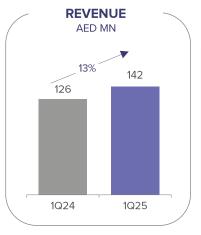
Financial Highlights

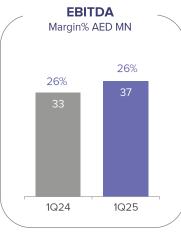
- 1Q25 Revenue reached AED 142 million, 13% YoY growth driven by a substantial growth in enrolments at Abu Dhabi University and Liwa College of Technology
- EBITDA and Profit increased by AED 3.7 million and AED 4.3 million YoY respectively, driven by top line growth

Portfolio Management Update

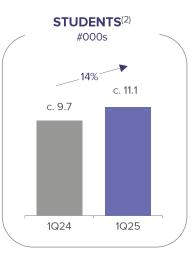
- Assessing opportunities to optimize value from the real estate assets of the group
- Expanding tech-based offering at the Knowledge Group, catering to the growing demand for digital learning solutions
- Assessing organic and inorganic growth opportunities including expanding the training offering in KSA

AUMIAED 0.4 BN









^{*} NEMA fiscal year ends on 31st August; results are presented based on Amanat's fiscal year ending 31 December. (1) Excludes 3rd party finance cost. (2) Spring term.



Financial Highlights



Statutory Profit and Loss

AED MN	Q1' 2024	Q1' 2025	%
Continuing Operations			
Revenue	213.5	240.7	13%
Direct Costs	(113.5)	(134.9)	(19)%
Gross Profit	100.0	105.8	6%
General, Selling and Admin Expenses	(58.7)	(69.1)	(18)%
Share of Result of Associate	3.2	5.4	68%
Income from Finance Lease	8.0	7.8	(2)%
Other Operating Income	7.8	10.7	38%
Operating Profit	60.3	60.7	1%
Operating Profit Margin	28%	25%	(11)%
Finance Income	5.8	4.1	(29)%
Finance Costs	(8.1)	(8.1)	0%
Profit for the Period before Tax from Continuing Operations	58.0	56.7	(2)%
Tax and Zakat	(5.3)	(7.1)	(36)%
Deferred Taxes	0.0	1.0	100%
Profit for the Period from Continuing Operations	52.8	50.5	(4)%
Profit Margin from Continuing Operations	25%	21%	(15)%
Discontinued Operation			
Loss from Discontinued Operation	(4.5)	(6.1)	(35)%
Profit / (Loss) for the Period	48.3	44.4	(8)%
Attributable to:			(-)
Equity holders of the Company			
Profit from Continuing Operations	43.6	41.7	(4)%
Loss from Discontinued Operations	(3.0)	(4.1)	(36)%
	40.6	37.7	(7)%
Non-controlling Interests			
Profit from Continuing Operations	9.2	8.8	(4)%
Loss from Discontinued Operations	(1.5)	(2.0)	(33)%
	7.7	6.8	(11)%
EBITDA from Continuing Operations	80.3	84.1	5%
EBITDA from Continuing Operations EBITDA Margin	80.3 38%	35 %	5% (7)%
Adjusted EBITDA from Continuing Operations	80.7	84.4	5%
Adjusted EBITDA from Continuing Operations Adjusted EBITDA Margin	38%	35%	(7)%
Adjusted LDITDA Margin	JO /0	33/0	(///0

- YoY revenue from continuing operations growth of 13% to AED 240.7 million in Q1 2025 driven by strong performance in Education
- YoY EBITDA from continuing operations growth of 5% to AED 84.1 million in Q1 2025, with a 12% increase in Education partially offset by a decline in Healthcare
- Profit before tax and Zakat from continuing operations declined by 2% year-on-year to AED 56.7 million in Q1 2025, impacted by head office costs at Almasar Education, ramp up costs of new daycare centers at HDC and ramp costs associated with the new hospital in Khobar and bed expansion in Jeddah
- Higher share of results of associate of AED 2.2 million, driven by enrollment growth at NEMA
- Lower finance income due to lower market rates on fixed deposits
- Malaki Specialist Hospital (MSH) classified as an asset-held-for-sale

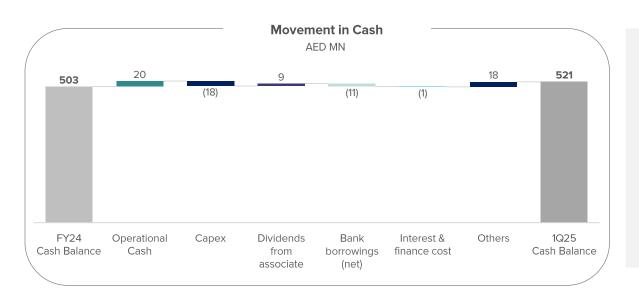


Statutory Consolidated Balance Sheet | Selected highlights

AED MN	FY-24	Q1-25	%
Property and Equipment	625.7	632.1	1%
Right-of-Use-Assets	172.5	178.9	4%
Goodwill and Intangible Assets	1,394.8	1,392.0	(0)%
Investments in associates	397.5	402.8	1%
Finance Lease Receivables	388.6	396.5	2%
Trade and Other Receivables	322.5	382.3	19%
Other Financial Assets	36.4	42.9	18%
Cash and Bank Balances	503.0	520.9	4%
Assets held for sale	68.5	67.4	(2)%
Total Assets	3,909.4	4,015.8	3 %
Financing from Banks and Overdrafts	338.4	325.8	4%
Lease Liabilities	193.1	201.0	(4)%
Provisions, Accounts and Other Payables	429.2	468.1	(9)%
Liabilities directly associated with assets held for sale	129.5	133.1	(3)%
Total Liabilities	1,090.2	1,127.9	(3)%
Equity	2,819.2	2,887.9	2%

- PPE increase due to additions in leasehold improvements as part of expansion initiatives at HDC, partially offset by depreciation charged during the period
- Increase in trade and other receivables mainly attributable to HDC, from new semester billings and partly offset by an increase in contract liability balances (see below)
- YoY increase in cash and bank balances driven by upstream dividends and positive working capital movements across the Group partially offset by net outflows pertaining to bank financing
- Increase in provisions, accounts and other payables relates to timing of new academic fee billings at education
- 2% increase in Equity to AED 2,888 million

Cashflow and Net Debt \mid AED 521 million of cash with additional leverage potential



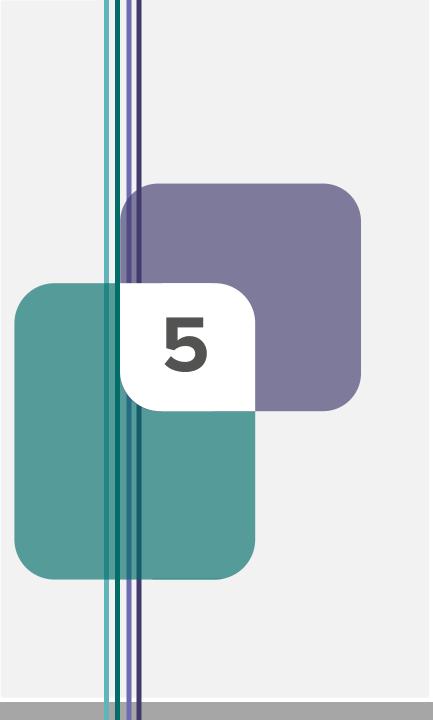
Summary

Increase in cash balances driven by:

- Positive operating cashflows (AED 20 million)
- Capex mainly related to expansion projects in KSA (AED 18 million)
- Dividend from an associate (AED 9 million)
- Net outflows from bank borrowings (AED 11 million)

		Net Cash/ (Debt) AED MN		
	(29)	_	(6)	
■ Cash	503		521	
■ Debt ■ Leases	(193)		(201)	
Leases	(338)		(326)	
	FY24		1Q25	

AED MN	Mar-25
Debt	(326)
Lease Liabilities	(201)
Cash	521
Net Cash/(Debt)	(6)
Equity	2,888
Gearing (Debt / Debt + Equity)	10%



Recap

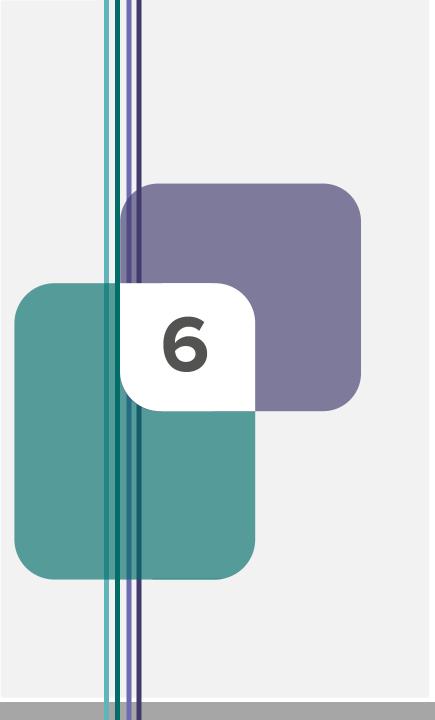


Recap | Clear strategy in place with focus on growth and value creation strategy

Capturing Opportunities in the GCC Healthcare and Education Sectors

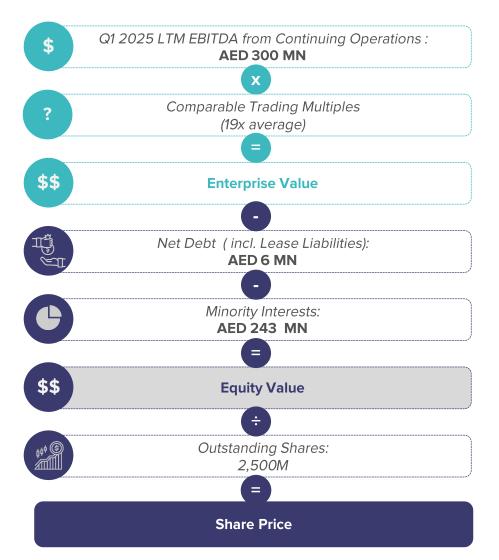
Clear strategy to deliver long-term shareholder value, with a robust development pipeline in healthcare and monetization opportunities in education Strong financial
performance during
1Q25 with revenue and
EBITDA from
continuing operations
increasing by 13% and
5% YoY, respectively

Capacity increases in healthcare in 1Q25, and on track to deliver further growth in future periods, targeting 700 Long-Term Care beds in 2025 Ramp-up of existing facilities and enrollment growth in education, with progress continuing for a monetisation of Education Robust structural growth trends across healthcare and education driven by favourable macroeconomic conditions and demographics



Appendix

Trading Comparables | Regional comparables trading at c. 19x EV / EBITDA



Trading Comparables					
Company	Industry	EV / LTM EBITDA	P/E LTM		
Dr. Sulaiman Al Habib Medical Services Group	НС	36.9x	42.1x		
National Medical Care Co.	НС	21.3x	24.1x		
Dallah Healthcare	НС	19.9x	26.2x		
Mouwasat Medical Services Co.	НС	16.1x	23.2x		
Al Hammadi Holding Co.	НС	16.4x	19.7x		
Burjeel Holding	НС	10.9x	21.2x		
Middle East Healthcare Co.	НС	13.5x	22.4x		
Pure Health Holding	НС	8.5x	19.0x		
National Co. for Learning and Education	EDU	29.0x	39.9x		
Ataa Educational Co.	EDU	20.8x	43.1x		
Taleem Holdings	EDU	13.5x	22.6x		
Median		16.4x	23.2x		
Average		18.8x	27.6x		

Source: S&P Capital IQ as of 31 March 2025



Financial Performance | Detailed Profit and Loss

AED MN	Q1 - 24	Q1 - 25	Change
Middlesex University Dubai	22.7	27.4	21%
NEMA Holding	3.9	6.1	55%
Human Development Company	12.6	12.6	1%
North London Collegiate School - Real Estate	7.3	7.1	(3)%
Head Office Costs	0.0	(5.0)	(100)%
Non-recurring Items	0.0	0.8	0%
Education Income	46.5	49.1	6 %
HC1 (CMRC & Sukoon)	9.5	7.1	(25)%
Malaki Specialist Hospital	(1.6)	(2.9)	(82)%
Healthcare Income	7.9	4.3	(46)%
Total Education & Healthcare Income	54.5	53.4	(2)%
Other Income	0.6	0.0	(100)%
Interest and Investment Income	4.6	2.6	(42)%
Non-Recurring Income	0.1	0.1	0%
Purchase Price Amortisation	(3.5)	(3.4)	1%
Total Income	56.2	52.7	(6)%
HQ Costs	(8.9)	(9.2)	(3)%
Portfolio Management Costs	(0.3)	(0.2)	36%
Finance Charges ⁽¹⁾	(5.9)	(5.4)	9%
Transaction Related Costs	(0.3)	(O.1)	60%
Transaction Related Costs (subsidiary & associates)	(O.1)	0.0	100%
Profit - Attributable to Equity Holders	40.6	37.7	(7)%



Financial Performance | Detailed Profit and Loss by Quarter

AED MN	1Q - 24	2Q - 24	3Q - 24	4Q - 24	FY 24	1Q - 25
Middlesex University Dubai	22.7	26.9	(15.2)	25.5	59.8	27.4
NEMA Holding	3.9	12.3	0.1	17.2	33.4	6.1
Human Development Company	12.6	4.0	2.8	23.5	42.9	12.6
North London Collegiate School - Real Estate	7.3	7.2	7.3	7.3	29.2	7.1
Head Office Costs	0.0	0.0	(0.3)	(7.1)	(7.4)	(5.0)
Non-Recurring Items	0.0	0.0	0.0	0.0	0.0	0.8
Education Income	46.5	50.4	(5.3)	66.4	158.0	49.1
HC1 (CMRC & Sukoon)	9.5	8.2	9.9	14.1	41.6	7.1
Malaki Specialist Hospital	(1.6)	(2.2)	(3.3)	(4.1)	(11.O)	(2.9)
Healthcare Income	7.9	6.0	6.6	10.0	30.6	4.3
Total Education & Healthcare Income	54.5	56.4	1.3	76.4	188.5	53.4
nterest and Investment Income	4.6	4.6	4.7	3.0	16.8	2.6
Non-Recurring Income	0.1	0.1	4.6	(4.4)	0.3	0.1
Purchase Price Amortisation	(3.5)	(3.3)	(3.4)	(3.4)	(13.6)	(3.4)
Total Income	56.2	58.4	7.8	72.2	194.5	52.7
HQ Costs	(8.9)	(9.3)	(9.7)	(6.2)	(34.0)	(9.2)
Portfolio Management Costs	(0.3)	(0.6)	(O.5)	0.0	(1.4)	(0.2)
Finance Charges ⁽¹⁾	(5.9)	(7.1)	(6.5)	(6.7)	(26.1)	(5.4)
Transaction Related Costs	(0.3)	(O.4)	(1.O)	(1.1)	(2.8)	(O.1)
Transaction Related Costs (subsidiary)	(O.1)	(0.6)	(O.3)	(1.4)	(2.4)	0.0
Non-Recurring Expense - MSH Impairment	0.0	0.0	0.0	(11.0)	(11.O)	0.0
Non-Recurring Expense	0.0	0.0	(O.9)	0.0	(0.9)	0.0
Profit - Attributable to Equity Holders	40.6	40.4	(11.1)	45.9	115.8	37.7

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