Q3 2026

Earnings Call Presentation

November 2026



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Presenters & Agenda



Malek Almoosa
Chief Executive Officer



Shailesh Chander
Chief Financial Officer



Yousef Alyousef
Investor Relations Manager

01 Business overview

02 Financial review

03 Summary and outlook

04 Q&A

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Almoosa Health

01

Business overview



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Financial review



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Q&A



Q3/9M 2026 Highlights

Continued robust performance

Revenue ﷼ MN

Q3 2026	9M 2026
403.6	1,157.5
+13.2%	+12.6%

Outpatients

Q3 2026	9M 2026
416.7 K	1,154.4 K
+29.3%	+25.3%

EBITDA[1] ﷼ MN

Q3	9M
91.4	237.8
+14.6%	+2.2%

Adjusted Net Profit[3] ﷼ MN

Q3	9M
50.1	134.5
-2.9%	-13.0%

Earnings Per Share

Q3	9M
-0.72	0.68
-148.3%	-85.1%

Number of Available Clinics

Q3 / 9M 2026: 388

Available Beds

Q3 / 9M 2026: 730

In-patients Days

Q3	9M
42.1 K	124.5 K
+7.6%	+9.8%

(1) EBITDA does not include finance income (2) All Q3/9M growth figures are year-over-year (vs. Q3/9M 2025)
(3) Adjusted net profit refers to non-statutory net profit after excluding the non-cash impact of derivative financial instruments.

Q3 2026 Highlights

Awards and Accreditation

ASHP Pharmacy Reaccreditation

Received reaccreditation from the American Society of Health-System Pharmacists (ASHP) for a second consecutive cycle, extending accreditation for another three years.

Shared Governance Accreditation

Almoosa Specialist Hospital and Almoosa Rehabilitation Hospital achieved Forum for Shared Governance accreditation, reflecting clinical empowerment, professional accountability and greater frontline team involvement in care-related decisions.

Gold & Platinum Excellence Recognition

Received the Gold Initiative Certificate, 7th Edition, from the Arab Hospitals Federation under "Role Model in Healthcare Excellence," and achieved Platinum Level in Operational Excellence & Resource Optimization.

ICHOM Level 1 Reaccreditation

Successfully achieved ICHOM Level 1 reaccreditation for Pregnancy and Childbirth outcomes measurement, reinforcing value-based healthcare and systematic measurement of patient outcomes.

Patient-First Culture Excellence Award

Received the Patient-First Culture Excellence Award at the Global PX Initiative Awards 2026, recognizing Almoosa Health's patient-centred culture and continued focus on patient experience.

ICLaRE Competition

Infection Prevention & Control in Medical Rehabilitation and Long-Term Care Services (ICLaRE) Competition

Baby-Friendly Hospital Accreditation

Achieved Baby-Friendly Hospital accreditation under the WHO/UNICEF Baby-Friendly Hospital Initiative.

World's Best Smart Hospitals 2027

Recognized in Newsweek and Statista's World's Best Smart Hospitals 2027.

Q3 2026 Highlights

Awards and Accreditation

الملتقى الدولي للمسؤولية الاجتماعية
GLOBAL CSR FORUM

Excellence in Community Partnership Award

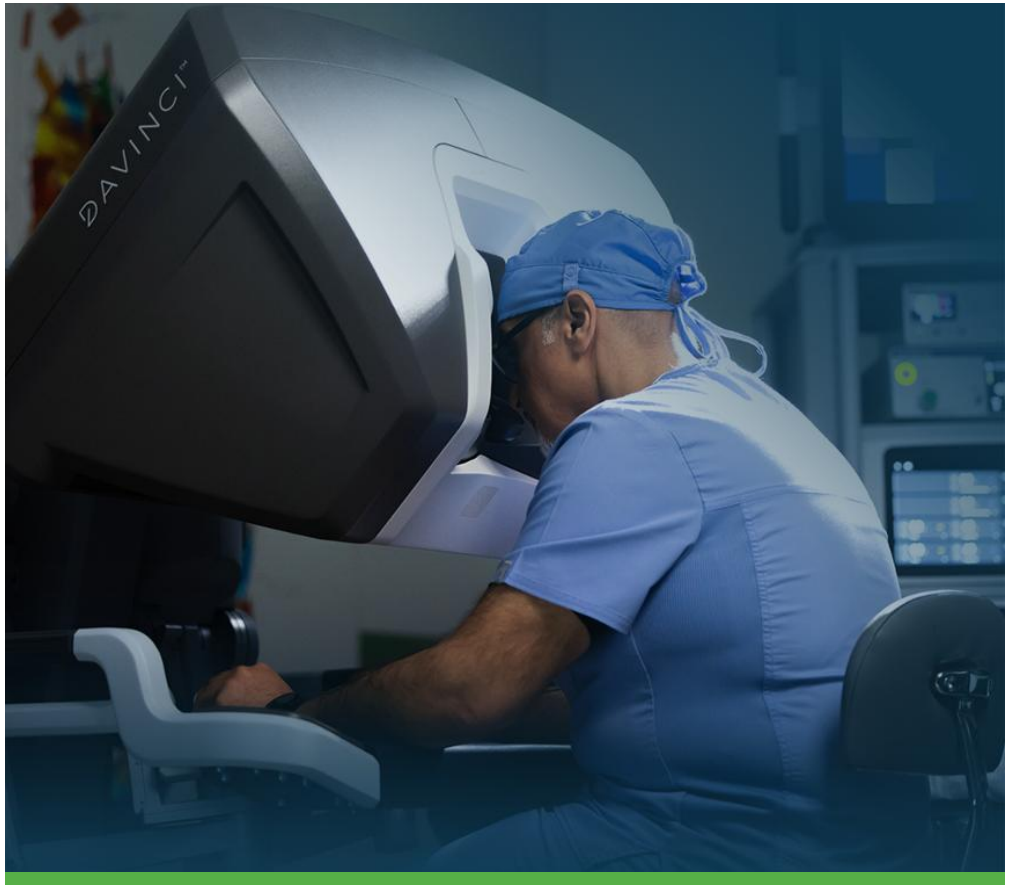
Received the 2026 Excellence in Community Partnership Award, recognizing Almoosa Health's commitment to sustainable partnerships and community impact.



Robotic Surgery Program

da Vinci System

Expanded Almoosa Health's advanced minimally invasive surgery capabilities, supported by structured surgeon training and credentialing



100

Robotic-assisted surgeries completed

Across multiple surgical specialties

100%

Procedural success rate to date

No procedure-related complications reported

⬇ 60%

Reduction in postoperative length of stay

Faster patient recovery and improved bed utilization

Robotic docking time

Previously		Now
45 min	→	11 min

Significant gains in team efficiency and program maturity

Launch of Almoosa Vision



01 First store opened

A new retail healthcare concept for the Group

02 Extends the patient journey

Complements our clinical ophthalmology services

03 Group-wide rollout planned

Across our network and future projects

Almoosa Vision



Nakheel Medical Center



Almoosa Specialist Hospital

Mubaraz



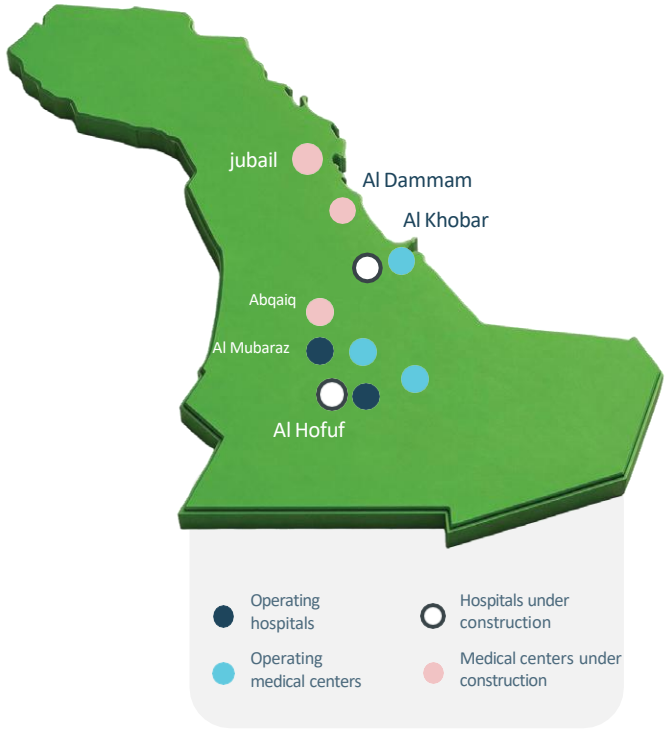
Aziziya Medical Center

Al Khobar

Five additional Almoosa Vision stores are planned across Almoosa facilities, bringing the total to eight.

Comprehensive healthcare network

class integrated health system that fosters wellness and healing across the care



A Hub & Spoke Healthcare Network

- Al-Nakheel Medical Center
- Salmaniyah Medical Center
- Abqaiq Medical Center — 2027
- Al-Aziziya Medical Center
- Jubail Medical Center — 2026
- Al-Dammam Medical Center — 2027

2027
Almoosa Specialist Hospital
Al-Hofuf

Almoosa Specialist Hospital
Al-Ahsa

2028
Almoosa Specialist Hospital
Al-Khobar

Almoosa Rehabilitation Hospital
Al-Ahsa

Existing assets
Upcoming assets
Estimated inpatient and outpatient flows
Existing inpatient and outpatient flows

Delivering on our growth strategy

Medical Centers & Hospitals pipeline update

Expansion projects

Salmaniyah Medical Center
Opened 5 Sep 2026



Abqaiq Medical Center
Abqaiq



Medical Centers
Al-Dammam



Q3 2026 | Q4 2026 | Q1 2027 | Q2 2027 | Q4 2027 | Q1 2028

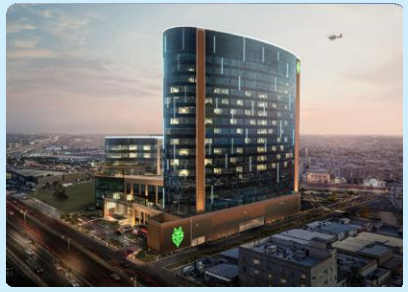
Total incurred cost in 9M 2026

﷼ 896.5 MN

Jubail Medical Center
Jubail Industrial City



Specialist Hospital
Al-Hofuf



Specialist Hospital
Al-Khobar



(1) Capital work-in-progress mainly represents cost incurred towards the construction of the hospitals, medical centers and other expansion projects of the Company

Salmaniyah Medical Center

Al-Ahsa

66

Outpatient clinics

3

Operating rooms

10

Emergency bays

Expanding Day Surgery Services

Introducing day surgery services for the first time across Almoosa's medical centers through Al Salmaniyah and Al Aziziyah centers.

5 Sep 2026

Operations commenced

Specialties & Services

- Pediatrics
- women's health
  Dermatology
- dentistry
  Ophthalmology
- ENT
  Endoscopy
- day surgery
- Hair transplantation
- Radiology
- laboratories
- Pharmacy
- other diagnostic and ancillary services



Salmaniyah Medical Center

Al-Ahsa



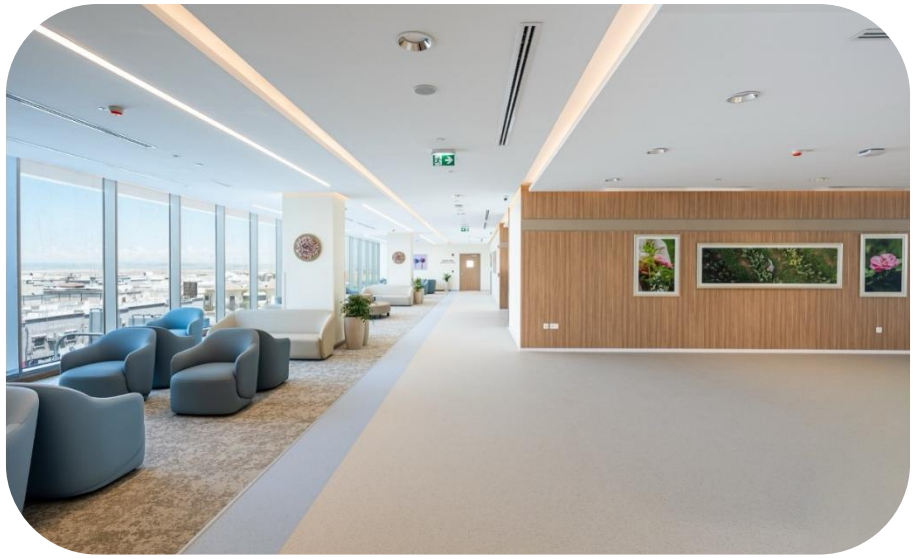




Salmaniyah Medical Center

Al-Ahsa

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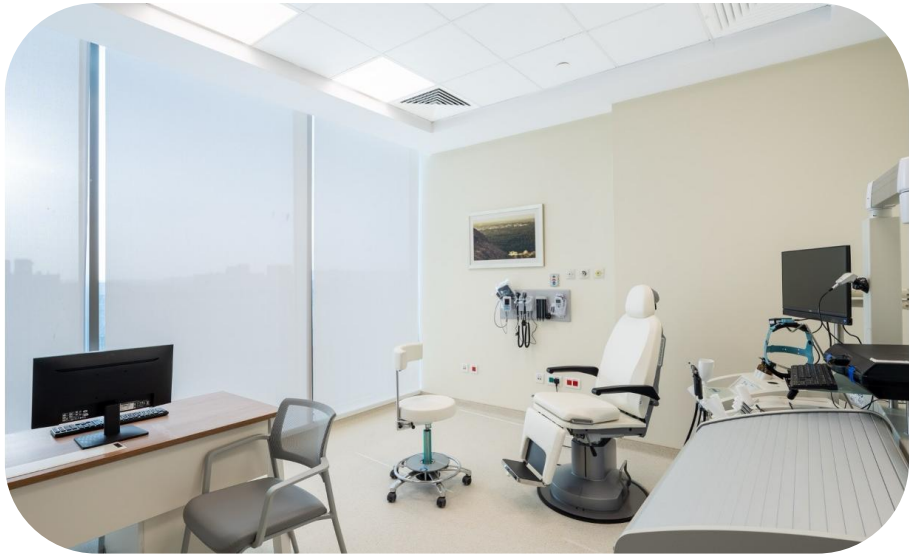




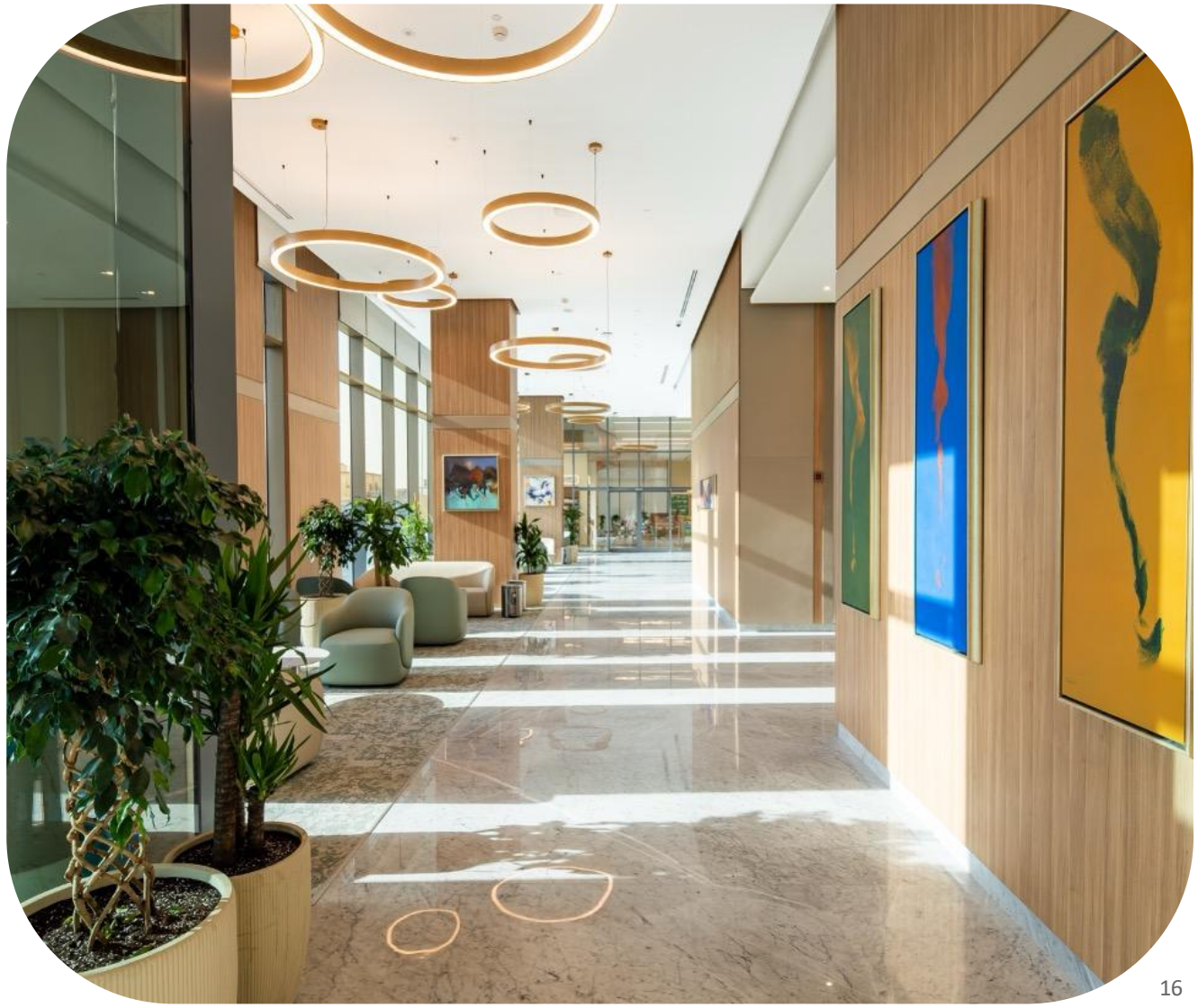


Salmaniyah Medical Center

Al-Ahsa

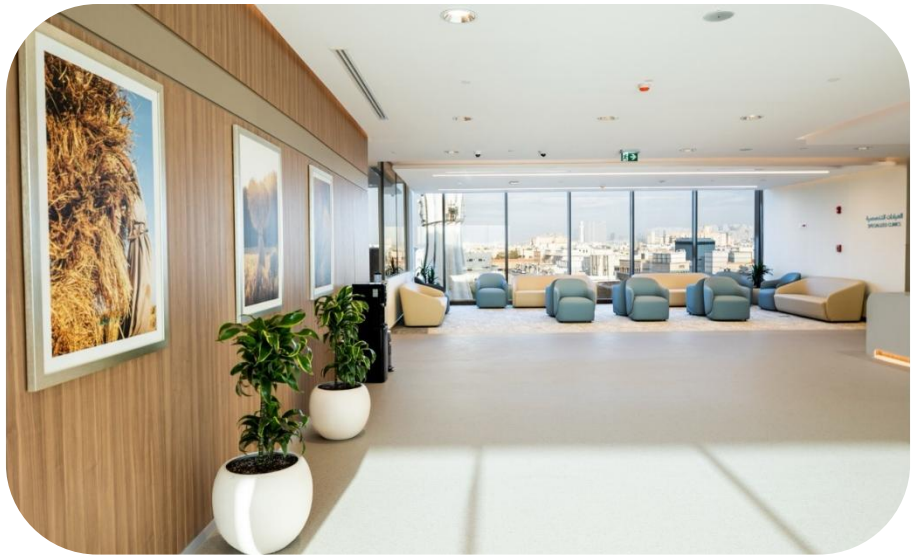




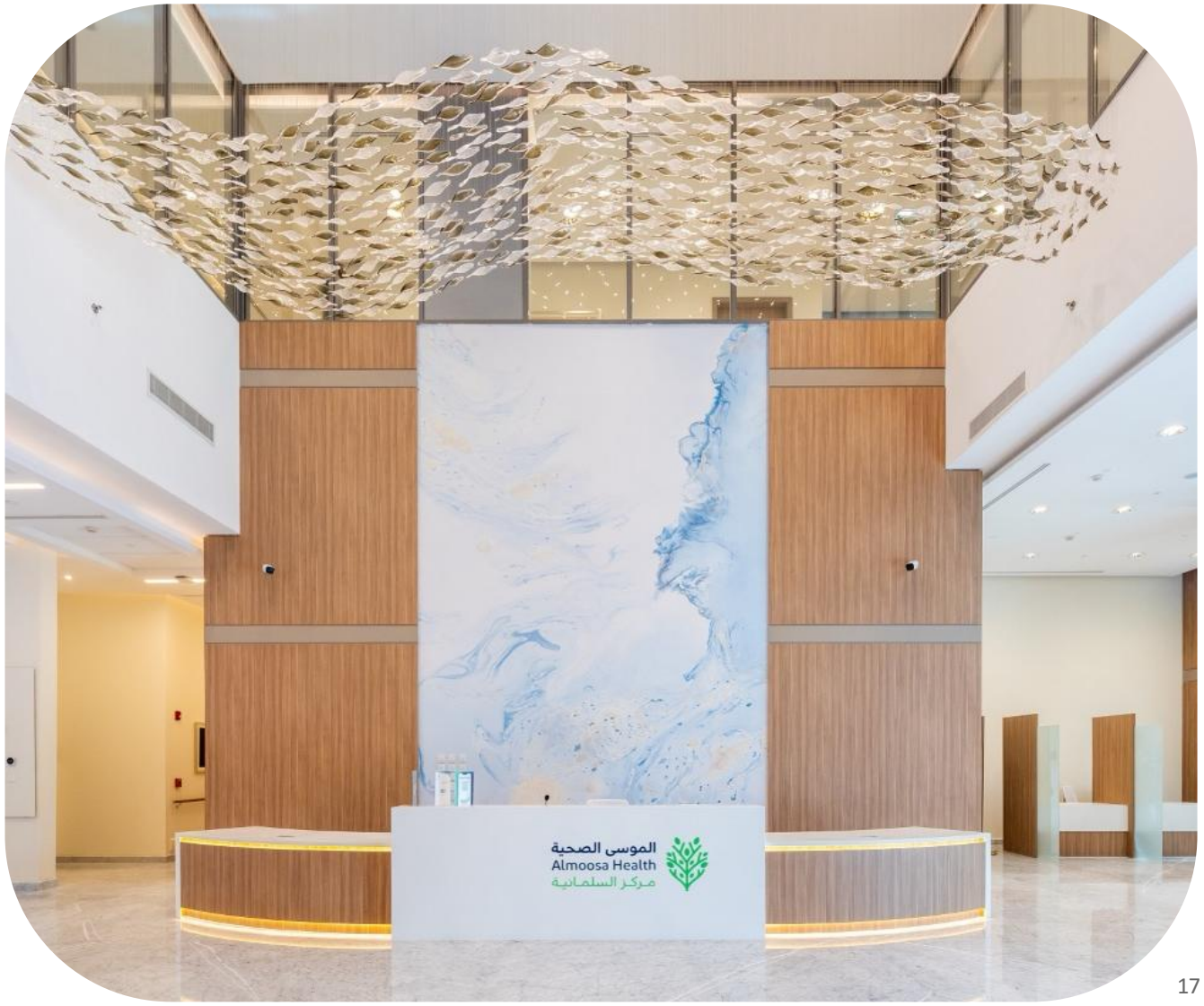


Salmaniyah Medical Center

Al-Ahsa







Almoosa Specialist Hospital

Al-Hofuf

245

Clinics

300

Beds

160,000 m²

Built-up area

Q2 2027

Construction completion

Tracking ahead of plan

Completation Status

Structure	100%
Overall project	60%

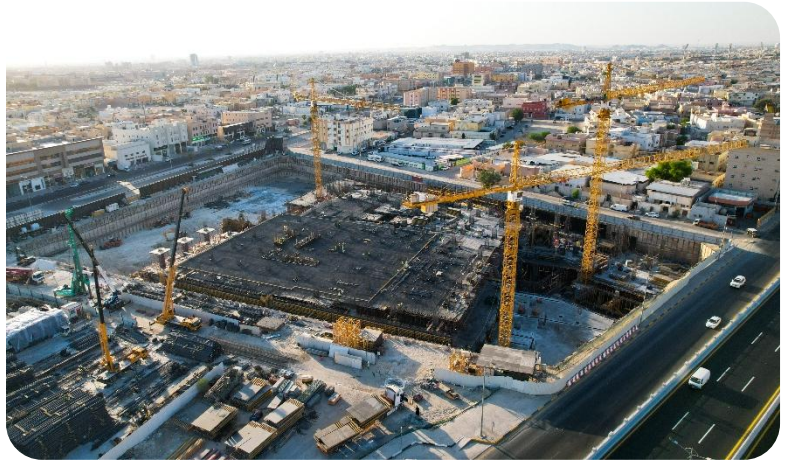


Almoosa Specialist Hospital

Al-Hofuf

Construction Progress as of 2025







Almoosa Specialist Hospital

Al-Hofuf

Construction Progress as of Q1 2026







Almoosa Specialist Hospital

Al-Hofuf

Construction Progress as of Q2 2026








Almoosa Specialist Hospital

Al-Hofuf

Construction Progress as of Q3 2026





Almoosa Specialist Hospital

Al-Hofuf

Construction Progress as of Q3 2026



Almoosa Specialist Hospital

Al-Khobar

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360
clinics

400
beds

300,000 m^2
Built-up area

Q1 2028
Construction completion

Tracking ahead of plan

Structure Completation Status

Actual	58.6%
Plan	52.7%



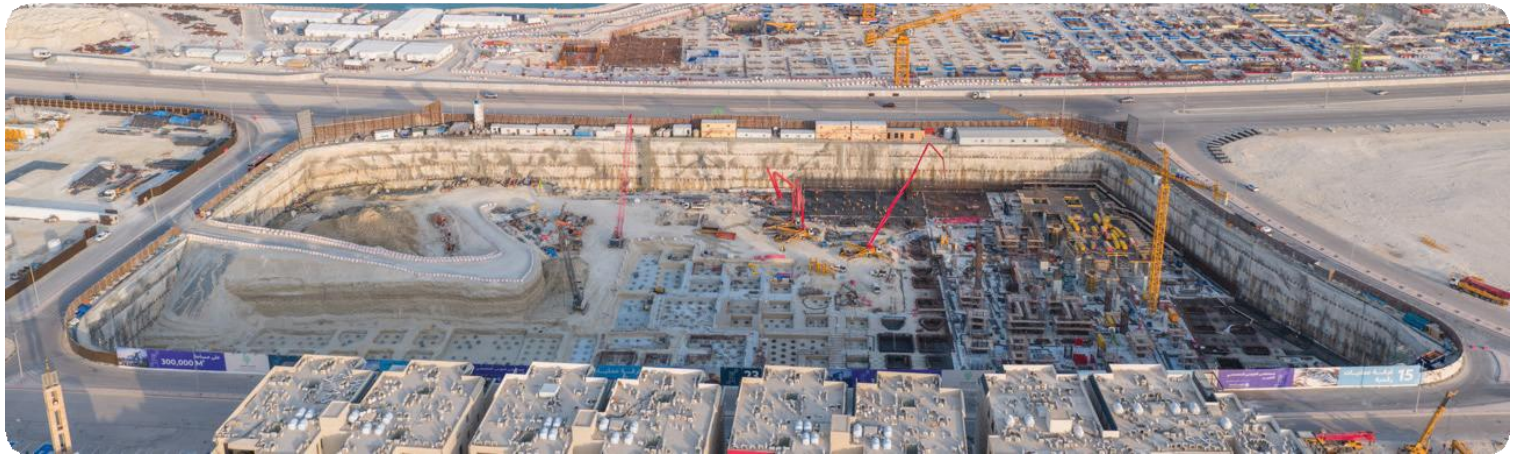
Almoosa Specialist Hospital

Al-Khobar

Construction Progress as of 2025





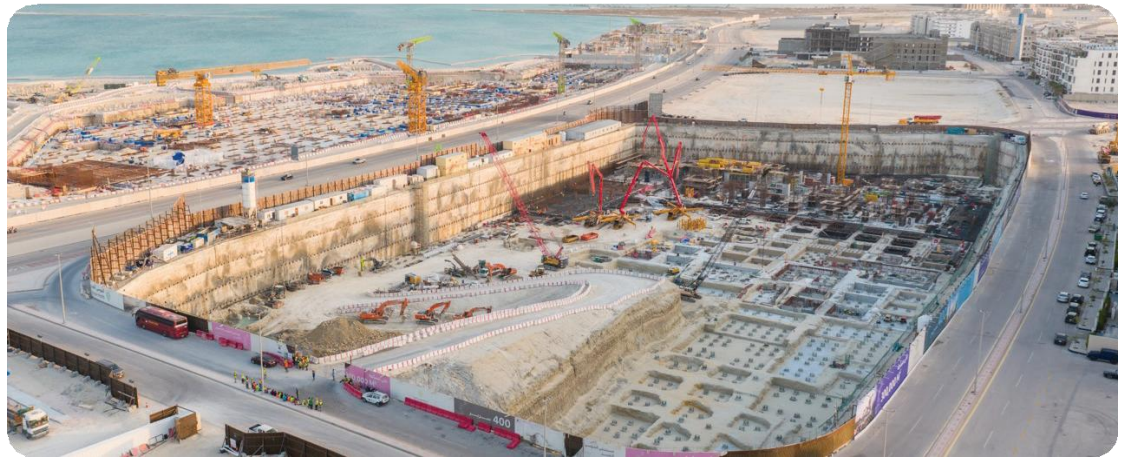




Almoosa Specialist Hospital

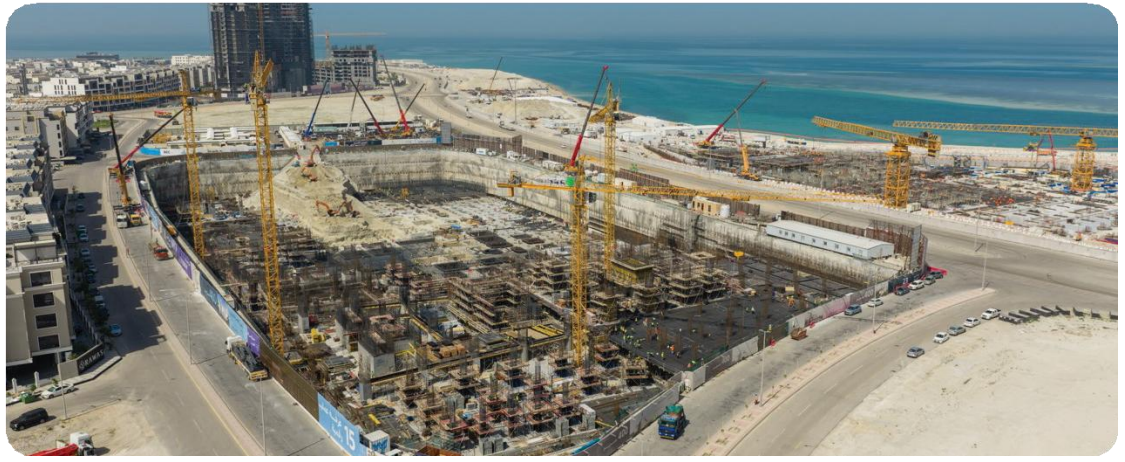
Al-Khobar

Construction Progress as of Q1 2026









Almoosa Specialist Hospital

Al-Khobar

Construction Progress as of Q2 2026








Almoosa Specialist Hospital

Al-Khobar

Construction Progress as of Q3 2026





Almoosa Medical Centers

Dammam, Abqaiq and Al Jubail



Almoosa Medical Center

Al-Dammam

~50	Q4 2027
Clinics	Construction completion



Almoosa Medical Center

Abqaiq

~30	Q1 2027
Clinics	Construction completion



Almoosa Medical Center

Jubail Industrial City

72	Q4 2026
Clinics	Construction completion

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Q3/9M 2026 Financial Highlights

Continued robust performance

MN

Q3 2026 Performance

Net Revenue	403.6	2025: 356.4	▲ +13.2%
Gross Profit	125.6 31.1% margin	2025: 117.4 33.0% margin	▲ +6.9% -1.8 pp
EBITDA[1]	91.4 22.6% margin	2025: 79.8 22.4% margin	▲ +14.6% +0.3 pp
Net Profit[2]	-31.8 -7.9% margin	2025: 65.8 18.5% margin	▼ -148.2% -26.3 pp
Adjusted Net Profit[3] excluding the valuation impact of derivatives.	50.1 12.4% margin	2025: 51.6 14.5% margin	▼ -2.9% -2.1 pp
Capex Spending	339.2	2025: 157.6	▲ +115.2%

9M 2026 Performance

Net Revenue	1,157.5	2025: 1,028.3	▲ +12.6%
Gross Profit	355.1 30.7% margin	2025: 328.3 31.9% margin	▲ +8.1% -1.3 pp
EBITDA	237.8 20.5% margin	2025: 232.7 22.6% margin	▲ +2.2% -2.1 pp
Net Profit[2]	30.3 2.6% margin	2025: 201.0 19.5% margin	▼ -84.9% -16.9 pp
Adjusted Net Profit[3] excluding the valuation impact of derivatives.	134.5 11.6% margin	2025: 154.5 15.0% margin	▼ -13.0% -3.4 pp
Capex Spending	896.5	2025: 409.2	▲ +119.1%

The Board has approved dividend of SAR 0.25 per share, amount to SAR 11.1 million, for the third quarter of 2026

(1) EBITDA does not include finance income

(2) 9M 2026 net profit includes a loss of SAR 104.2m from mark-to-market valuation of derivative instruments that has no cash bearing when assessing underlying operating performance. Accordingly, non-IFRS adjusted net profit is SAR 134.5m for 9M 2026, vs SAR 154.5m in 9M 2025.

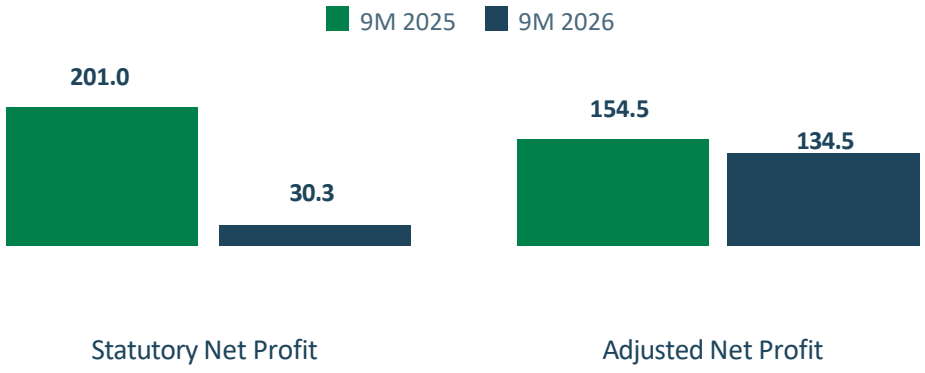
(3) Adjusted net profit refers to non-IFRS net profit after excluding the non-cash impact of derivative financial instruments.

Net profit reconciliation

9M 2026 vs 9M 2025

Particulars	9M 2025	9M 2026	Change	Δ%
Net Profit	201.0	30.3	-170.7	-84.9%
MTM Adjustments				
Gain / (loss) on derivative financial instruments	46.5	-104.2	-150.7	-324.1%
Adjusted Net Profit	**154.5**	**134.5**	**-20.0**	**-13.0%**

Statutory vs adjusted net profit 9M 2026 vs 9M 2025 (﷼ MN)



Net Profit 9M 2025
﷼ 201.0 MN

Net Profit 9M 2026
﷼ 30.3 MN
▼ -84.9% (YoY)

Adjusted Net Profit 9M 2025
﷼ 154.5MN

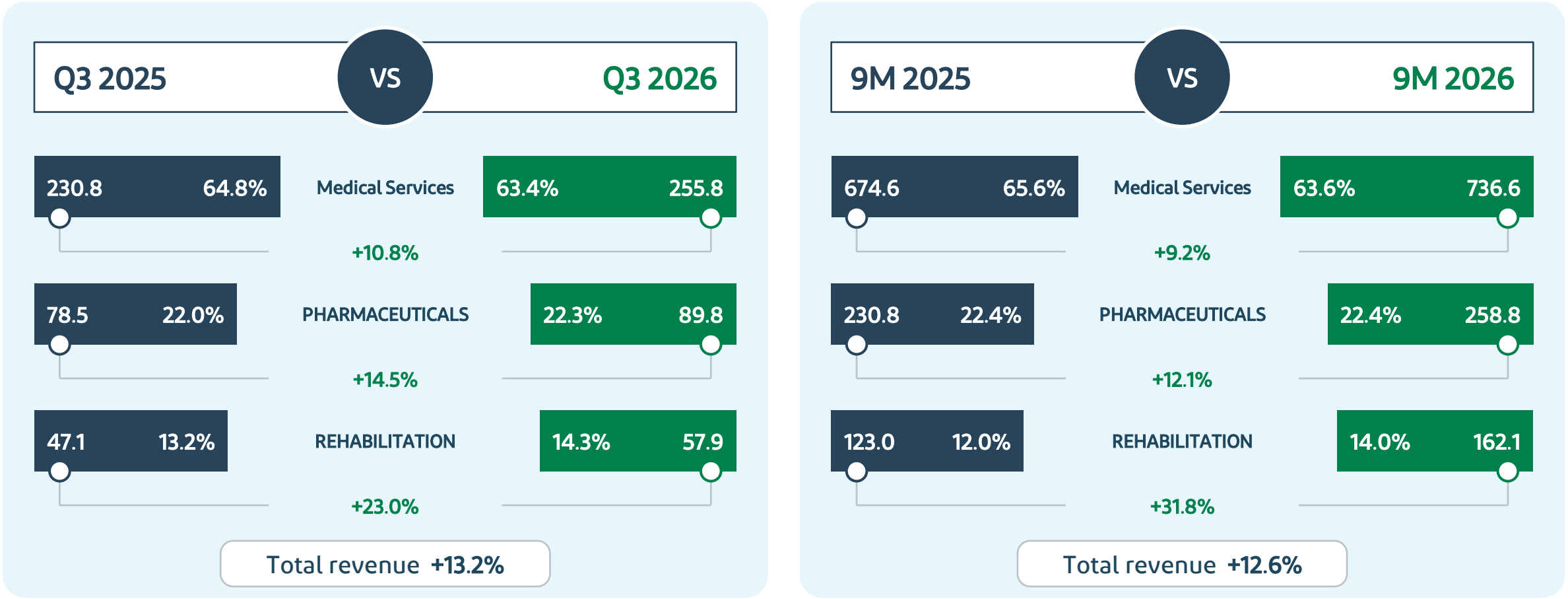
Adjusted Net Profit 9M 2026
﷼ 134.5 MN
▼ -13.0% (YoY)

Adjusted Net Profit excludes "Gain / Loss on derivative financial instruments"

All segments delivered stable performance

supported by a well-balanced and diversified service mix

Revenue by segment (SAR MN / %)

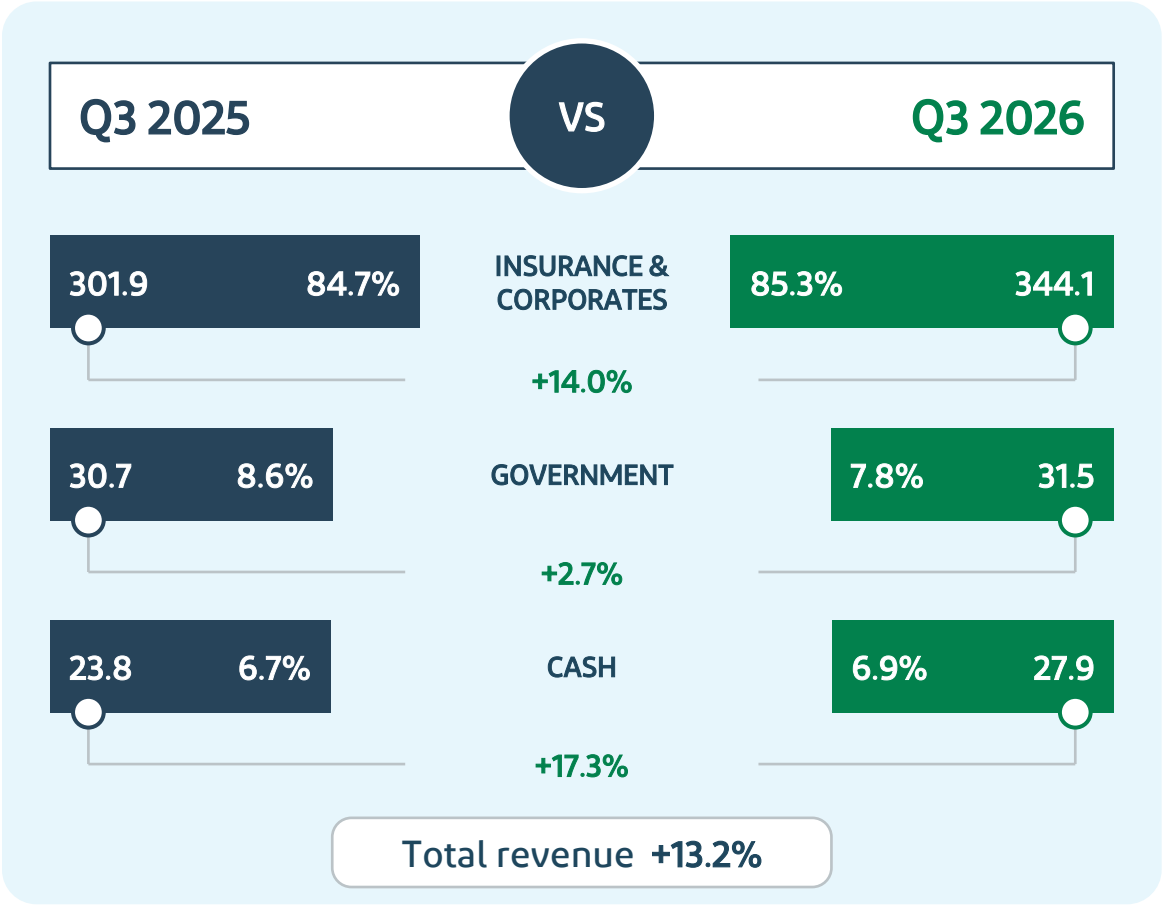


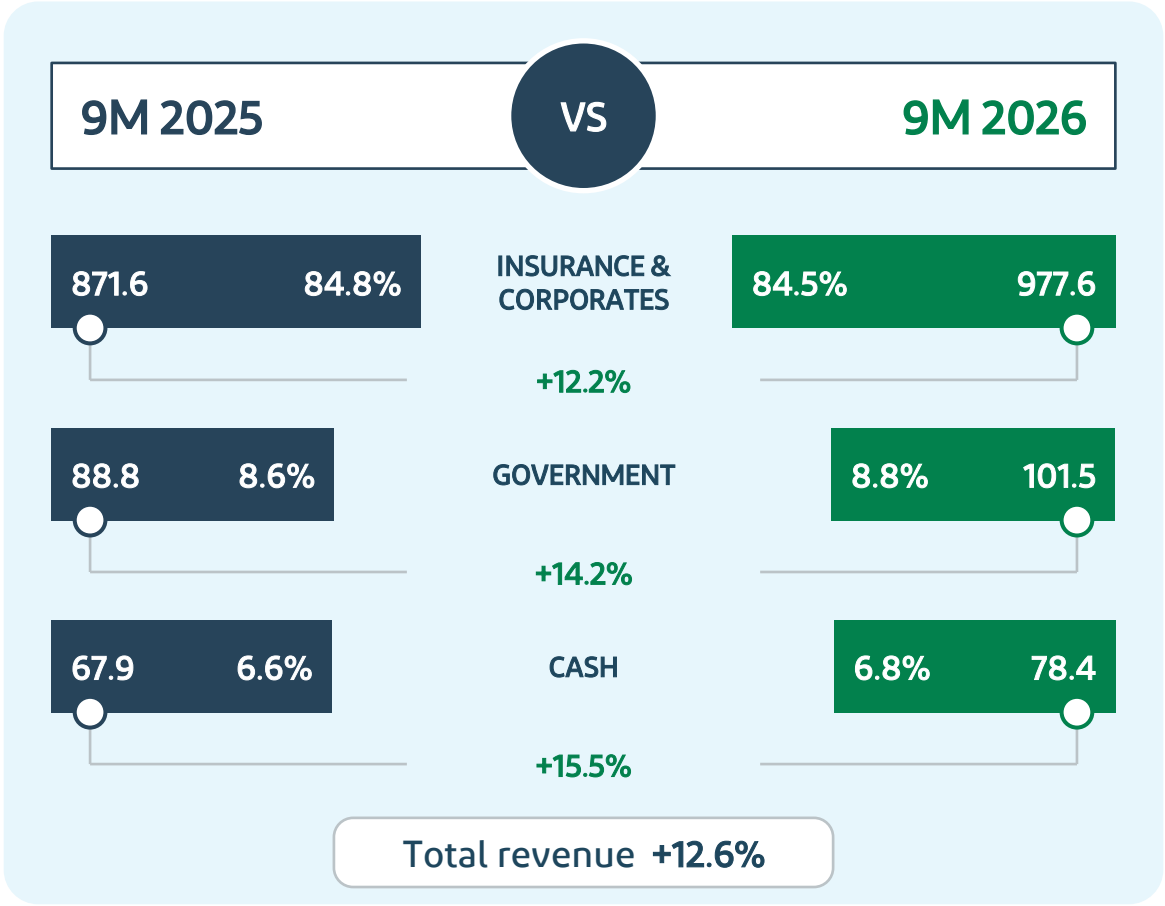
Source: Company's Financial statements, Company information

All segments delivered stable performance

supported by a well-balanced and diversified payer mix

Revenue by payer (SAR MN / %)





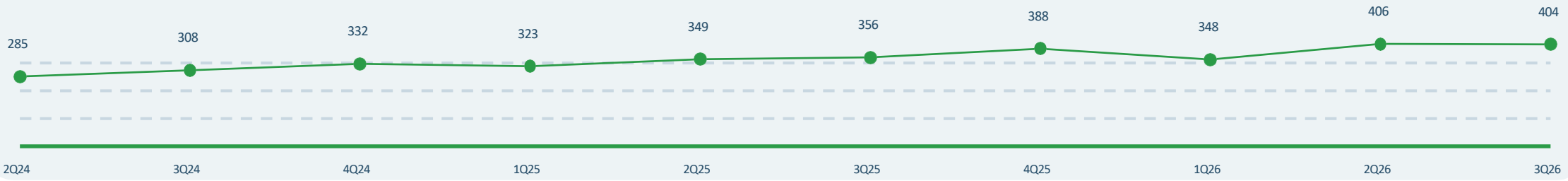
Operating and Financial Performance Highlights

Q3 2026 revenue up 13.2% year-on-year, driven by higher patient volumes and ramp-up of new medical centers

Revenue

Q3 2026
+13.2% year-on-year

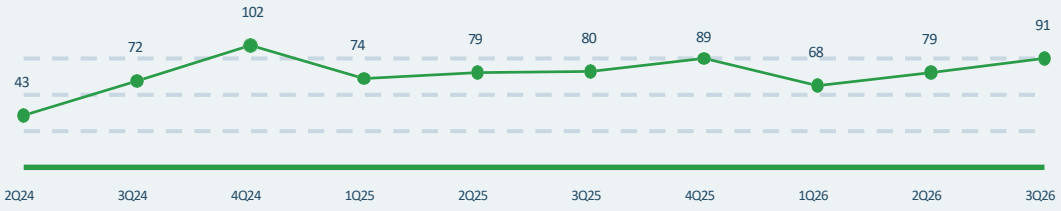
9M 2026: SAR 1,157 mn
+12.6% YoY



EBITDA

Q3 2026
+14.6% year-on-year

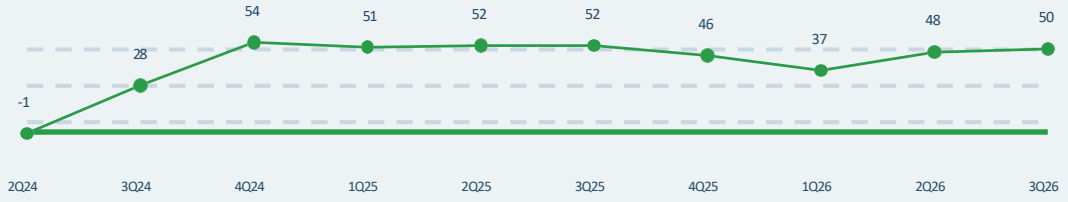
9M 2026: SAR 238 mn
+2.2% YoY



Adjusted Net Profit

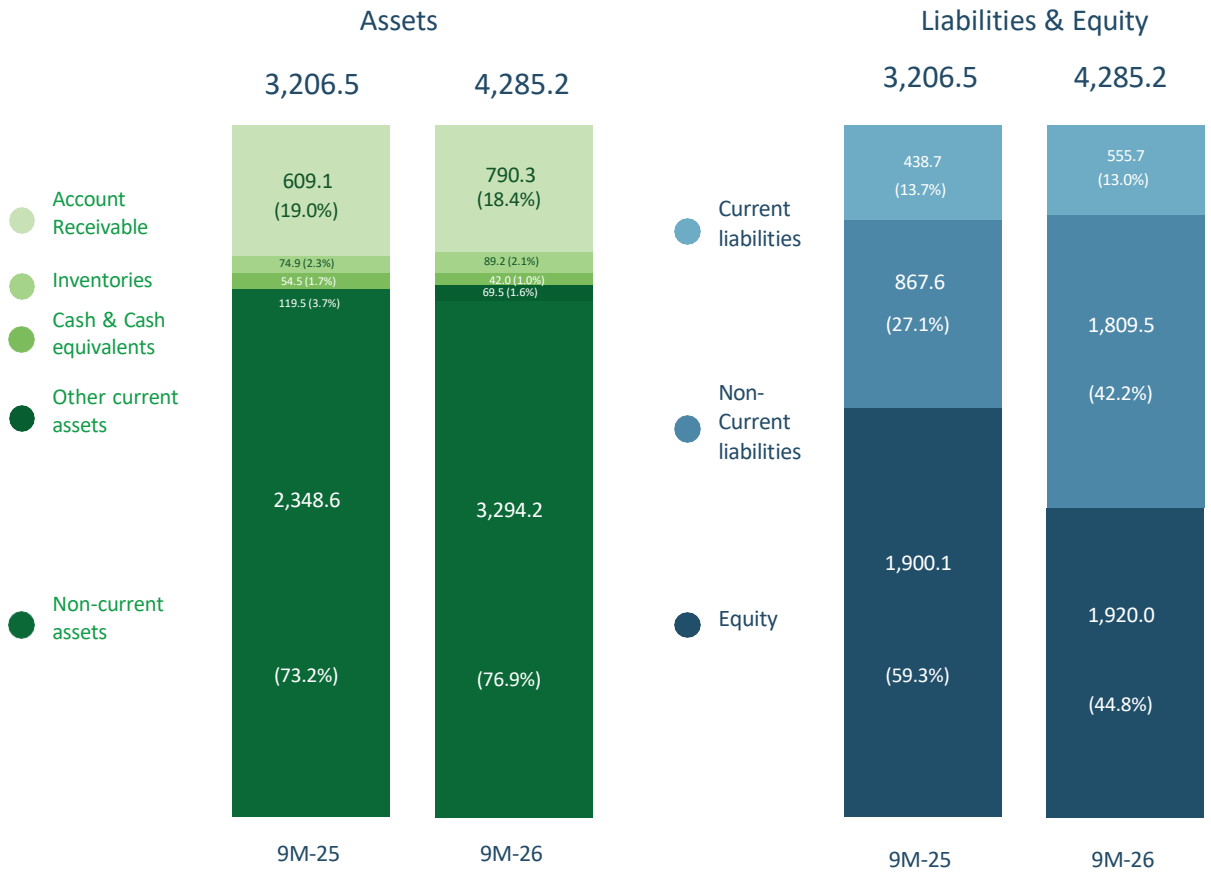
Q3 2026
-2.9% year-on-year

9M 2026: SAR 135 mn
-13.0% YoY



Balance Sheet Highlight

Total assets in 9M-2025 3,206.5 vs 4,285.2 in 9M-2026 (﷼ MN)



Current Ratio

9M-2025	9M-2026
2.0x	1.8x

Receivables Days

9M-2025	9M-2026
143	144

Payables Days

9M-2025	9M-2026
199	208

Inventory Days

9M-2025	9M-2026
29	30

Cash Cycle Days

9M-2025	9M-2026
-27	-34

ROE

9M-2025	9M-2026
10.6%	1.6%

ROCE

9M-2025	9M-2026
5.9%	4.2%

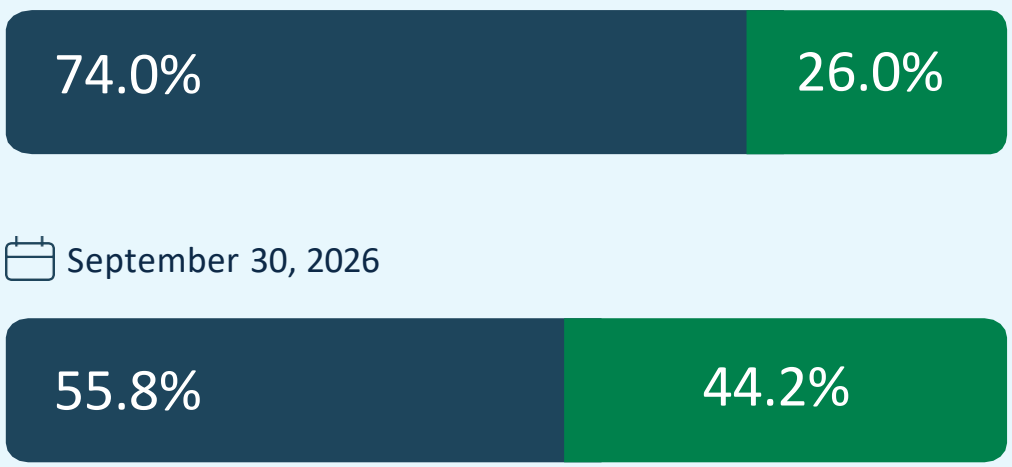
ROA

9M-2025	9M-2026
6.3%	0.7%

Enhanced capital structure and debt optimization

driving financial resilience

Shareholder Equity / Loan Balance Ratio



Net Debt / EBITDA

9M 2025	9M 2026
2.3x	4.7x

Net Debt / Equity

9M 2025	9M 2026
0.4x	0.8x

Source: Company's Financial statements

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2026 & Medium-term guidance

2025 2026 Medium-term[1]

Bed count	# of Hospitals	# of Medical Centers	Revenue growth
730 beds	2 hospitals	2 Medical Center	17.8%
730 beds	2 hospitals	4 Medical Centers	13.0%-15.0%
1,430 beds	4 hospitals	6 Medical Centers	25.0%- 30.0%



GP margin	EBITDA Margin	Capex[2]
31.7%	22.7%	561.9MN
30.0%-33.0%	20.0%-23.0%	900-1000MN
32.0%-35.0%	25.0%-30.0%	3,100MN



(1) c. 5 years (2) Capex estimated for the expansion of 6 new medical centers and two hospitals in Al Hofuf and Al Khobar, including maintenance / replacement capex for the existing facilities

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Q&A

Appendix

An integrated, patient-centered health system

delivering continuity of care

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Integrated Healthcare Ecosystem

Preventative	Primary	Secondary	Tertiary	Post- Acute Care	Tele-health
Preventative Care Services	Primary Care Services	Acute Care Services	Centers of Excellence	Post-acute Care Services	Tele-health Services
▪ Screening program ▪ Timely referral ▪ G6PD (Regional basis) ▪ GBS in pregnancy ▪ Hearing tests for newborns ▪ Palivizumab test ▪ Tdap in pregnancy ▪ Retinal exam for diabetic patients ▪ Oncology prevention and education support	▪ Primary Care ▪ Obgyn ▪ Pediatrics ▪ Dental ▪ ENT ▪ Ophthalmology ▪ Dermatology ▪ Urgent care	▪ Nuclear medicine ▪ Sports Medicine ▪ Women Health IVF ▪ General surgery ▪ Ophthalmology ▪ Bariatric surgery ▪ Dentistry ▪ ENT ▪ Gastroenterology ▪ Nephrology ▪ Diabetes	▪ Cardiology ▪ Orthopedics ▪ Oncology ▪ Pediatrics ▪ Neuroscience	▪ Neurology & Stroke recovery ▪ Spinal cord injury ▪ Adaptive Sport Rehabilitation ▪ Musculoskeletal Pediatrics ▪ rehabilitation Pain ▪ management Mental ▪ Health ▪ Home Healthcare	▪ Hospital at home ▪ Remote monitoring ▪ Tele-medicine Virtual visits Mobile ▪ applications Tele- ▪ pharmacy

Almoosa Health's integrated model delivers coordinated care, continuous treatment, and superior outcomes through seamless patient-centered services within our dedicated network, capturing value throughout the patient experience

Building a healthier future

Environmental

Commitment to sustainability is delivered via environmentally responsible operations and energy efficiency

4.6%	12.9%	x2.9
increase in electricity consumption	decline in energy intensity per patient	escalation of fuel consumption

Causes



higer home care visits



construction



operational expansion



Heat related health risks

- high efficiency air-conditioning systems
- limited outdoor work
- shaded access points



Water scarcity

- monitored consumption
- water-efficient systems
- preventative maintenance



Degradation of air quality

- high-efficiency HVAC filtration
- dust minimizing entry points
- masks for outdoor workers



Extreme rain and flooding

- efficient drainage system
- waterproofing for all roofs
- real-time weather monitoring



Extreme weather conditions

- backup generators
- uninterruptible power systems
- fuel and energy redundancy plans

(1) The mentioned highlights cover exclusively the FY 2025 period.

Team’s well-being and development

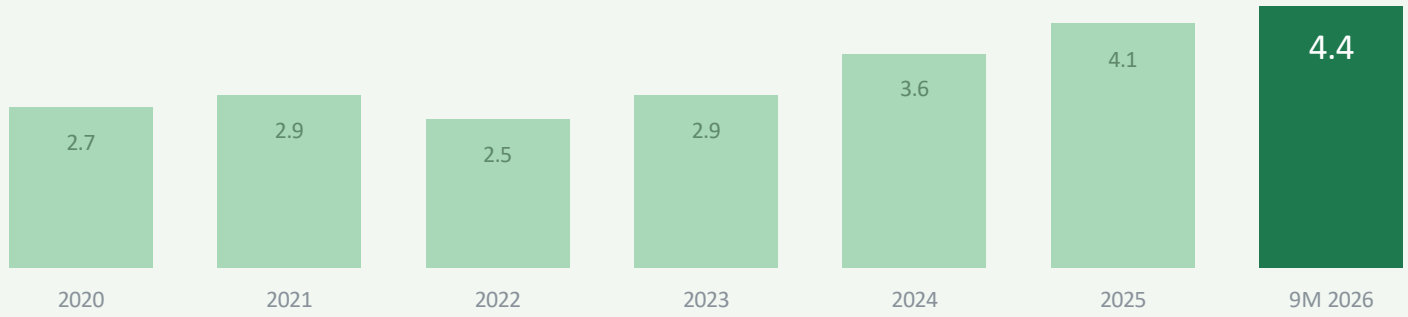
9M 2026 update

Social

Workforce Expansion
& Talent Development

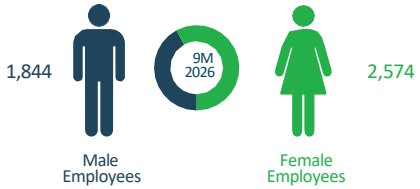
Almoosa is committed to nurturing medical talent, securing a steady and sustainable pipeline of skilled physicians for the years ahead.

Total employees (K)



Staff Satisfaction*	82.0%
Physicians and resident's headcount	629
Managerial roles held by women	38.2%
Employee turnover rate	4.4%

Gender diversity



Training and Development

434K Hours

in 9M 2026

- Live Procedures
- Interactive Sessions
- Workshops

Health
& Safety training

1342 Hours

in 9M 2026

- Emergency response (fire drills, evacuations)
- Safe lifting & equipment use
- Stress management & mental health resources
- Open safety culture Hazard reporting system & employee-led committees

* The mentioned data cover exclusively the FY 2025 period.

Q3 2026 Highlights

Community Engagement & Public Health

School Health Outreach

30 schools

600 screened

Vision, dental and BMI screening identified 130 vision concerns, 230 dental caries cases and 60 elevated-BMI indicators.



Strategic Community Partnerships

6 strategic partnerships with Al Ahsa, Al Khobar and Buqayq municipalities, Saudi Red Crescent Authority, Sawaed Association and Dhukr Association.

Strengthening community access and wellbeing through sustainable partnerships.

Community Health Education

17 educational initiatives

Preventive health, cancer awareness, heart health, women's health, nutrition, mental health and chronic disease prevention.

Community Health Outreach

5,100+ people reached

in 5 activations .Screenings, consultations and health education across malls, government entities, community festivals and sports facilities.

Fostering balanced leadership and strategic insight

Governance

Commitment to legal and ethical compliance (CMA, Saudi Law, Global Governance) and ERM Framework for comprehensive risk manage

Governance Overview

New approved amendments by the General Assembly:

Expanded medical and support services for operational flexibility

Public-governance-aligned Articles ensuring transparency, accountability, and shareholder protection

Increased the Board from nine to ten members, enhancing capacity and expertise diversity

40%

of independent Directors on the Board

Business Ethics and Compliance

Implemented strict Conflicts of Interest and Related Party Transactions Policy to manage conflicts per CMA and Saudi Companies Law

Zero-tolerance approach to corruption, bribery, fraud, and unethical conduct

Applied comprehensive system for processing patient feedback, complaints, and grievances

20%

female representation on the Board

Risk Management

At the core — developed ERM Framework which:

aligns risk management with strategic objectives, supported by strong governance and compliance

enables early risk detection, identifying potential issues before they escalate

2026

Plans to strengthen its ERM framework and build on prior work

Diversed Board of Directors

Non-Executives



H. E. Abdullatif Ahmad Abdullah Al-Othman
Chairman



Hassan Abdulrahman Abdullah Al Afaliq
Director



Abdulatif Ali Abdulatif AlFozan
Director

Executives



Malek Abdulaziz Abdullah Almoosa
Managing Director and CEO



Dr. Zainab Abdulaziz Abdullah Almoosa
Vice Chairman



Sara Abdulaziz Abdullah Almoosa
Director

Independents



Patrick Anthony Charmel
Director



Bashar Abdulaziz Abalkhail
Director



Mosaed Abdulrahman Abdulwahab Almoosa
Director



Moaath Naeem Ibrahim Al Naeem
Director

Income statement

MN	Q3 2025	Q3 2026	9M 2025	9M 2026
Revenue	356.4	403.6	1,028.3	1,157.5
Cost of revenue	-238.9	-278.0	-700.0	-802.4
Gross profit	**117.4**	**125.6**	**328.3**	**355.1**
General and administrative expenses	-58.6	-61.3	-151.6	-182.1
Selling and distribution expense	-6.9	-4.8	-20.8	-19.8
Provision / (reversal) for impairment loss on accounts receivable	-0.9	-0.5	-2.7	-10.3
Other income	4.6	5.6	11.4	13.9
Other expenses	–	–	-1.1	–
Operating profit	**55.6**	**64.6**	**163.4**	**156.9**
Other income / expense – Gain / (loss) on investments	1.4	-2.9	-1.8	-3.5
(Loss) / gain on derivative financial instruments	14.2	-81.9	46.5	-104.2
Finance cost	-5.8	-11.6	-16.4	-19.8
Finance income	1.1	1.1	7.8	4.5
Share of profit from equity accounted investee	0.4	0.3	0.4	0.6
Profit before zakat	**66.9**	**-30.4**	**199.9**	**34.4**
Zakat	-1.1	-1.3	1.2	-4.1
Net Profit	**65.8**	**-31.8**	**201.0**	**30.3**

Balance sheet

MN	FY 2025	9M 2026
Property & equipment	2364.6	3182.3
Intangible assets	9.6	11.5
Investments	40.0	0.1
Derivative financial instruments	2.1	0.4
Equity accounted investee	9.5	12.9
Right of use assets	87.7	87.0
Total Non-Current Assets	2,513.6	3,294.2
Total Current Assets	799.5	991.0
Total Assets	3,313.1	4,285.2
Total Current Liabilities	464.2	555.7
Total Non-Current Liabilities	924.7	1,809.5
Total Liabilities	1,388.9	2,365.2
Total Equity	1,924.2	1,920.0
Total Equity and Liabilities	3,313.1	4,285.2

Cash flow statement

MN	9M 2025	9M 2026
Net cash from operating activities	132.7	67.4
Net cash used in investing activities	-511.4	-800.2
Net cash from financing activities	395.0	736.5
Net change in cash and cash equivalents	16.3	3.7
Cash and cash equivalents at beginning of the period	38.2	38.3
Cash and cash equivalents at end of the period	54.5	42.0



Thank you

الموسى الصحية
Almoosa Health