Estithmar Holding استثمار القابضة

Investor Presentation

H1 2026 Results

www.estithmarholding.com

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SECTION

01

Estithmar Holding Overview

Estithmar at a Glance

10	117	8	24,000+
Countries	Companies	Industries Across 5 Groups	Employees

Our Groups

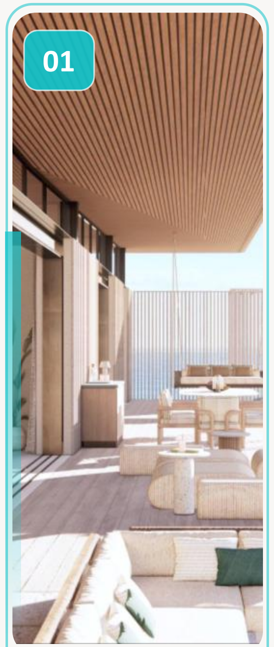
Healthcare	Contracting & Industries	Services	Real Estate Development	Financial Services
Apex Health	elegancia contracting & industries	elegancia services	Estithmar ventures	Estithmar Capital
MENA healthcare operator delivering advanced medical services through global partnerships and advanced technologies	Integrated contracting and industrial solutions (ELV systems, MEP works, landscape design and implementation)	Specialized business units delivering a comprehensive portfolio of premium integrated services (FM, catering, manpower)	Real estate developer shaping world-class destinations in collaboration with leading international brands	Planned group providing various financial services

Estithmar Overview — Five Groups

Estithmar Holding استثمار القابضة

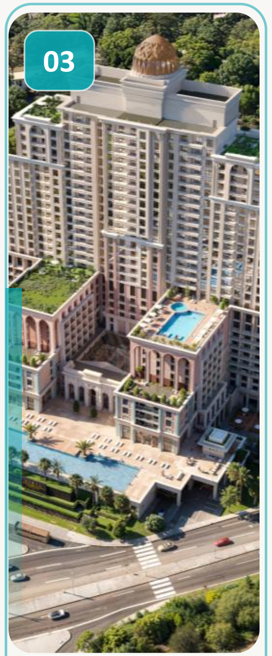
Apex Health	elegancia contracting & industries	elegancia services	Estithmar ventures	Estithmar Capital
THE VIEW HOSPITAL – In Affiliation With Cedars Sinai	elegancia MEP; elegancia kitchens	elegancia facilities management	AL MAHA ISLAND LUSAIL	Shahba Bank شهبا بنك – In progress
KMC Korean Medical Center	elegancia data centers; CESCO Consolidated Engineering Systems Co.	elegancia catering	Lusail Winter Wonderland لوسيل وينتر وندرلاند	
HAQA المستشفى الجزائري القطري الألماني Hospital Algero Qatari Allemand – Under Construction	elegancia fit-out; elegancia water solutions	elegancia resources	RIXOS BAGHDAD HOTEL & RESIDENCES	
مستشفى بغداد الدولي BAGHDAD INTERNATIONAL HOSPITAL	elegancia landscape; elegancia steel	elegancia marine	ROSEWOOD MALDIVES RANFARU	
مستشفى المدينة الطبية العسكرية MILITARY MEDICAL CITY HOSPITAL – Operated by EWS	elegancia joinery; elegancia stones	elegancia gabro	KATARA HILLS LXR HOTELS & RESORTS	
مستشفى الامام الحسن المجتبى (ع) التعليمي Al Imam Al Hassan Al Mujtaba Teaching Hospital	البدع اندستريز أند سيرفيسز Al Bidda Industries & Services; elegancia arabia trading		MAYSAN DOHA	
مستشفى الناصرية التعليمي Al Nasiriyah Teaching Hospital				
مركز مصراتة للقلب و الشرايين و الأوعية الدموية MISRATA HEART & CARDIOVASCULAR CENTER (MHCC)				
Operations & Management				

DIVERSIFIED PLATFORM
ACROSS EIGHT INDUSTRIES

01

Contracting

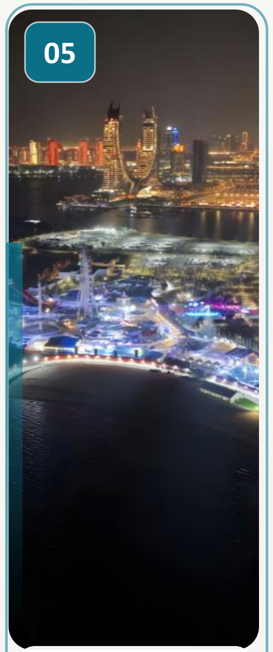
02

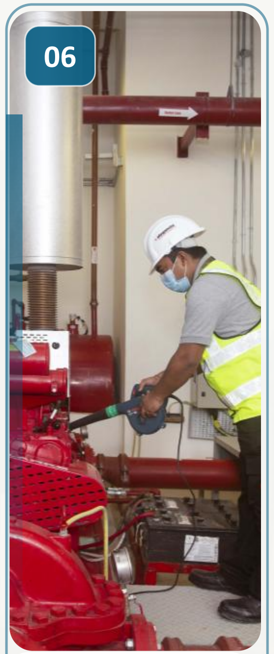
Manufacturing

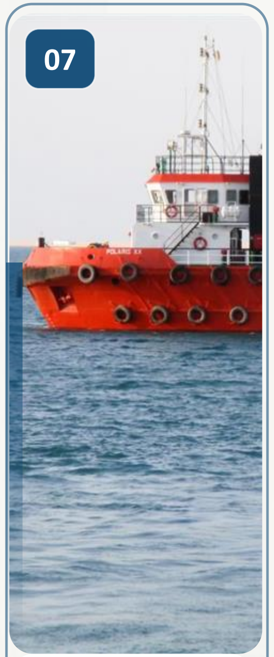
03

Real Estate

04

Healthcare

05

Hospitality

06

Facility Management

07

Marine

08

Financial Services

Key Milestones Across Estithmar's Journey

2022

Estithmar Holding استثمار القابضة

Public listing via reverse acquisition transaction with IHG

elegancia healthcare

elegancia services

Estithmar ventures

elegancia contracting & industries

THE VIEW HOSPITAL – In Affiliation With Cedars Sinai

Launch of The View Hospital in affiliation with Cedars Sinai

Opening of Al Maha Island, Katara Hills (Hilton LXR) and Maysan Resort (Hilton LXR)

Delivery of 100+ C&I projects related to the FIFA World Cup 2022

2023

elegancia arabia

Establishment of Elegancia Arabia in KSA and award of 5 MEP projects in Shura Island

ROSEWOOD MALDIVES

Initiation of Rosewood Hotel & Resort development in the Maldives

mena facilities management

Establishment of MENA Facilities Management in Jordan

HAQA – Hopital Algero Qatari Allemand

Signing of MoU to establish Algerian-Qatari-German hospital in Algeria

2024

Signing of O&M agreement for two hospitals in Iraq

KMC Korean Medical Center

Launch of Korean Medical Center in Lusail

Apex Health

Rebranding of Elegancia Healthcare as Apex Health

Expansion of Elegancia Services and Elegancia MEP into Iraq

Signing of MoU agreement for Misrata Hospital for Cardiovascular Disease and Surgery

Listing of the first corporate sukuk in Qatari Riyals on the LSE

2025

RIXOS BAGHDAD HOTEL & RESIDENCES

Launch of Rixos Baghdad Residences off-plan sales

Apex Health signs a 12-month contract with Hamad Medical Corporation

Signing of Damascus Airport Catering MoU in Syria

Opening of a new back office in Egypt

FTSE RUSSELL An LSEG Business

Inclusion of Estithmar Holding in FTSE Russell's Qatar Mid Cap Index

Signing of MoU with Siemens to advance smart, sustainable solutions

2026

Estithmar Capital

Launch of Estithmar Capital

5th business Group

شهبا بنك SHAHBA BANK

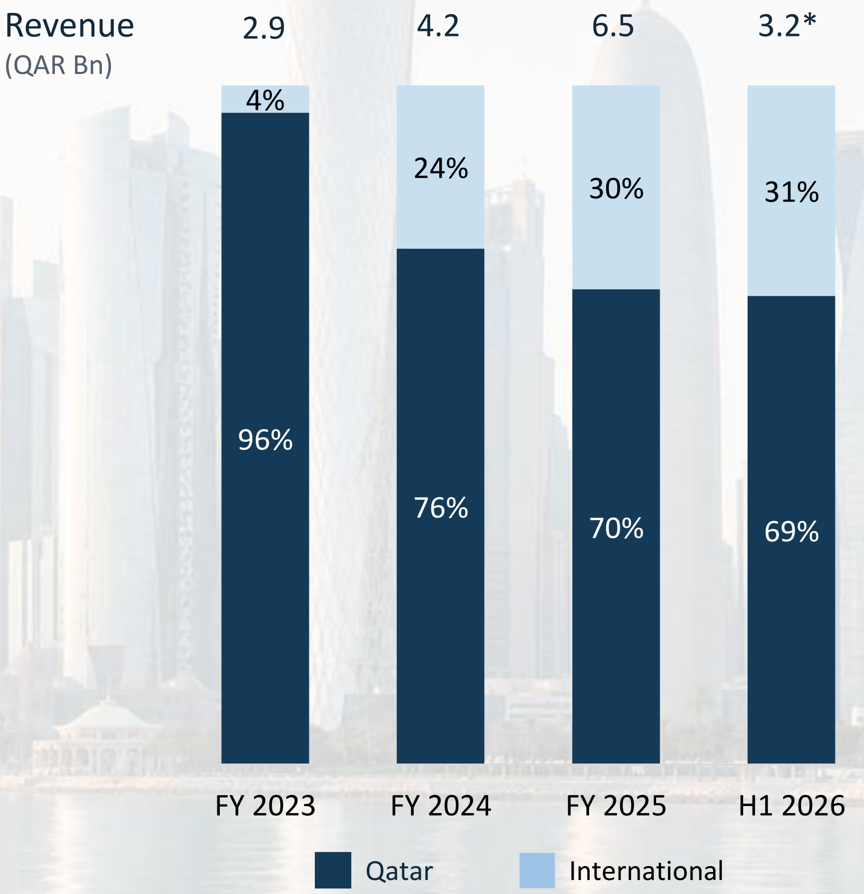
Signing of agreement to own stakes in Syria's Shahba Bank

Apex Health

Announcement of study and preparatory steps for listing Apex Health on QSE

Global Footprint

REVENUE SPLIT — QATAR vs INTERNATIONAL



*H1 2026 Only

Investment Highlights

1

Diversified Holding — 5 operating groups

Healthcare, C&I, Services and Ventures — now complemented by Estithmar Capital.

Balanced portfolio structure

2

Standout growth

FY25 revenue rose 54% and net profit 122%;
Margin-led H1 2026 — EBITDA +20%, net profit +21% on revenue +3%, gross profit +2%.
Stock performance +31% YoY.

Best-in-class growth

3

Qatar Vision 2030 alignment — strategic policy alignment

Direct exposure to Qatar Vision 2030 pillars — healthcare, infrastructure, tourism, services, and financial sector.

Government + private demand

4

Regional expansion — 10 countries and growing

Headquartered in Qatar, with established presence in Saudi Arabia, Iraq, Syria, Algeria, Jordan, Libya, Egypt, Maldives & Kazakhstan.

Diversified revenue geography

5

Trophy assets — marquee brand recognition

Iconic assets: The View Hospital (Cedars-Sinai), Al Maha Island, Rixos Baghdad, Rosewood Maldives, Katara Hills LXR — strong global brand equity.

Aspirational, differentiated

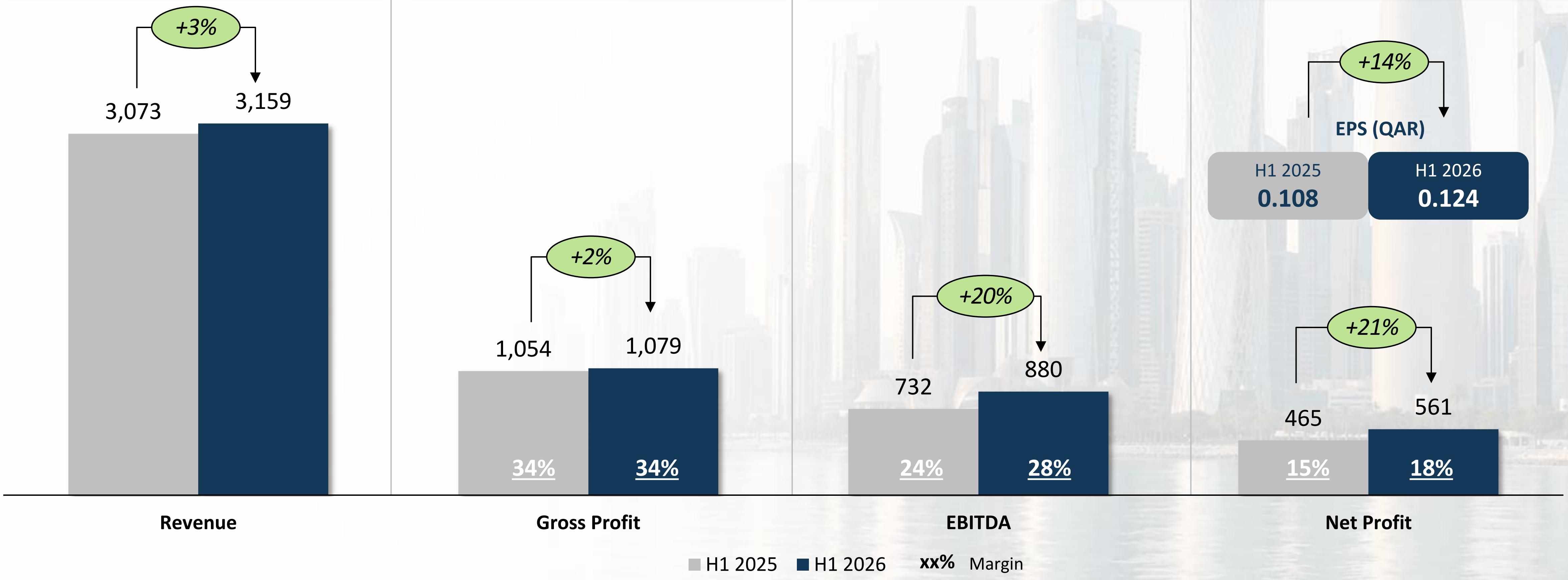
SECTION

02

H1 2026 Financial Performance

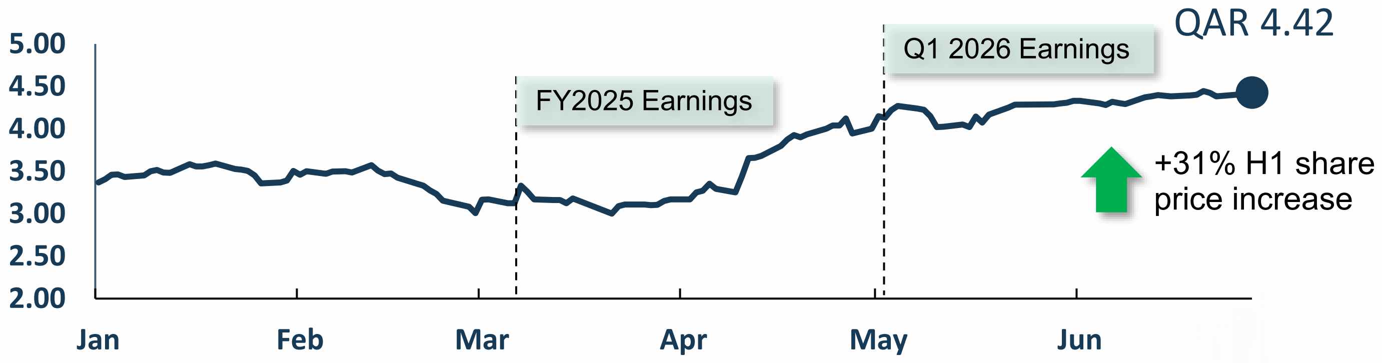
H1 2026 Key Financial Highlights (QAR, millions)

3,159mn	1,079mn	880mn	561mn
Revenue	**Gross Profit**	**EBITDA**	**Net Profit**
+3% YoY (H1 2025: 3,073mn)	+2% YoY (H1 2025: 1,054mn)	+20% YoY (H1 2025: 732mn)	+21% YoY (H1 2025: 465mn)



H1 Public Market Performance

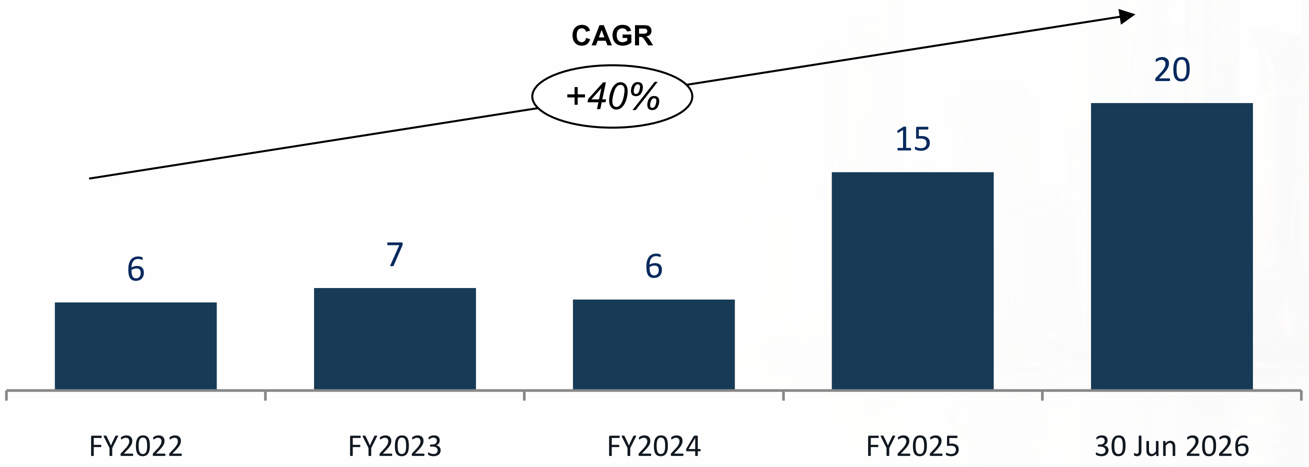
Stock Performance (QAR)



17.3x

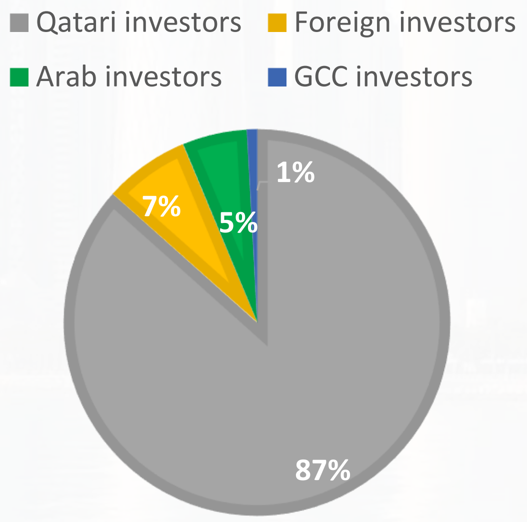
P/E (30 Jun'26)

Market capitalization (QAR bn)



*Rounded

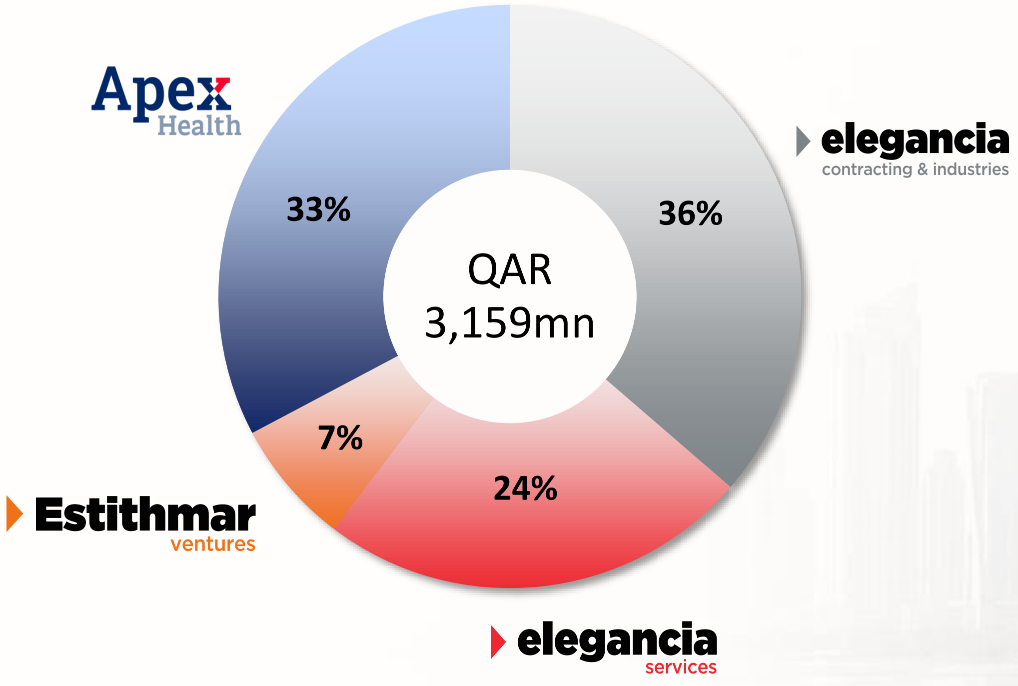
Shareholders by nationality



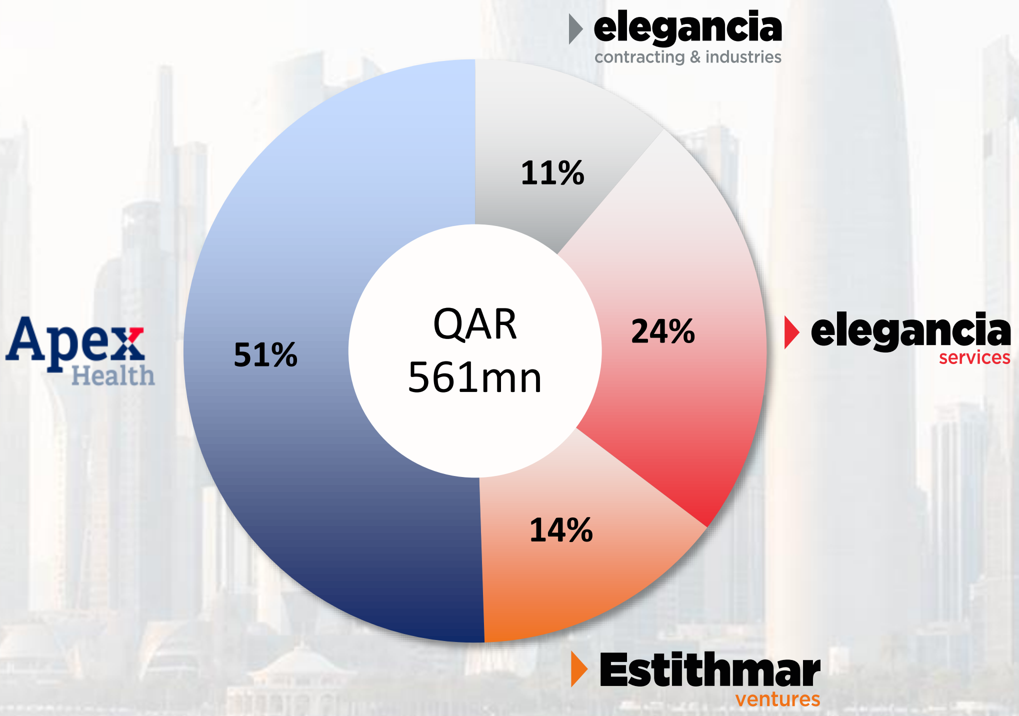
Contribution by Group

Contribution (QAR mn)

Revenue

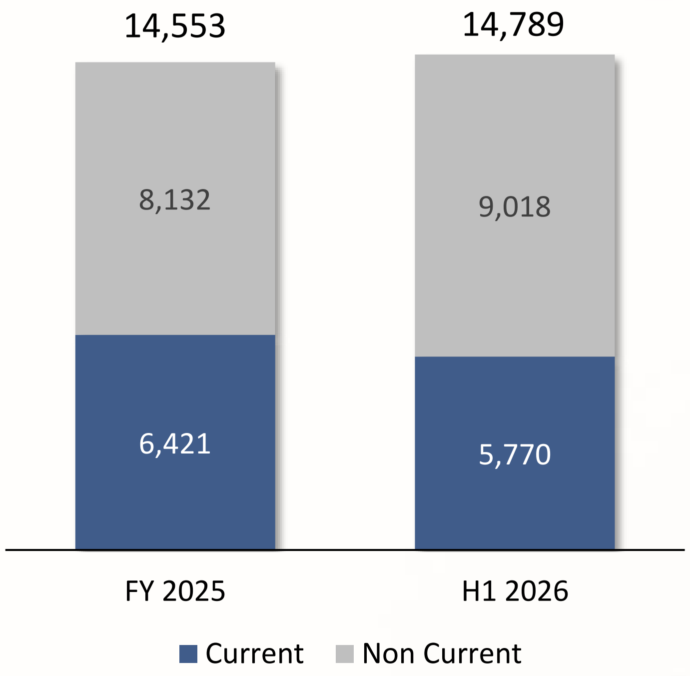


Net Profit

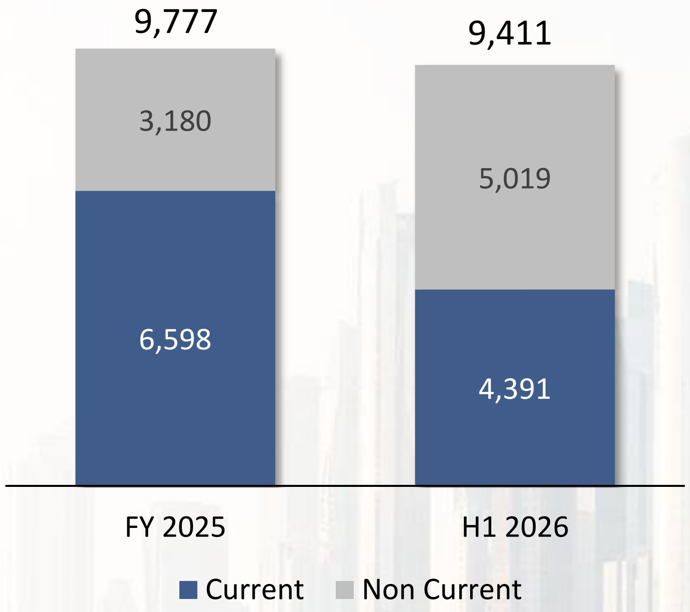


Balance Sheet Overview: FY 2025 vs H1 2026 (QAR, millions)

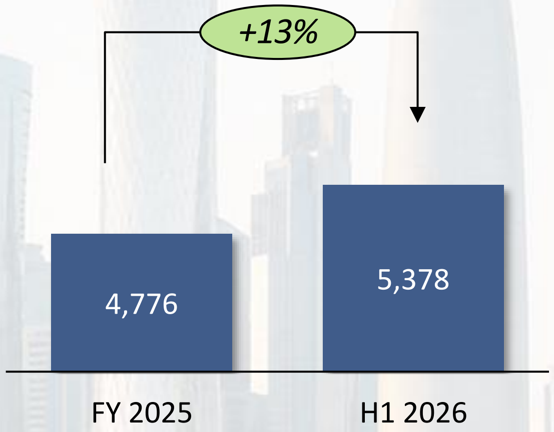
Assets



Liabilities



Equity



5,484mn
Property, plant & equipment
FY25: 2,557mn

7.5%
Return on assets
FY25: 6.2%

1.31x
Current Ratio
FY25: 0.97x

20.6%
Return on Equity
FY25: 18.8%

Estithmar Holding

SECTION

03

Business Groups Overview

Apex Health

Business Overview

PLATFORM OVERVIEW

01 STRATEGIC POSITIONING

Fast-growing MENA healthcare operator with 8 hospitals and 2,800+ beds across four countries, anchored by a JCI-accredited flagship and international clinical partnerships.

02 BUSINESS MODEL

Integrated model spanning owned tertiary hospitals, managed and operated facilities, hospital-development projects, and services for government and private clients.

03 KEY PARTNERSHIPS

The View Hospital affiliated with Cedars-Sinai Los Angeles • Korean Medical Center partnership • Government hospital-management mandates across Iraq and Libya.

ASSET PORTFOLIO

- THE VIEW HOSPITAL – In Affiliation With Cedars Sinai
- مستشفى الناصرية التعليمي – Al Nasiriyah Teaching Hospital
- KMC Korean Medical Center
- مركز مصراتة للقلب و الشرايين و الأوعية الدموية – MISRATA HEART & CARDIOVASCULAR CENTER (MHCC)
- مستشفى المدينة الطبية العسكرية – MILITARY MEDICAL CITY HOSPITAL – Operated by ews
- HAQA – المستشفى الجزائري القطري الألماني – Hopital Algero Qatari Allemand
- مستشفى الامام الحسن المجتبى (ع) التعليمي – Al Imam Al Hassan Al Mujtaba Teaching Hospital
- مستشفى بغداد الدولي – BAGHDAD INTERNATIONAL HOSPITAL

HEALTHCARE GROUP — HEADLINE METRICS

QAR 1,108mn	QAR 293mn	33%	1	2	8	2,800+	4
REVENUE H1 2026 H1 2025: QAR 1,214mn	NET PROFIT H1 2026 H1 2025: QAR 424mn	OF H1 26 REVENUE	JCI-ACCREDITED FACILITY	INTERNATIONAL CLINICAL PARTNERSHIPS	HOSPITALS	BEDS	COUNTRIES

*Revenue Before Eliminations

Key Projects

The View Hospital | Doha, Qatar

KEY FACTS

260+ Beds	101,000 sqm of facilities	600+ Medical professionals
10 Operating rooms	31 ICU · NICU · CCU beds	2 Cath labs

POSITIONING

Beacon of advanced healthcare in the region — world-class clinical expertise through a patient-centric, modern and multidisciplinary approach. Robotics-assisted surgical technology in Qatar's private sector, an academic-care model and a healing environment. JCI Quality Approval and a 5-star Newsweek / Statista Global Hospital Rating.

Korean Medical Center | Doha, Qatar

KEY FACTS

46 Outpatient clinics	43 Procedure rooms	25 One-day surgery beds
3 Operating rooms	150+ Medical professionals	7 Specialty centres

POSITIONING

First-of-its-kind facility in the region, bringing the best of Korean healthcare under one roof — advancing medical innovation backed by the most sought-after Korean healthcare providers, with a holistic-healing, innovative-care model.

Key Projects

Apex Health

Military Medical City Hospital | Doha, Qatar

KEY FACTS

470+ Beds	1,000+ Medical professionals	50 Outpatient clinics
10 Operating rooms	36 ICU / IMC units	11 Neonatal ICUs

POSITIONING

Health, community, education and wellness in one — the trusted comprehensive healthcare provider for military personnel, their families and beyond in Qatar, with education and research embedded in the operating model.

HAQA | Algerian Qatari German Hospital, Algeria

KEY FACTS

2027 Set to open	250K Patients per year	300+ Beds
20 Emergency bays	10 ICU beds	12 Dialysis bays

HIGHLIGHTS

- Tri-lateral Algerian–Qatari–German platform with German clinical management
- Extends Apex Health's footprint into North Africa's largest healthcare market
- Women & child health, general medicine, specialised units and high-end imaging

elegancia

contracting & industries

Business Overview

elegancia
contracting & industries

PLATFORM OVERVIEW

01 — STRATEGIC POSITIONING

Vertically integrated specialized contracting platform with 120,000+ sqm of own factories and 1,000+ specialized projects delivered.

02 — CAPABILITIES

Grade A MEP · #1 joinery in Qatar · marble & stone · switchgear · steel & galvanizing · landscape · ELV · data centers · water treatment.

03 — MARQUEE PROJECTS

Red Sea International Airport · Sindalah Island (NEOM) · Waldorf Astoria Maldives · The Chedi Katara · Mall of Qatar · Lusail.

04 — KSA GROWTH ENGINE

Elegancia Arabia — PIF-certified, 5,500+ employees — aligned with the Saudi Vision 2030 giga-project pipeline.

ASSET PORTFOLIO

- elegancia MEP
- elegancia kitchens
- elegancia data centers
- CESCO Consolidated Engineering Systems Co.
- elegancia fit-out
- elegancia water solutions
- elegancia landscape
- elegancia steel
- elegancia joinery
- elegancia stones
- البدع اندستريز آند سيرفيسز Al Bidda Industries & Services
- elegancia arabia trading
- CME Wakra Water W.L.L.

C&I GROUP — HEADLINE METRICS

QAR 1,230mn	QAR 65mn	36%	QAR 4.2bn	12,000	10	120k+	1,250+
REVENUE H1 2026 H1 2025: QAR 1,205mn	NET PROFIT H1 2026 H1 2025: QAR (25mn)	OF H1 26 REVENUE	BACKLOG as of H1 2026	EMPLOYEES	COUNTRIES	SQM FACTORIES	SPECIALIZED PROJECTS

*Revenue Before Eliminations

Key Projects

Shura Island | Red Sea, KSA

KEY FACTS

MEP Works Scope of work	**Hospitality** Project type	**156,553 m²** Built-up area
1,190 Keys · 5 hotels	**Red Sea Global** Client	**KSA** Location

SCOPE OF SERVICES

- MEP works for five luxury hotels on Shura Island — Grand Hyatt, Miraval, Four Seasons, Jumeirah and Fairmont
- Flagship hospitality development delivered for Red Sea Global in KSA
- 156,553 m² of total built-up area across the five-hotel package

Red Sea International Airport | Red Sea, KSA

KEY FACTS

Fit-Out Scope of work	**Commercial** Project type	**32,051 m²** Built-up area
Red Sea Global Client	**KSA** Location	**The Red Sea** Destination

SCOPE OF SERVICES

- Full interior fit-out of the new Red Sea International Airport (32,051 m² built-up area)
- Delivered for Red Sea Global, the gateway to Saudi Arabia's Red Sea giga-project
- Executed by Elegancia Arabia, the group's specialised contracting platform in KSA

Key Projects

elegancia
contracting & industries

CME Wakra (Phase 1) | Doha, Qatar

KEY FACTS

150,000 m³ Treatment capacity / day	**1.5 km²** Plot area	**June 2028** Phase 1 - Target completion
EPC Scope of work	**581,814 m²** BUA incl. lagoons	**Qatar** Location

SCOPE OF SERVICES

- EPC contractor: engineering, procurement, construction, testing and commissioning of the plant
- Delivered under a 25-year PPP between Al Wakra Water Contracting W.L.L. and the Public Works Authority
- Eight work packages incl. terminal pumping station, lagoons, SBR / UF / TSE tanks and sludge treatment

Rosewood Amaala | Red Sea, KSA

KEY FACTS

Fit-Out Scope of work	**Commercial** Project type	**25,092 m²** Built-up area
Red Sea Global Client	**KSA** Location	**Oct 2026** Target completion

SCOPE OF SERVICES

- Interior fit-out of the ultra-luxury Rosewood Amaala resort (25,092 m² built-up area)
- Delivered for Red Sea Global within the Amaala destination on Saudi Arabia's north-western coast
- Executed by Elegancia Arabia, the group's specialised contracting platform in KSA

elegancia
services

Business Overview

elegancia services

PLATFORM OVERVIEW

01 STRATEGIC POSITIONING
17+ years delivering integrated FM, catering, manpower and marine services across 8 countries on long-term recurring contracts.

02 SERVICE LINES
Grade A FM (15mn sqm) · catering (300,000 meals/day) · manpower (7,000+, 14 sectors) · marine (30+ units) · gabbro & bulk logistics.

03 REGIONAL PLATFORMS
PRIME Catering (KSA JV) — 27 VIP airport lounges; Q1 2026 entry into Syria; operations from Qatar to Kazakhstan.

04 QUALITY OF EARNINGS
95% client retention; multi-year contract base; external revenue +55% YoY as third-party business scales.

ASSET PORTFOLIO

elegancia facilities management
elegancia catering
elegancia resources
elegancia marine
elegancia gabro

SERVICES GROUP — HEADLINE METRICS

QAR 811mn	QAR 140mn	24%	8	15mn	300k	95%
REVENUE H1 2026 H1 2025: QAR 818mn	NET PROFIT H1 2026 H1 2025: QAR 131mn	OF H1 26 REVENUE	COUNTRIES	SQM UNDER FM	MEALS / DAY	CLIENT RETENTION

*Revenue Before Eliminations

Business Units Overview

Elegancia Facilities Management

elegancia facilities management

KEY FACTS

15mn	1,000+	95%
sqm under management	FM project sites	Client retention

SCOPE OF SERVICES

- Facilities management, facility sustainability services and FM projects
- FM consultancy, specialized FM services and facility technology services
- Long-term government and corporate contracts underpinning recurring cash flow

Elegancia Catering

elegancia catering

KEY FACTS

300,000	55,000+	3,000+
Meals / day	sqm of kitchens	Manpower

SCOPE OF SERVICES

- Corporate hospitality, industrial, healthcare and accommodation catering
- VOILA: weddings, fashion shows, corporate events and conventions
- PRIME Catering (KSA JV): 27 VIP lounges across Saudi airports

Estithmar
ventures

Business Overview

Estithmar ventures

PLATFORM OVERVIEW

01 **STRATEGIC POSITIONING**
Developer and operator of landmark hospitality and entertainment assets across Qatar, Iraq and the Maldives.

02 **OPERATING ASSETS**
Al Maha Island & Lusail Winter Wonderland · Katara Hills LXR (15 villas) · Operated with global brands.

03 **UNDER DEVELOPMENT**
Rixos Baghdad (497 keys) — 71% complete, residences 48% sold Rosewood Maldives (120 keys) — 50% complete, ahead of plan.

04 **VALUE-CREATION MODEL**
Land and development gains plus recurring destination income, with Rixos, Rosewood, LXR / Hilton carrying the brands.

ASSET PORTFOLIO

AL MAHA ISLAND LUSAIL 230,000 sqm · 11 restaurants	Lusail Winter Wonderland 92,000 sqm · 100+ attractions
RIXOS BAGHDAD HOTEL & RESIDENCES 497 keys · 71% complete 48% sold off-plan	ROSEWOOD MALDIVES 120 keys · 50% complete · ahead of plan
KATARA HILLS LXR HOTELS & RESORTS 15 villas · luxury spa · Hilton LXR	MAYSAN LXR HOTELS & RESORTS 33 rooms · 20 suites · 13 villas · Hilton LXR

VENTURES GROUP — HEADLINE METRICS

QAR 235mn	QAR 82mn	7%	475+	174+	50+	5.2mn	3
REVENUE H1 2026 H1 2025: QAR 63mn	NET PROFIT H1 2026 H1 2025: QAR 12mn	OF H1 26 REVENUE	KEYS (OPERATING + PIPELINE)	UNITS UNDER SALE	INTL. RESTAURANTS	ANNUAL VISITORS	COUNTRIES

*Revenue Before Eliminations

Rixos Baghdad Hotel & Residences — Baghdad, Iraq

RIXOS
BAGHDAD
HOTEL & RESIDENCES

Baghdad's first 5-star luxury hospitality complex — combining an internationally branded hotel with luxury residences and villas, anchoring the revival of Iraq's premium hospitality market under the Rixos brand.

497	314	174	9
Total keys	Hotel rooms	Luxury apartments	Luxury villas

DEVELOPMENT PROGRESS — AS OF JUNE 2026

Construction progress — 71%

Rapid construction completion — from 55% at Q1 2026 quarter-end to 71% in June 2026.

Residences sold (off-plan) — 48%

Off-plan sales progressing with high demand — 48% of the 174 luxury apartments sold.

Rosewood Maldives — Maldives

MALDIVES

An ultra-luxury private-island resort under the Rosewood brand — positioning Estithmar Ventures at the top of the global resort market and diversifying the portfolio into a hard-currency leisure destination.

118	85	33	10+
Keys	Beach villas	Overwater villas	F&B outlets

DEVELOPMENT PROGRESS — AS OF JUNE 2026

Construction progress

Construction outpacing the project timeline — from 39% at Q1 2026 quarter-end to 50% in June 2026.

RESORT FEATURES

- Private island setting with a branded beach club and world-class spa.
- 85 beach villas and 33 overwater villas across 118 keys

Estithmar Capital

Estithmar Capital - Home

Q1 2026 has witnessed the establishment of Estithmar Capital, the 5th group of Estithmar Holding, specializing in financial services.

Estithmar Capital

MANDATE

Acquires, invests in and provides active governance and oversight of regulated financial institutions — spanning banking, insurance, fintech and advisory as a disciplined, accountable institutional owner.

MASAREF HOLDING

Estithmar Capital's financial investment arm — acquiring and developing high-potential financial institutions under disciplined governance and institutional oversight.

SHAHBA BANK (SYRIA)

Estithmar Capital to own stake in Syria's Shahba Bank — reinforcing regional expansion, modernizing financial infrastructure and building resilient banking platforms.

SECTION

04

Governance & Strategy

Corporate Governance — Board of Directors

Mr. Mohammad Moutaz Al-Khayyat

Chairman

Mr. Ramez Al-Khayyat

Vice Chairman & President

Mr. Khalid Ghanim S Al-Hodeifi Al-Kuwari

Board Member

Mr. Hamad Ghanim S Al-Hodeifi Al-Kuwari

Board Member

Sheikh Suhaim Bin AbdulAziz Al Thani

Independent Board Member

Mr. Abdulla Darwish Al Darwish

Independent Board Member

Dr. Bothaina Al Ansari

Independent Board Member

Mr. Ibrahim Abdulla Al Abdulla

Independent Board Member

Mr. Eyad Abdulrahim

Board Member

Mr. Khaled Zialnon

Board Member

Mr. Mohamad Mohamad Sadiq Al-Dawamaneh

Board Member

Corporate Governance — Management

HOLDING CHIEF EXECUTIVES

Basel Shaddad

Holding Chief Executive Officer

Rashid Bashir Sheikh

Holding Chief Financial Officer

Sanaa Daakour

Holding Chief Legal Officer

Shahid Razzaq

Holding Chief Risk & Compliance Officer

GROUP CHIEF EXECUTIVES

Joe Hazel

Group CEO
Apex Healthcare

Abd Almunem Al-Sakka

Group CEO
Elegancia Services

Eyad Elkhorebi

Group CEO
Elegancia C&I

Fadi Al Fakih

Group CEO
Estithmar Capital

Outlook & Strategic Priorities

Momentum into the remainder of 2026

HEALTHCARE	Replication of the operating model through O&M and PPP contracts across new geographies; diversification of healthcare services offerings; expansion into specialist verticals; Qatar asset base as the clinical and operational anchor for international growth.
SERVICES	Scale third-party FM and catering contracts (external revenue +55% YoY); Syria market entry; KSA growth through PRIME Catering.
CONTRACTING & INDUSTRIES	Convert QAR 4bn+ estimated backlog; KSA giga-projects via Elegancia Arabia; industrial capacity utilization.
VENTURES	Rixos Baghdad completion and residences sell-out; Rosewood Maldives delivery; Al Maha Island seasonal programming.
ESTITHMAR CAPITAL	Build-out of MASAREF financial services platform beyond the Shahba Bank anchor investment; regional financial services expansion.

Q&A

Estithmar Holding استثمار القابضة

Thank you