48 Years عاماً فقيه.

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مجموعة فقيه للرعاية الصحية
Fakeeh Care Group

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INVESTORS PRESENTATION

3Q-2026



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AGENDA

1. Strategic Updates
2. Financial Performance Overview
3. Q&A

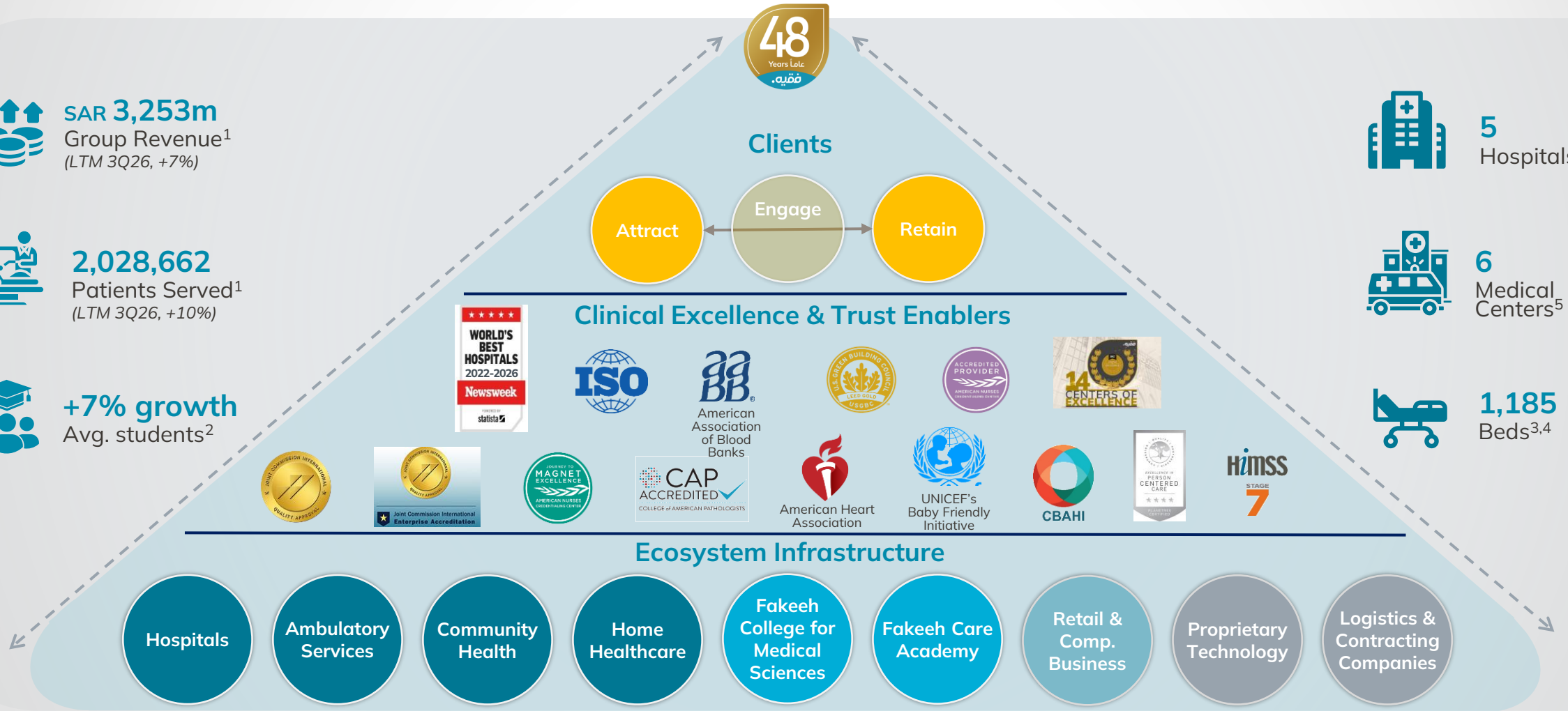
Fakeeh Care Group's integrated ecosystem is purpose-built to deliver market leading patient outcomes at scale

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SAR 3,253m
Group Revenue[1]
(LTM 3Q26, +7%)

2,028,662
Patients Served[1]
(LTM 3Q26, +10%)

+7% growth
Avg. students[2]



5
Hospitals

6
Medical Centers[5]

1,185
Beds[3,4]

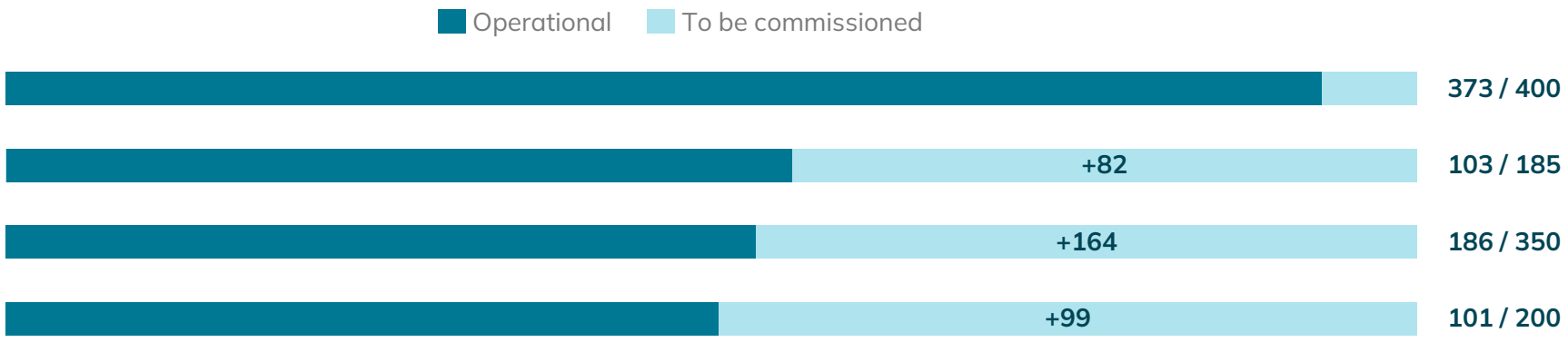
[1]Rolling 12 months basis covering 3Q26, 2Q26, 1Q26 and 4Q25 against the same periods of the previous year. [2]Refers to the average number of active students during the 12 months leading to September 2026. [3]Built capacity of 1,185 beds comprises DSFH Jeddah (400), DSFH Riyadh (185), DSFH Madinah (200), DMFH (350) and NEOM Hospital (50). [4]As of 30 September 2026. [5]Includes DSFMC North Obhur, which opened in 4Q26.

Our hub and spoke model concentrates complexity in the hubs and extends reach through the spokes

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HEALTHCARE — 90% of 9M26 revenue

HUBS • Hospitals



SPOKES • Medical centers

- Medical Fakeeh
- DSFMC Basateen
- DSFMC Nuzha
- DSFMC Executive
- DSFMC Al Awali
- DSFMC North Obhur
- DSFMC Al Zahra — Opening 1Q27

OPERATE & MANAGE AGREEMENTS

- NEOM Hospital
- NEOM Medical Center

HOME HEALTHCARE

- Fakeeh Home Healthcare

ANCILLARY BUSINESSES — 10% of 9M26 revenue

MEDICAL RELATED

Emergency Medical Services • Fakeeh Vision and wholesale healthcare products

EDUCATION

Fakeeh College for Medical Sciences • Fakeeh Care Academy

TECHNOLOGY & OTHERS

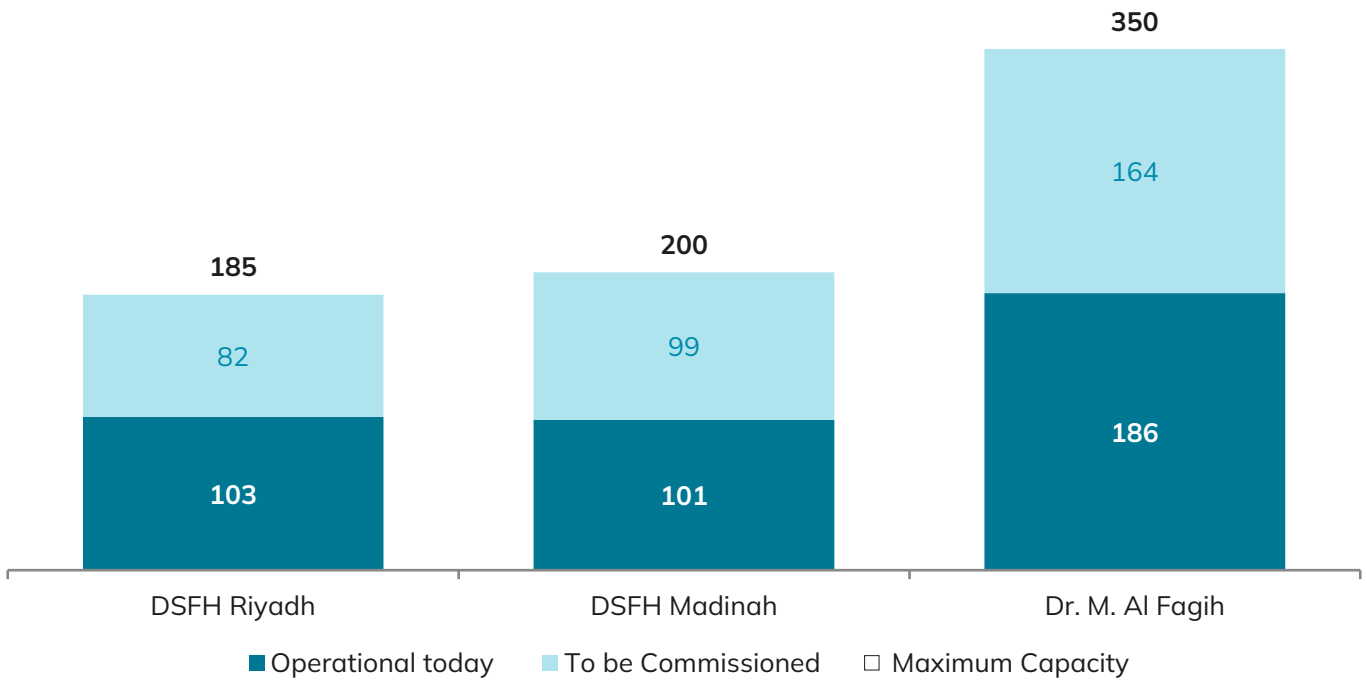
Proprietary technology HIS and ERP, patient app, digitization • Farabi, soft services to healthcare facilities • Construction and contracting

Our next phase of growth is already built, and medium-term trajectory relies on ramping it up

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Over the coming years, growth depends mainly on ramping up capacity that is already built at three hospitals, alongside new medical centers that add capacity at low capital cost

Operational beds against maximum capacity



345 beds

Built and not yet commissioned across the three New Business hospitals.

They can be ramped up without significant further capital expenditure. Capacity of this scale would take roughly four years to build from scratch.

Where the ramp up stands in 3Q26

DSFH Riyadh — 81% occupancy

Up from 71% in 3Q25, with inpatient admissions up 46% and surgical procedures up 82%

DSFH Madinah — 69% occupancy

Operational beds raised to 101 from 70, with over 39k patients served, up 39% on 2Q26

DMFH — 186 beds

Part of the Group since July, holding the largest share of capacity still to commission

The new Riyadh hospital holds the largest share of that capacity, and its integration is underway

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Dr. Mohammed Al Fagih Hospital

Riyadh, Kingdom of Saudi Arabia

Multispecialty general hospital • CBAHI top tier accreditation



STAKE **100%** *Closed in July 2026*	CONSIDERATION **SAR 1.6bn** *Cash deal*
Hospital Inaugurated **October 2022** *Completing 4 years of ramp up*	Total Built Up Area **93k sqm** *Comprising main & adjacent building*
Bed Capacity **350** *186 beds currently in operation*	Clinics Capacity **192** *Current active clinics are 109 clinics*
3Q26 Patients Served **102,202** *Since joining the Group in July*	CAPACITY HEADROOM **47%** *164 beds and 83 clinics available*

Integration roadmap

1. **Leadership and governance** — Complete
   Chief Executive Officer & Chief Financial Officer appointed to lead the hospital
2. **Consolidation** — Complete
   Financial and operational results consolidate from the third quarter of 2026
3. **Centralization and mobilization** — Underway
   Non-medical functions moving onto Group shared services
4. **Contract optimization** — Underway
   Supplier and payor contracts renegotiated onto Group terms
5. **Clinical and quality alignment** — Underway
   Governance, quality and reporting standards brought onto the Group framework

DMFH is a long term investment. In its first quarter in the Group, integration moved from leadership and consolidation to shared services, contracts and clinical alignment. Integration costs come first, and the benefits build as the hospital moves onto Group terms and fills its remaining capacity.

New medical centers widen our reach, expand our presence, and channel complex cases into the hubs

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DSFMC Al Awali
Makkah

OPERATIONAL



Clinics	20+
Services	24-hour emergency, radiology, laboratory, OPD
Capex	Complete

Began receiving patients in 3Q26, establishing the Group in Makkah ahead of DSFH Masar. Routes complex cases to DSFH Jeddah, with day surgery and dialysis to follow.

DSFMC North Obhur
Jeddah

OPENED 4Q26



Clinics	25+
Services	24/7 emergency, MRI and CT, OPD
Capex	Complete

Extends the Jeddah catchment north into a residential corridor the hub does not reach efficiently today, with day surgery and endoscopy to follow.

DSFMC Al Zahra
Jeddah

OPENING 1Q27



Clinics	60+
Services	24-hour emergency, day surgery, OPD
Capex	Built-to-suit

Built-to-suit format removes construction risk and allows for a sizeable medical center that will house strategic one-stop-shop specializations in a one-of-a-kind format in Jeddah

Low capital intensity
A medical center costs a fraction of a hospital, deepens referral networks, and breaks even quicker

Catchment capture
Presence in a district converts local demand, as well as optimizes capacity utilization and case mix at the hub

Referral funnel
Complex cases move inward to the hospital, where the Group's clinical depth is concentrated

Payor density
More points of contact strengthen the Group's position in network negotiations

Our flagship hub keeps leading in complex care, now ranked among the world's best

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Newsweek World's Best Specialized Hospitals 2027: Five DSFH Jeddah Specialties Ranked for the First Time



Nephrology
First in Saudi Arabia • 50th worldwide

Gastroenterology
First in Saudi Arabia

Pulmonology
First in Saudi Arabia

Urology
First among Saudi private hospitals

Oncology
Ranked among the world's best

DSFH Jeddah entered Newsweek's World's Best Specialized Hospitals 2027 ranking, compiled with Statista, for the first time, with five specialties recognized.

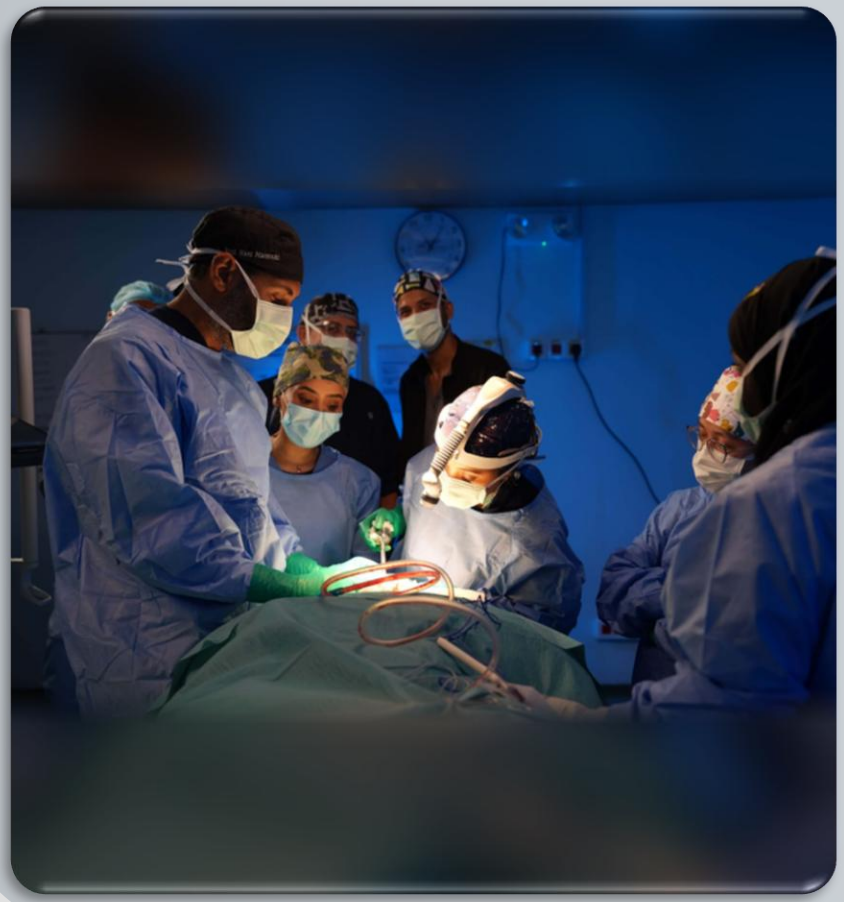
The recognition builds on its inclusion in Newsweek's World's Best Hospitals 2026 and its standing as the best private hospital in Saudi Arabia for five consecutive years. It reflects the depth of tertiary services behind the Group's consistent case mix optimization toward complex care.

This clinical depth matters as the Kingdom transitions toward value-based care. Payors increasingly reward outcomes rather than volumes, and complex cases are where outcomes differ most between providers. Recognized results in high acuity specialties strengthen the Group's position as those payment models develop

Robotic surgery and global quality partnerships aim to keep raising the complexity of care we deliver

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Advancing Robotic Surgery and Clinical Quality at DSFH Jeddah



FIRST IN SAUDI ARABIA

Robotic transoral thyroidectomy

Four consecutive procedures using the da Vinci system. The thyroid is removed through the mouth, with no external neck incision.

COMPLEX CANCER SURGERY

Robotic esophagectomy

A robotic Ivor Lewis esophagectomy for cancer at the gastroesophageal junction, a complex two-stage procedure. The patient went home within a week.

HOSPITAL FIRST

ROSA knee replacement

The hospital's first knee replacement assisted by the ROSA surgical robot, adding real-time alignment data to its joint replacement program.

FOUNDING PILOT PARTNER

Global Sepsis Alliance

Selected to test and validate a new global accreditation framework for sepsis care ahead of its launch in 1Q27.

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3Q-2026 **RESULTS**



A record quarter for revenue and gross profit; New Business turns EBITDA positive for the first time

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3Q-2026 Highlights

Revenues
SAR 931 MN
▲ 20% YoY

Gross Profit
SAR 202 MN
▲ 14% YoY / 21.7% margin

Total Patients Served[1]
592,977
▲ 24% YoY / 74% Occupancy

EBITDA[2]
SAR 138 MN
▲ 10% YoY / 14.8% margin

Attributable Net Profit
SAR 39 MN
▼ 46% YoY

Earnings per Share
SAR 0.17
▼ 46% YoY

9M-2026 Highlights

Revenues
SAR 2,454 MN
▲ 7% YoY

Gross Profit
SAR 517 MN
▼ 3% YoY / 21.1% margin

Total Patients Served[1]
1,517,285
▲ 10% YoY

EBITDA[2]
SAR 357 MN
▼ 5% YoY / 14.5% margin

Attributable Net Profit
SAR 135 MN
▼ 40% YoY

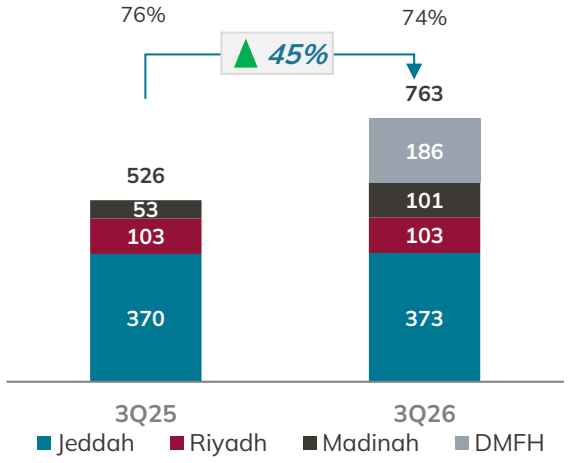
Earnings per Share
SAR 0.59
▼ 40% YoY

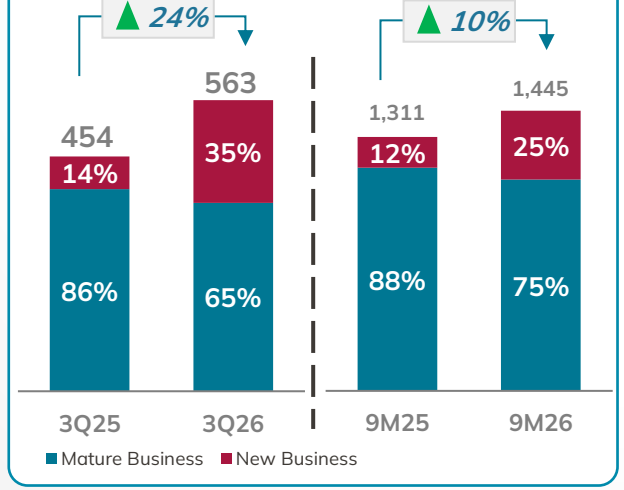
[1] The Group calculates Patients Served as the total of outpatients, inpatients, and home healthcare cases served during the period.
[2] The Group calculates EBITDA as Earnings Before Interest and Tax (EBIT) plus depreciation and amortization, and non-cash Long-term Incentive Plan (LTIP).

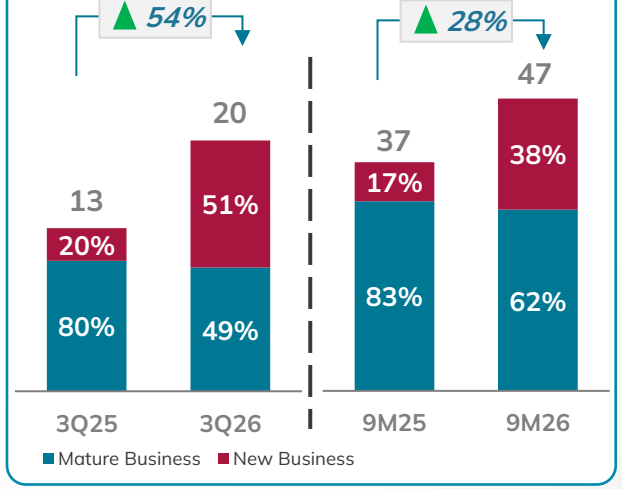
Patient growth is led by complex care, and New Business drives majority of this growth

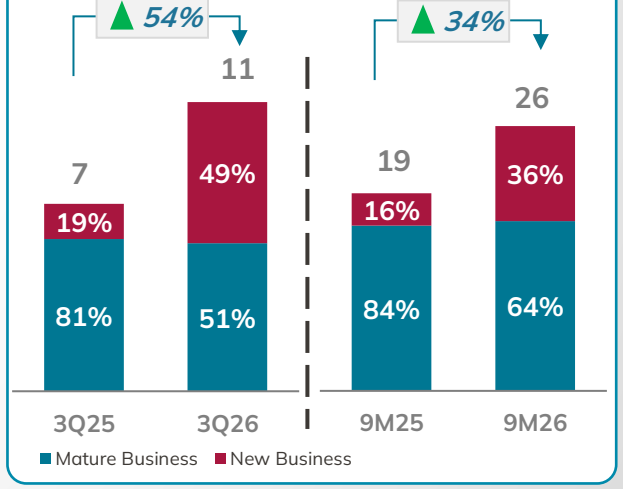
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- *Patients served rose 24% to 592,977 in 3Q26 and 10% to 1,517,285 in 9M26. Complex care grew fastest, with inpatient admissions and surgical procedures each up 54% in 3Q26.*
- *Excluding DMFH, which joined in July, patients served grew 3% in 3Q26, while inpatient admissions grew 17% and surgical procedures 22%, confirming the continued case mix optimization toward complex care.*
- *The New Business served 208,673 patients in 3Q26, 35% of the Group total (3Q25: 14%), and half of all inpatient admissions. DSFH Riyadh ran at 81% occupancy (3Q25: 71%), and DSFH Madinah served over 39k patients, up 39% on 2Q26.*
- *The Group ended 3Q26 with 763 operational beds (3Q25: 526) at 74% occupancy (3Q25: 76%) as new capacity ramps up. More than 340 further built beds across DSFH Riyadh, DSFH Madinah and DMFH can be commissioned without significant further capital expenditure, in step with demand and staffing.*





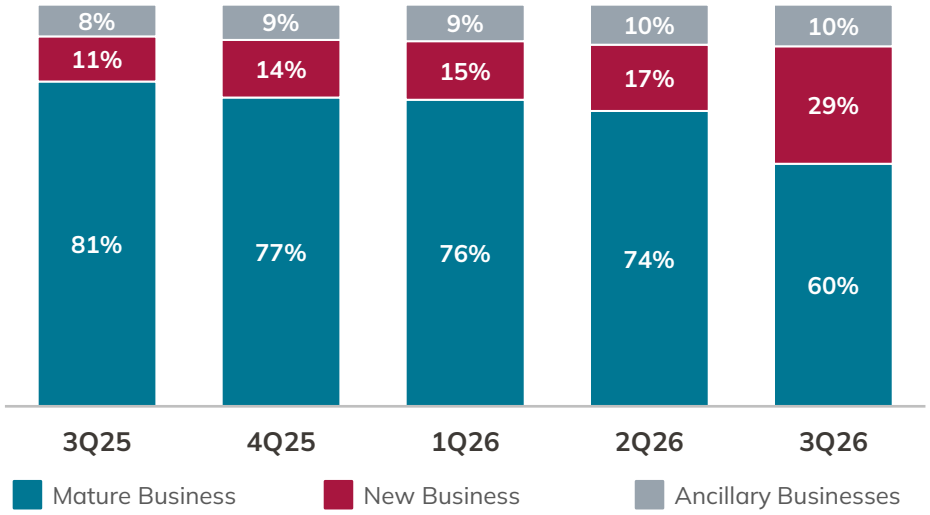




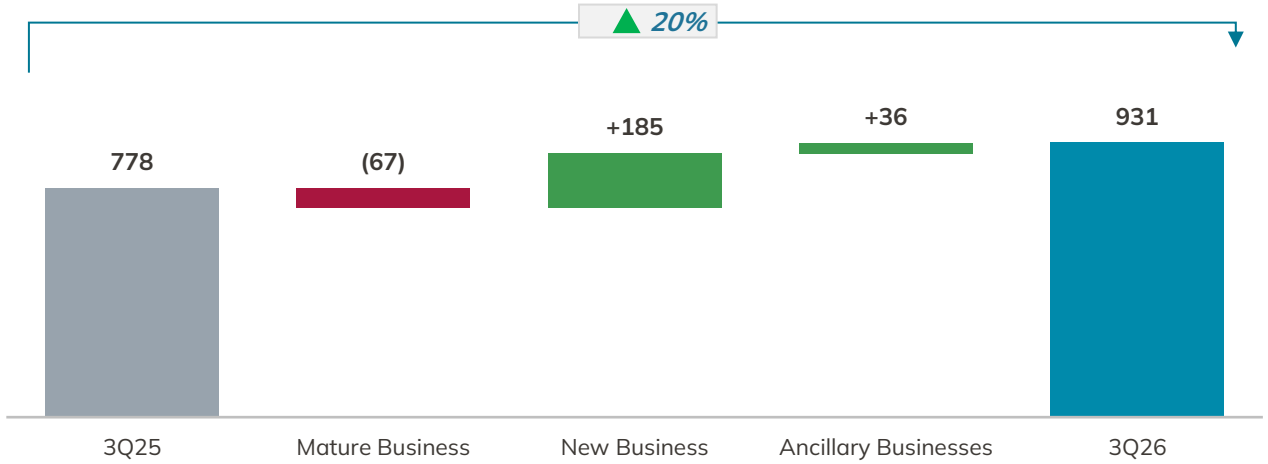
That growth carries through to a record revenue and further diversifies the Group's geographical sources

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Revenue Mix by Segment (% of Group revenue)



Revenue Bridge 3Q25 to 3Q26 (SAR mn)



Mature Business: DSFH Jeddah, Jeddah medical centers, Home Healthcare and O&M agreements. New Business: DSFH Riyadh, DSFH Madinah, DMFH (from July 2026), DSFMC Al Awali and DSFMC North Obhur.

- *Group revenue reached SAR 931mn in 3Q26, the highest quarterly revenue in the Group's history and 20% above 3Q25, and rose 7% to SAR 2,454mn in 9M26. Excluding DMFH, which joined in July, revenue grew 5% in 3Q26 and 2% in 9M26. Inpatient revenue grew 36% in 3Q26, against 22% for outpatient revenue.*
- *New Business revenue more than tripled to SAR 272mn in 3Q26 and rose 137% to SAR 510mn in 9M26. Excluding DMFH, it grew 81% in 3Q26 and 84% in 9M26, led by the ramp up of DSFH Madinah. The segment generated 29% of Group revenue in 3Q26 (3Q25: 11%), and its share has risen in every quarter over the past year.*
- *Mature Business revenue was SAR 562mn in 3Q26 (3Q25: SAR 629mn). Around half of the decline reflects the optimization in the Group's O&M agreement, and the rest accounts for the more competitive Jeddah market and lower Home Healthcare revenue as payor discussions remain ongoing. As the O&M agreement is priced on a cost plus basis, its optimization reduced revenue with little effect on margin. Ancillary revenue rose 58% to SAR 97mn in 3Q26, and was SAR 243mn in 9M26, in line with 9M25, despite the prior year including a non-recurring Hajj contract.*

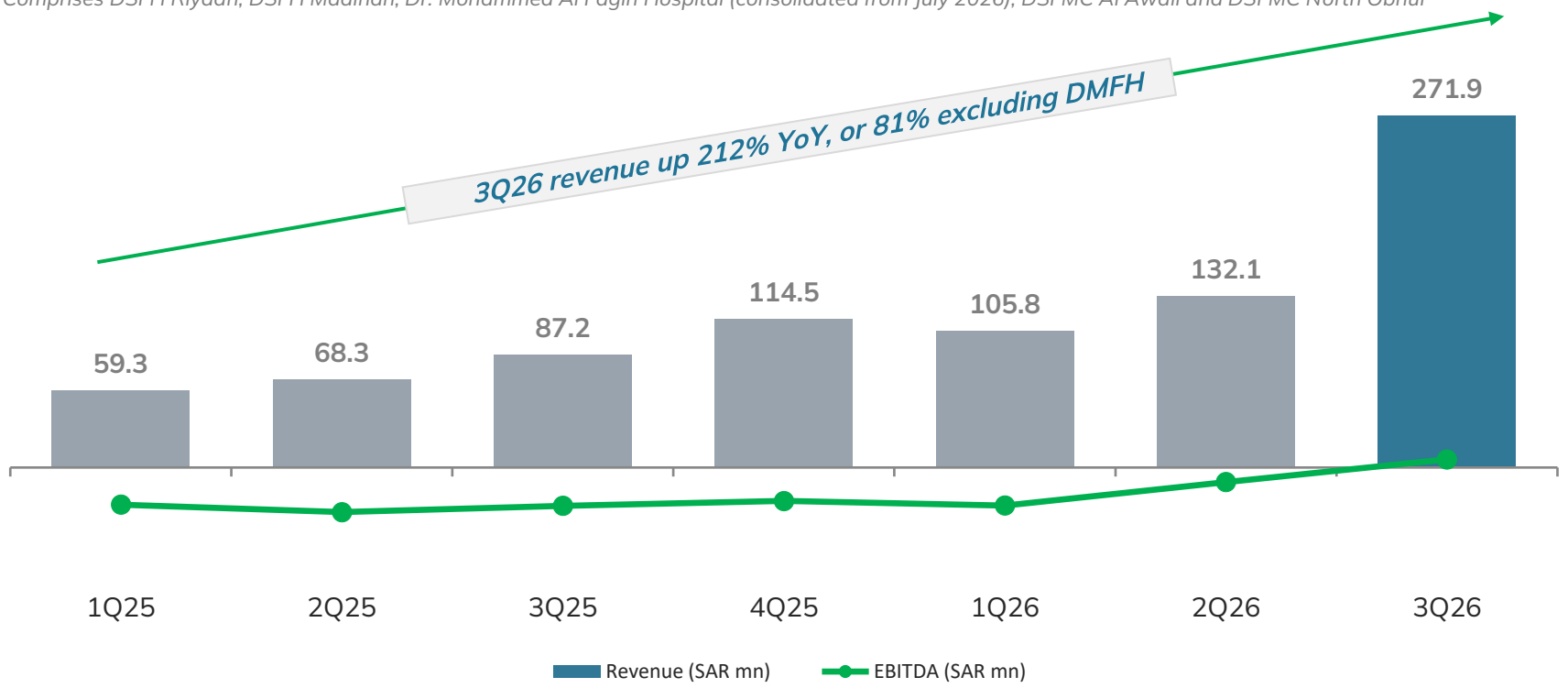
New Business has reached its inflection point, with revenue scaling fast at a steeper trajectory than its cost base

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Patients served	Surgical Procedures	New Business Revenue	Share of Group revenue
208,673	**▲301%**	**SAR 272 MN**	**29% in 3Q26**
▲216% YoY vs. 3Q25	YoY growth in 3Q26 vs. 3Q25	▲212% YoY vs. 3Q25	Up from 11% in 3Q25

New Business Revenue & EBITDA progression (SAR mn) | 1Q25 – 3Q26

Comprises DSFH Riyadh, DSFH Madinah, Dr. Mohammed Al Fagih Hospital (consolidated from July 2026), DSFMC Al Awali and DSFMC North Obhur



Turning the corner, with room to run

SAR 36mn	EBITDA improvement vs. 3Q25, turning positive for the first time
>50%	Reduction in the combined net loss of DSFH Riyadh and DSFH Madinah vs. 3Q25
19.1%	SG&A to New Business revenue (3Q25: 30.1%), as revenue outgrows the support base
340+	Built beds still to commission, in step with demand and staffing

The segment now absorbs new openings and still contributes positively, with further capacity already built.

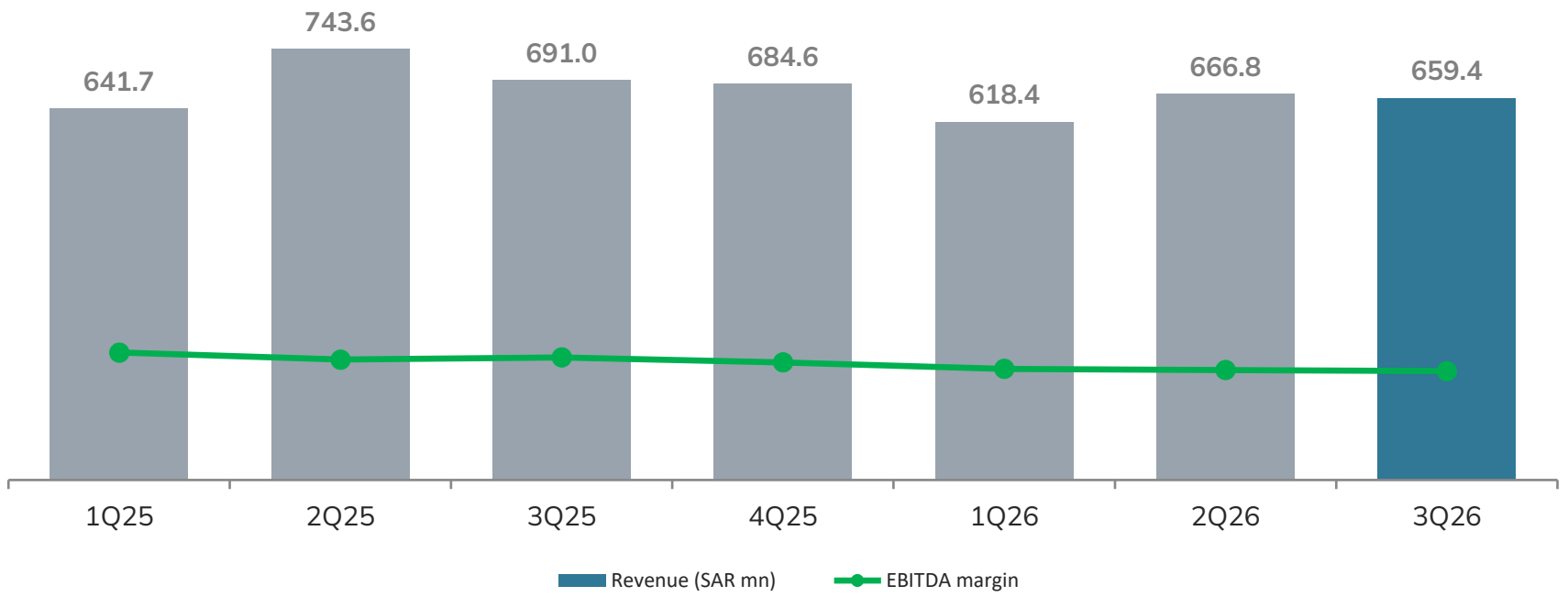
Mature Business keeps its margin stable through 2026 by doing more complex work in a competitive market

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Patients served	Mature Business Revenue	O&M Optimization	Share of Group revenue
384,304	**SAR 562 MN**	**c.50%**	**60% in 3Q26**
▼6% YoY vs. 3Q25	▼11% YoY vs. 3Q25	Of the 3Q26 revenue decline	Down from 81% in 3Q25

Mature Business and Ancillary Revenue (SAR mn) and EBITDA Margin | 1Q25 – 3Q26

Mature Business: DSFH Jeddah, Jeddah medical centers, Home Healthcare and O&M agreements. Chart includes ancillary businesses, net of eliminations.



Mature Business acuity is rising

Patients served (9M26) *(exc. Home Healthcare)*	▼ 5%
Surgeries (9M26)	▲ 3%
Revenue per patient served (9M26) *(exc. Home Healthcare)*	▲ 3%

Where growth comes from

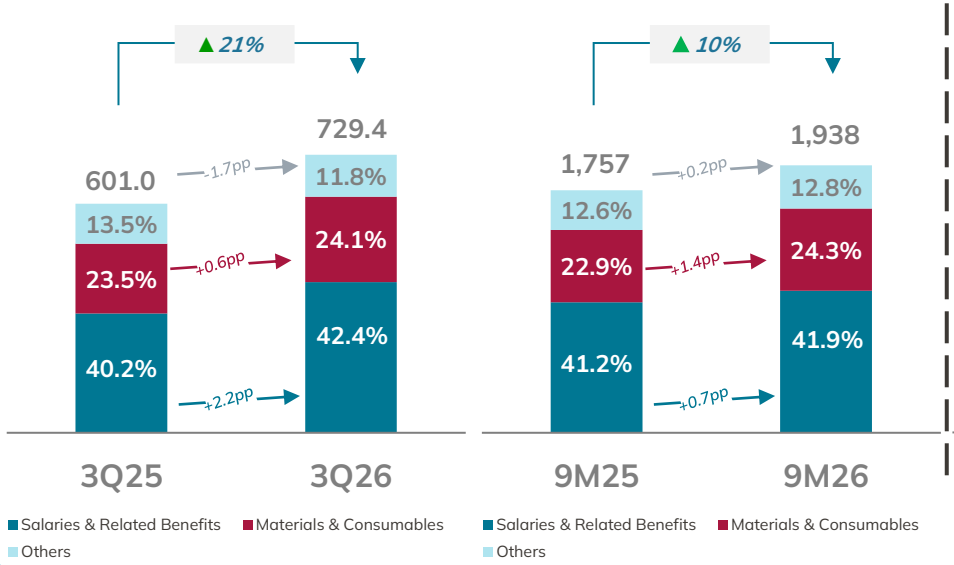
- **Case mix** — Complexity carries revenue per patient
- **Throughput** — Automation, operational efficiency and lower ALOS, lifting bed turnover on the same footfall
- **Spoke referrals** — Medical centers route complex cases into the hub

Occupancy above 80% leaves room for complex cases; growth comes from what we treat and how quickly we turn our capacity over.

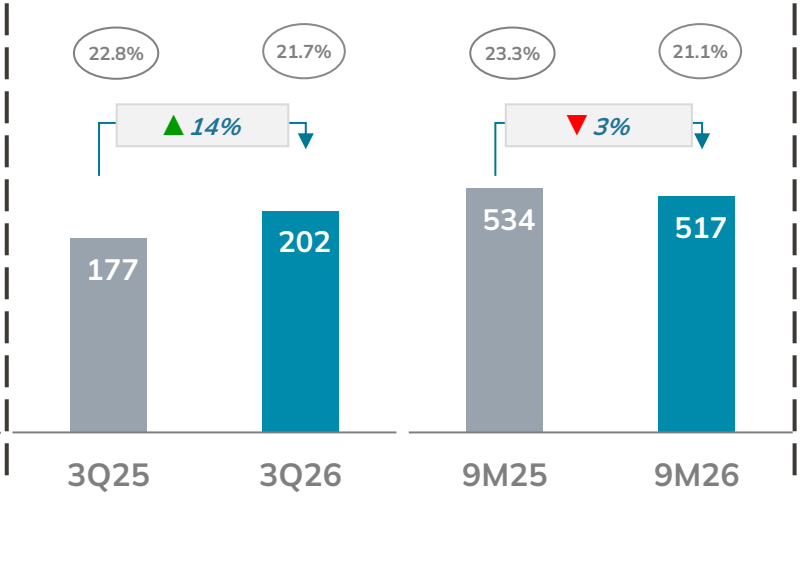
New Business profitability now outweighs Mature Business pressure, lifting Group gross profit

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Cost of Revenue (SAR mn / % of Revenue)



Gross Profit (SAR mn / Margin)

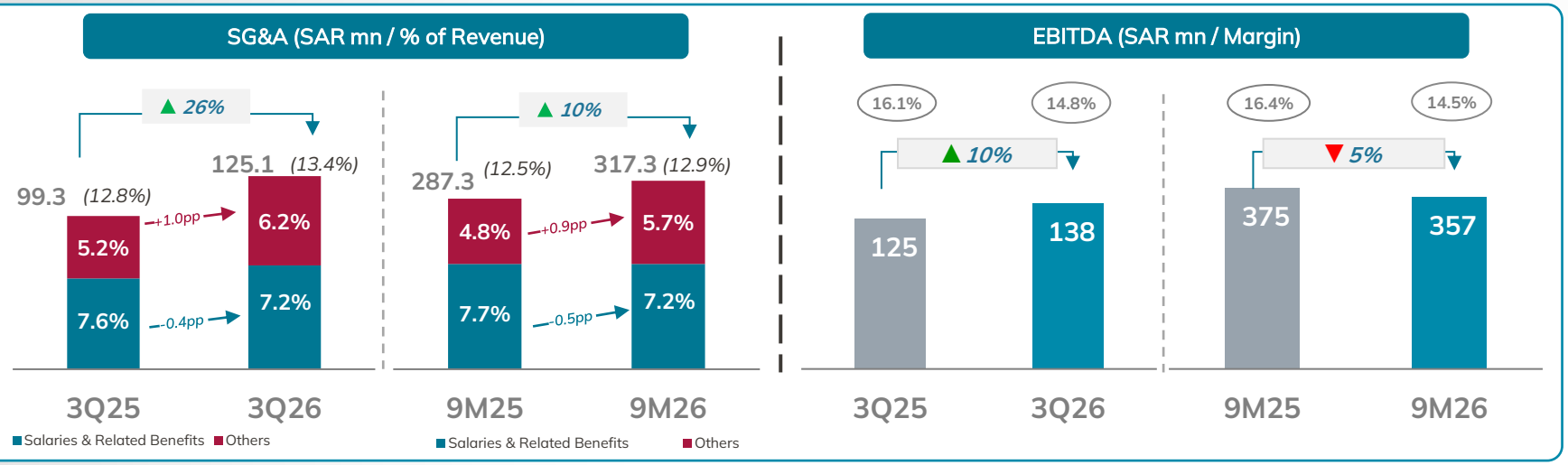


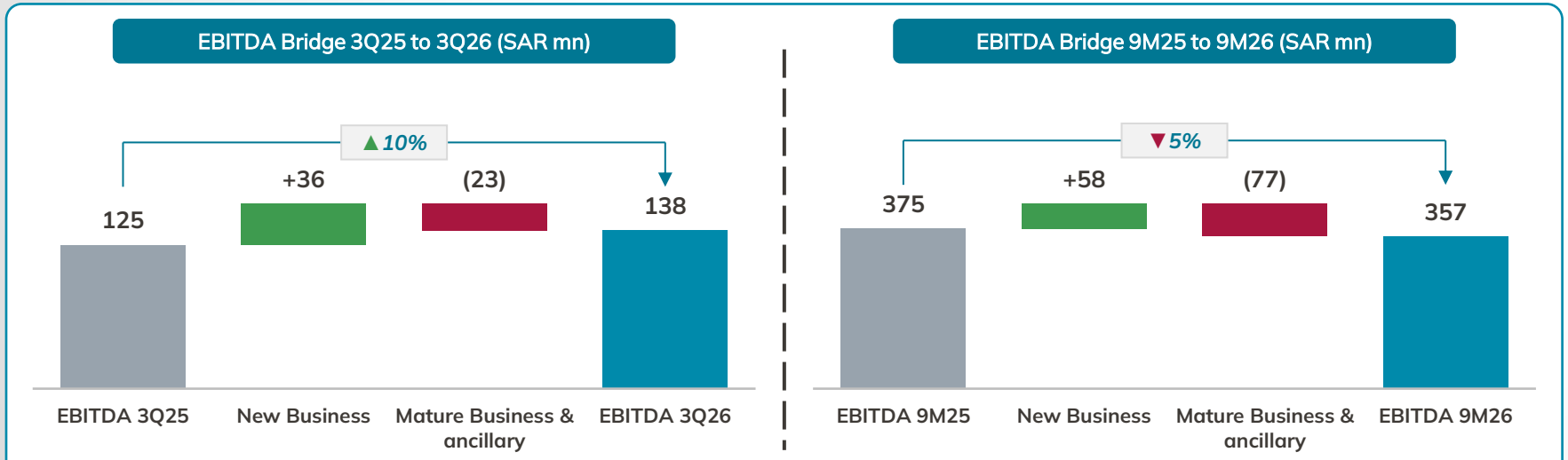
Gross Margin by Segment

	Mature & ancillary	New Business	Group
3Q26	25.5%	12.4%	21.7%
9M26	25.4%	4.4%	21.1%

- *Gross profit reached SAR 202mn in 3Q26, the highest quarterly gross profit in the Group's history and 14% above 3Q25, at a 21.7% margin (3Q25: 22.8%). Gross profit for 9M26 was SAR 517mn at a 21.1% margin (9M25: 23.3%).*
- *Salaries rose to 42.4% of revenue (3Q25: 40.2%) as the Group staffed new capacity ahead of its ramp up and competition for clinical talent added to costs, while materials rose to 24.1% (3Q25: 23.5%) on regional supply chain pressures. Other costs fell to 11.8% (3Q25: 13.5%).*
- *The New Business turned a gross loss of SAR 20mn in 3Q25 into a gross profit of SAR 34mn in 3Q26, more than offsetting the lower contribution from the Mature Business and ancillary businesses, where lower Home Healthcare revenue and the more competitive Jeddah market weighed on margins. The lower Group margin also reflects mix: the Mature Business and ancillary businesses held a gross margin above 25%, while the New Business, still ramping up, grew to 29% of revenue.*

The New Business now adds to EBITDA, offsetting most Mature Business pressure





Group EBITDA reached SAR 138mn in 3Q26, 10% above 3Q25, at a 14.8% margin (3Q25: 16.1%). EBITDA for 9M26 was SAR 357mn at a 14.5% margin (9M25: 16.4%).

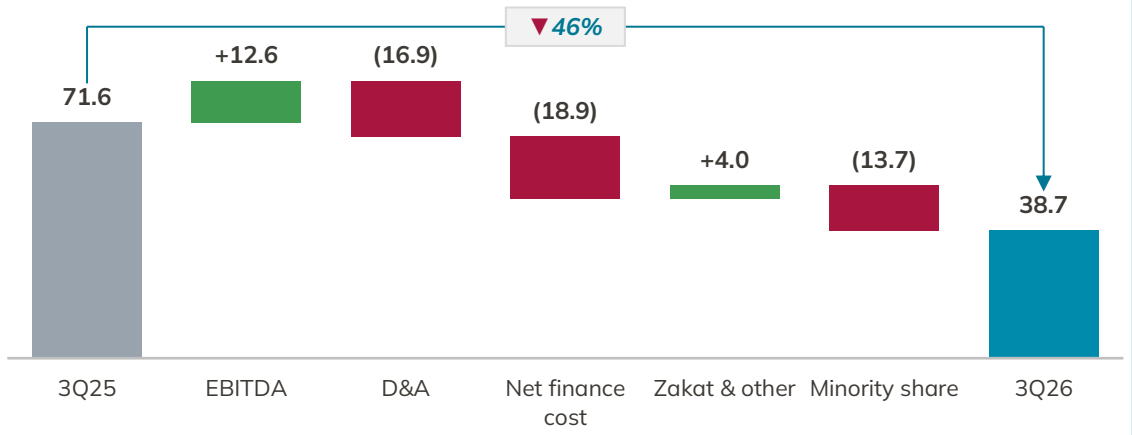
- SG&A rose to 13.4% of revenue in 3Q26 (3Q25: 12.8%). Almost all of the increase in general and administrative expenses came from the New Business, as the Group consolidated DMFH, opened DSFMC Al Awali and prepared DSFMC North Obhur, while across the rest of the Group they were held flat in 3Q26 and 9M26.
- The New Business recorded positive EBITDA for the first time, at SAR 6mn against a loss of SAR 30mn in 3Q25, as DSFH Riyadh and DSFH Madinah turned EBITDA positive combined and together with DMFH absorbed the opening costs of two new medical centers. In 9M26, its EBITDA loss narrowed by 63% to SAR 34mn (9M25: SAR 93mn).
- New Business performance more than offset the lower contribution from the Mature Business and ancillary businesses in 3Q26, and offset most of it in 9M26. The Mature Business and ancillary businesses held a stable EBITDA margin of around 20% through 2026 despite the optimization in the Group's O&M agreement, lower Home Healthcare revenue and the more competitive Jeddah market.

As at gross level, the lower Group margin also reflects the growing weight of the New Business while its margin builds.

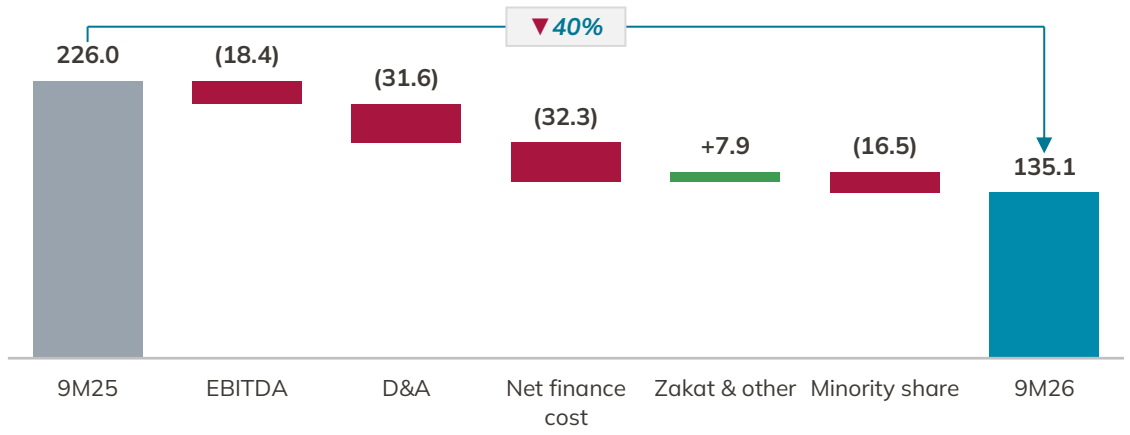
Cost of expansion weighs on earnings, making utilization of new capacity the key growth lever

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Attributable Net Profit Bridge 3Q25 to 3Q26 (SAR mn)



Attributable Net Profit Bridge 9M25 to 9M26 (SAR mn)



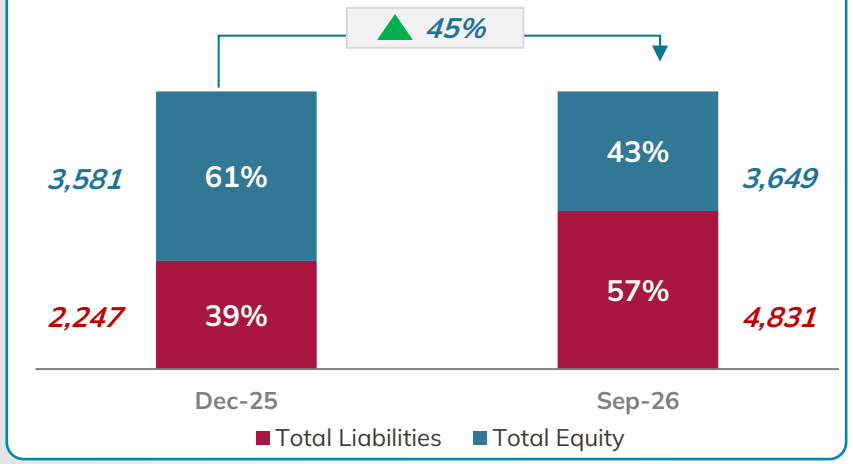
Zakat & other includes zakat and the non-cash LTIP charge. Minority share is the change in non-controlling interests' share of losses at DSFH Riyadh and DSFH Madinah.

- *3Q26 was the first quarter to carry the depreciation and financing costs of the DMFH acquisition. In 3Q26, EBITDA rose SAR 13mn, but D&A and net finance costs together rose SAR 36mn, mostly related to DMFH, which accounted for around half of the D&A increase. In 9M26, D&A rose to SAR 168mn (9M25: SAR 137mn) and net finance costs to SAR 48mn (9M25: SAR 16mn). Both are largely fixed costs, so their weight on earnings depends on how quickly and efficiently the new capacity is used.*
- *Net profit was SAR 38mn in 3Q26 (3Q25: SAR 57mn) and SAR 118mn in 9M26 (9M25: SAR 193mn). Profit attributable to shareholders was SAR 39mn in 3Q26 (3Q25: SAR 72mn) and SAR 135mn in 9M26 (9M25: SAR 226mn), with earnings per share of SAR 0.17 (3Q25: SAR 0.31) and SAR 0.59 (9M25: SAR 0.98).*
- *Attributable profit declined more than net profit because of the ownership mix. DSFH Riyadh and DSFH Madinah are partly owned and narrowed their combined net loss (by more than half in 3Q26), so losses attributable to non-controlling interests fell to SAR 1mn in 3Q26 (3Q25: SAR 15mn) and SAR 17mn in 9M26 (9M25: SAR 33mn). DMFH is wholly owned, so the Group carries the full cost of its financing and keeps the full benefit of its earnings.*

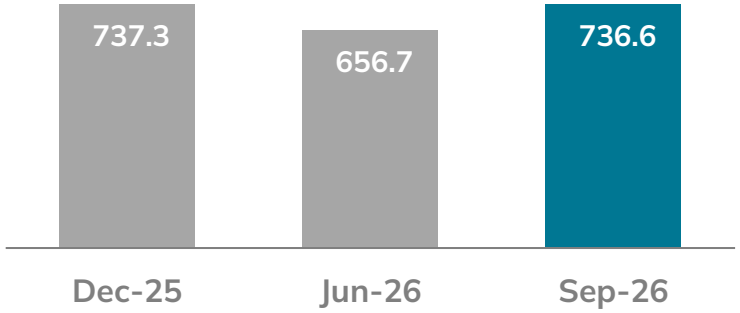
Liquidity stays intact post acquisition financing, with EBITDA growth expected to drive deleveraging

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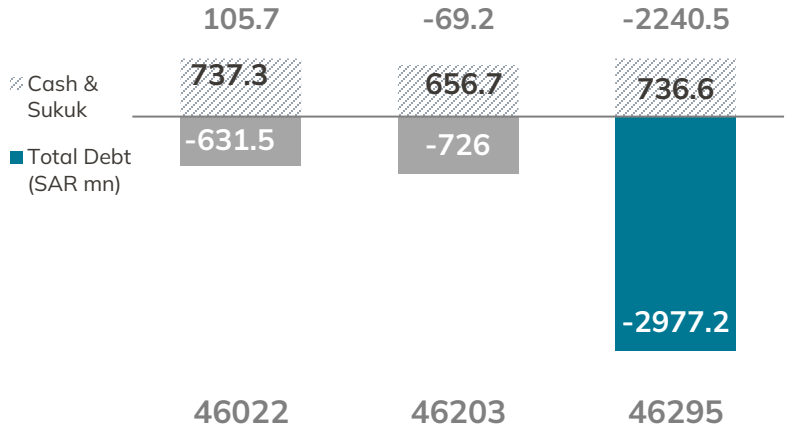
Group Liabilities & Equity (SAR mn)



Cash Balances[2] Progression (SAR mn)



Net Debt Progression[2] (in SAR mn / Net Cash/ (net Debt))



- *The Group ended 3Q26 with total liquid funds of SAR 737mn, comprising SAR 436mn in cash and SAR 300mn in government sukuk. This restored liquidity to its December 2025 level, up from SAR 657mn in June 2026.*
- *The Group completed the acquisition of DMFH in July for a total cash consideration of SAR 1.6bn, funded through credit facilities from local banks with no new shares issued. Alongside the acquisition, capex and investments amounted to SAR 301mn in 9M26.*
- *Following the financing of the DMFH acquisition and its consolidation, total debt stood at SAR 2,977mn (December 2025: SAR 632mn).*
- *Net debt, including government sukuk, was SAR 2,241mn, or 0.61 times total equity of SAR 3,649mn. On a pro forma basis that includes DMFH's EBITDA for the full twelve months, net debt to LTM EBITDA reads 4.1 times. The Group expects leverage to decline as EBITDA grows with the ramp up of its built capacity.*

Net Debt / EBITDA[1&2]

4.1x

Vs. (0.21)x at 31 Dec 2025

Net Debt / Equity

0.61x

Vs. (0.03)x at 31 Dec 2025

Av. Receivables Days[3]

114 days

Vs. 110 as of 30 Sep 2025

Cash Conversion Cycle

97 days

Vs. 93 as of 30 Sep 2025

[1]Excluding leases; pro forma LTM EBITDA includes DMFH's EBITDA for the full twelve months. [2]Cash balances include government sukuk of SAR 300 million as of September 2026 and June 2026, and SAR 298 million as of December 2025. [3]Receivables days exclude accounts receivable from the Group's O&M agreements.

Our priorities through 2027 focus on converting built capacity into sustainable earnings and cash generation

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Priorities through 2027

I	**Drive utilization across New Business**	Fill built capacity in step with demand and staffing, and grow segment EBITDA
II	**Effectively integrate the Riyadh acquisition**	Bring DMFH onto the Group's procurement and shared services platform, and commission its remaining built capacity in step with demand
III	**Protect the mature platform**	Protect margins through a higher contribution from complex cases, shorter stays, automation and referrals from the medical centers
IV	**Deliver the committed openings**	Open DSFMC Al Zahra in 1Q27, following DSFMC Al Awali and DSFMC North Obhur, adding outpatient capacity at low capital cost
V	**Maintain capital discipline and deleverage**	Deploy capital selectively, assessing each investment on its return, and reduce leverage as EBITDA grows

Performance indicators over the coming quarters

Utilization

New Business bed occupancy and patients served

EBITDA progression

New Business EBITDA progression from its first positive quarter

Commissioned capacity

Beds and clinics brought into operation from installed capacity

Mature margin

Mature Business and ancillary EBITDA margin held through the competitive cycle

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Q&A

48 Years عاماً فقيه.

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APPENDICES



Fakeeh Care Consolidated Income Statement

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SAR millions	3Q-2026	3Q-2025	YoY %	9M-2026	9M-2025	YoY %
Revenue	931.3	778.3	19.7%	2,454.3	2,291.1	7.1%
Costs of revenue	(729.4)	(601.0)	21.4%	(1,937.6)	(1,757.1)	10.3%
Gross profit	**201.9**	**177.2**	**13.9%**	**516.8**	**534.0**	**-3.2%**
Gross profit margin	***21.7%***	***22.8%***	***-1.1pp***	***21.1%***	***23.3%***	***-2.3pp***
Other income	4.1	3.9	6.2%	11.1	10.9	2.3%
General and administrative expenses	(103.0)	(78.7)	30.9%	(256.1)	(229.6)	11.5%
Selling and marketing expenses	(22.1)	(20.6)	7.1%	(61.1)	(57.6)	6.0%
Long-term Incentive Plan	(1.2)	(1.9)	-38.1%	(3.5)	(5.7)	-38.1%
Impairment loss on receivables	(9.3)	(5.8)	61.2%	(22.4)	(19.2)	16.4%
Operating profit	**70.4**	**74.1**	**-5.0%**	**184.8**	**232.7**	**-20.6%**
Operating Profit margin	***7.6%***	***9.5%***	***-2.0pp***	***7.5%***	***10.2%***	***-2.6pp***
Finance cost	(35.5)	(14.1)	151.4%	(69.1)	(34.0)	103.1%
Finance income	7.2	4.7	52.5%	20.6	17.9	15.6%
Share of profit of associate	0.1	-	n/m	0.1	-	n/m
Profit before Zakat	**42.3**	**64.8**	**-34.7%**	**136.4**	**216.5**	**-37.0%**
Zakat	(4.4)	(7.6)	-43.0%	(18.1)	(23.9)	-24.2%
Profit after Zakat	**37.9**	**57.1**	**-33.6%**	**118.2**	**192.6**	**-38.6%**
Profit margin	***4.1%***	***7.3%***	***-3.3pp***	***4.8%***	***8.4%***	***-3.6pp***
Profit for the period attributable to:						
Shareholders of the Company	**38.7**	**71.6**	**-45.9%**	**135.1**	**226.0**	**-40.2%**
Non-controlling interest	(0.8)	(14.5)	-94.4%	(16.9)	(33.3)	-49.4%
Additional information:						
EPS	0.17	0.31	-45.9%	0.59	0.98	-40.2%
EBITDA	**137.6**	**125.0**	**10.1%**	**356.8**	**375.3**	**-4.9%**
EBITDA margin	***14.8%***	***16.1%***	***-1.3pp***	***14.5%***	***16.4%***	***-1.8pp***

Earnings per share (EPS) is calculated based on attributable net profit and the weighted average number of shares which reads 230,000,000 shares as of 9M26 and 9M25

Fakeeh Care Consolidated Balance Sheet

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SAR millions	30-Sep-26	31-Dec-25
ASSETS		
Property and equipment	3,644.1	2,498.8
Right-of-use assets	591.8	492.2
Intangible assets and goodwill	1,587.3	547.6
Investment properties	0.3	0.4
Investments in associate	70.1	-
Financial asset at amortized cost	-	298.1
Prepayments and other non-current assets	24.0	22.2
Other long-term receivables	136.0	144.7
Non-current assets	**6,053.5**	**4,004.1**
Inventories	224.6	196.3
Accounts and other receivables	1,228.4	975.0
Contract assets	45.0	39.8
Prepayments and other current assets	191.1	174.4
Financial asset at amortized cost – current portion	300.3	-
Cash and cash equivalents	436.4	439.2
Current assets	**2,425.8**	**1,824.6**
TOTAL ASSETS	**8,479.3**	**5,828.7**
Additional information:		
(Net Cash) Net Debt	2,240.5	(105.7)
Net debt (including leases)	2,895.0	439.1
Net Debt / Equity	0.61x	(0.03)x
Net Debt (incl. leases) / Equity	0.79x	0.12x
12 months rolling EBITDA (reported)	477.9	496.3
Net Debt / LTM EBITDA (pro forma)	4.1x	(0.21)x

SAR millions	30-Sep-26	31-Dec-25
EQUITY		
Share capital	232.0	232.0
Treasury shares	(2.0)	(2.0)
Share premium	1,653.5	1,653.5
Profit/loss for the period	135.1	290.2
Retained earnings	1,216.2	998.4
Equity attributable to shareholders of the Company	**3,234.7**	**3,172.0**
Non-controlling interests	413.9	409.4
Total equity	**3,648.6**	**3,581.4**
LIABILITIES		
Long-term loans	2,324.5	334.0
Lease liabilities	573.6	481.2
Employees' end of service benefits	348.0	313.0
Non-current liabilities	**3,246.0**	**1,128.2**
Short-term loans	609.0	297.5
Current portion of long-term loans	43.7	-
Current portion of lease liabilities	80.9	63.7
Accounts payables	373.7	362.2
Accrued and other current liabilities	459.6	365.4
Accrued Zakat	17.8	30.3
Current liabilities	**1,584.6**	**1,119.1**
Total liabilities	**4,830.6**	**2,247.3**
TOTAL EQUITY AND LIABILITIES	**8,479.3**	**5,828.7**

Forward-looking Statements

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This communication contains certain forward-looking statements. A forward-looking statement is any statement that does not relate to historical facts and events, and can be identified by the use of such words and phrases as “according to estimates”, “anticipates”, “assumes”, “believes”, “could”, “estimates”, “expects”, “intends”, “is of the opinion”, “may”, “plans”, “potential”, “predicts”, “projects”, “should”, “to the knowledge of”, “will”, “would”, or, in each case, their negatives, or other similar expressions that are intended to identify a statement as forward-looking. This applies, in particular, to statements containing information on future financial results, plans, or expectations regarding the Company’s business and management, its future growth or profitability and general economic and regulatory conditions and other matters affecting it.

These forward-looking statements are subject to risks, uncertainties and assumptions about the Company and its subsidiaries and its investments, including, among other things, the development of its business, financial condition, prospects, growth, strategies, as well as the trends in the industry and macroeconomic developments in the Kingdom of Saudi Arabia. Many of these risks and uncertainties relate to factors that are beyond the Company's control or accurate estimation, such as future market conditions, currency fluctuations, the behaviour of other market participants, the actions of regulators and any changes in applicable laws or regulations or government policies. In light of these risks, uncertainties and assumptions, the events in the forward-looking statements may not otherwise occur and past performance shall not be taken as a guarantee of future results. No representation or warranty is made pertaining to any forward-looking statement made by the Company. The Company does not intend to update, supplement, amend or revise any such forward-looking statement whether as a result of new information, future events or otherwise. Nothing in the Information shall be construed as a profit forecast.

The Information may include financial information that are not defined or recognized under the International Financial Reporting Standards (IFRS). These measures are derived from the Company’s consolidated financial statements and provided as additional information to complement IFRS measures. Any financial information provided by the Company should not be considered in isolation or as a substitute for analysis of the Company’s financial information as reported under the IFRS.

About Fakeeh Care Group

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Established in 1978 by the late Dr. Soliman Fakeeh, the Fakeeh Care Group stands as a pioneer in integrated healthcare services in Saudi Arabia. Our comprehensive healthcare offering includes our core healthcare services ranging from ambulatory care to secondary and tertiary care, supported by Emergency Medical Services and Fakeeh Home Healthcare. Additionally, our offerings are enhanced by our industry-leading academic healthcare programs. Building on a strong track record of growth in our home city of Jeddah, the Group embarked on a Kingdom-wide expansion strategy to bring our well proven hub-and-spoke model and medical support services to major cities across Saudi Arabia.

As at 30 September 2026, the Group operates four hospitals with 763 operational beds within a total built capacity of 1,135 beds: DSFH Jeddah (373 of 400 beds), DSFH Riyadh (103 of 185), Dr. Mohammed Al Fagih Hospital in Riyadh (186 of 350) and DSFH Madinah (101 of 200). These are complemented by five medical centers: Medical Fakeeh, DSFMC Basateen, DSFMC Nuzha and DSFMC Executive in Jeddah, and DSFMC Al Awali in Makkah. The Group also operates a hospital and a medical center on behalf of third parties under operate and manage agreements.

For further information, please contact:

Fakeeh Care Group

Investors Relations

e-mail: investors@fakeeh.care

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THANK YOU