Website: www.mosanada.qa
Contact: IR@mosanada.qa

MOSANADA
FACILITIES MANAGEMENT SERVICES

Mosanada Facilities Management Services (Q.P.S.C.)

FY 2025 Investor Presentation

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Mosanada at a glance

A leading provider of facilities management agency services in Qatar

Overview of Mosanada – delivering strategic and specialised services for value accretive facility management

Business at a glance

1. **Founded in 2013**, Mosanada is a leading Qatari Specialised Facilities Management services provider offering comprehensive solutions
2. Primarily serving as a **Facilities Management Agent (FMA)** within Qatar's sports sector, with ongoing expansion into diverse industries including urban development and oil & gas
3. **Efficient management agency model** backed by unique experience and qualifications to create long-term value for clients
4. Established with a strong reputation as a managing agent consultancy in Qatar, with an **asset-light business model**, **debt-free and limited capital requirements**
5. Strong financial performance with **high profit s** and a **high dividend payout ratio**
6. Strong support from **premium founding shareholders**, who hold **government / semi-government status**

2025 Financial Highlights

145m FY 2025 Revenue (QAR)	**43m** FY 2025 Gross profit (QAR)
40m FY 2025 Net profit (QAR)	**42m** Dividends declared for profits earned in FY 2024 (QAR)

- **Strong profitability** ✓
- **High cash generation** ✓
- **Dividends declared** ✓
- **Debt-free capital structure** ✓

Source: Audited financial statements FY 2025

Key investment highlights of Mosanada

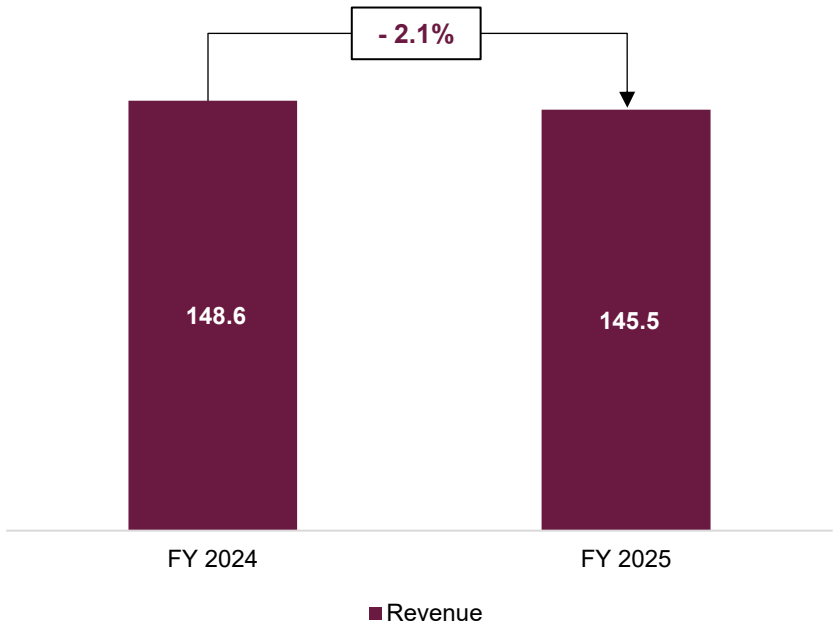
Elevating premier venues through strategic expertise and innovative facility management solutions

- Leading provider of strategic and integrated Facilities Management, delivering project management, agency, consulting, and end-to-end FM solutions
- Specialised expertise in Sports Facility Management, demonstrated through the successful delivery of mega and international events
- Focused on serving as a FM Consultant, supporting Qatar's sports sector and expanding into diverse sectors including defense, events, culture, healthcare, urban development and general operations
- Proven delivery and expertise on landmark projects including, FIFA 2022 World Cup, AFC 2023, EXPO 2023 and Formula 1 alongside comprehensive projects and events management services
- Strong senior leadership and market reputation enabling a robust and diversified project pipeline
- Recognised managing agent and integrated FM services provider for both sports and non-sports clients
- Expanded service portfolio over the past decade to provide end-to-end events management, consultancy, training and development, sustainability and safety services on top of our FMA services to our clientele base
- Experienced leadership team and highly specialised workforce, enabling operational excellence, portfolio diversification, and sustainable growth, supported by advanced CAFM systems
- Listed on Qatar Stock Exchange on 15 December 2025, marking a new phase of growth, transparency and governance

Financial performance highlights

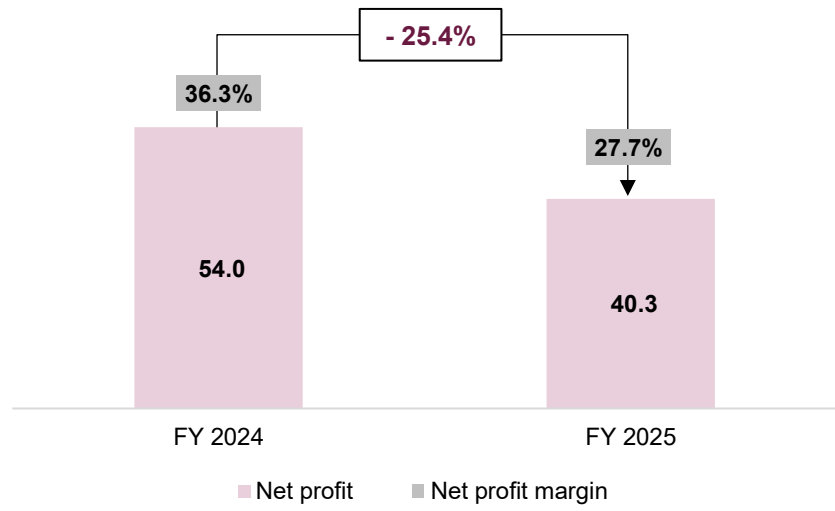
During 2025, Mosanada recorded revenue of QAR 145.5m with a net profit of QAR 40.3m

Revenue (QARm)



- Revenue decreased by 2.1% year-on-year, reflecting the full-year impact of the renewal of two facilities management contracts at revised lower contract values
- Core Sport Facilities Management contracts were renewed in July 2024 for a period of 5 years providing long term secure revenue

Net profit (QARm)



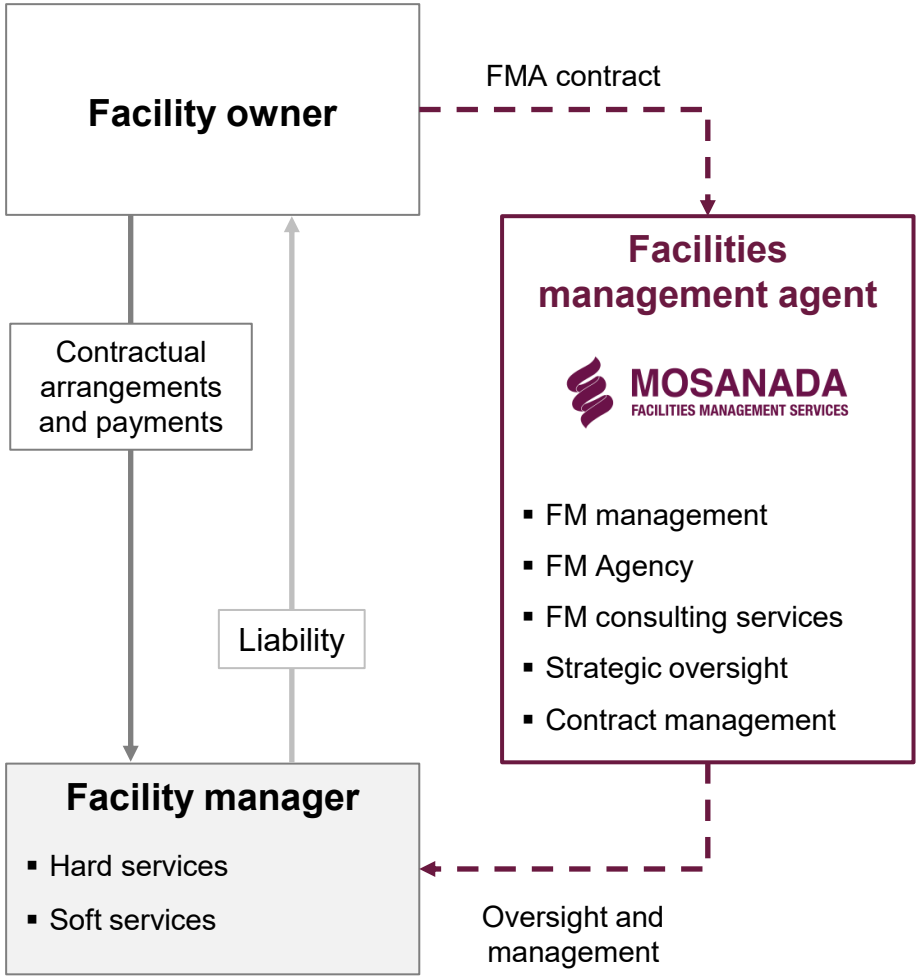
- Decrease of 25.4% in net profit year-on-year, reflecting the margin profile of the renewed facilities management contracts, together with the completion of a joint venture contract in 2024
- Conclusion of the joint venture in 2024, which had been established to deliver integrated facilities management and event services for the Public Works Authority during Expo 2023, resulting in the decline in joint venture contribution in 2025

Source: Audited financial statements FY 2025

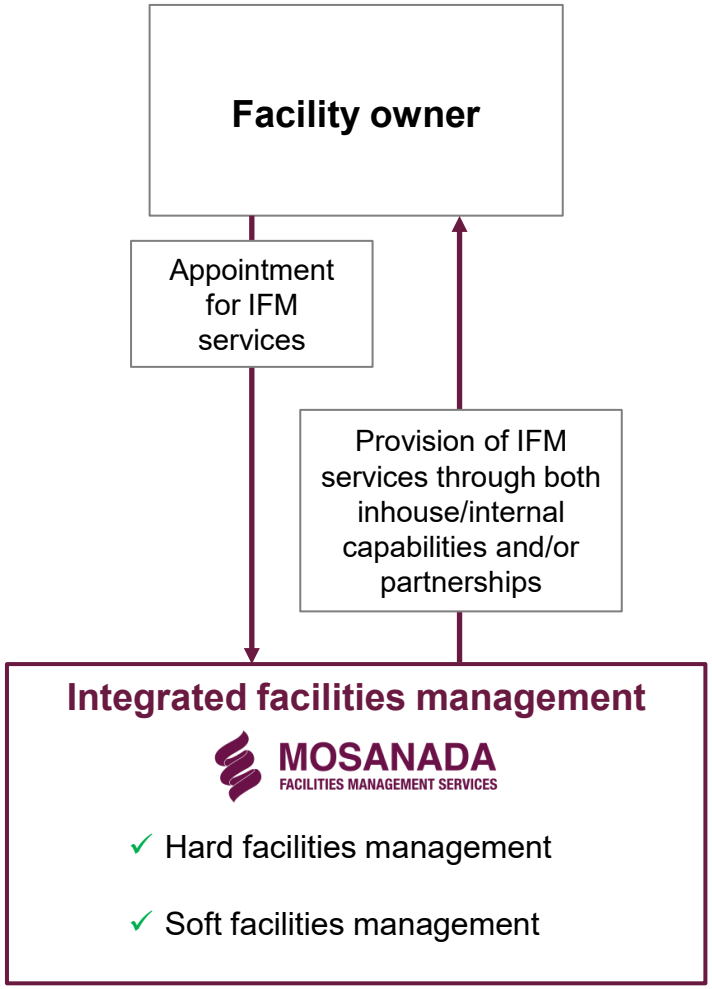
A comprehensive facility management service provider

One-stop shop for the provision of A) specialised project management and consulting expertise as well as B) delivery of fully integrated, end-to-end FM solutions

A FM Project Management, Agency, and Consulting Services



B Integrated Facilities Management



A FM Project Management, Agency, and Consulting Services

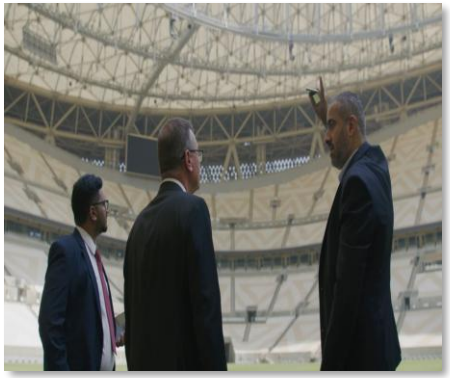
Operating at the intersection of project management, consulting, and operational execution representing a highly specialised sub-segment within the broader FM industry

Overview of FM Project Management, Agency, and Consulting Services

FM Project Management, Agency, and Consulting Services

Mosanada offers a range of services in the role of the FM Project Managers, Consultants, or Agents, representing a highly specialised sub-segment within the broader facilities management industry

1. **Strategic planning and technical advisory**
2. **Integrated contractor and vendor governance**
3. **Operational oversight and performance monitoring**



B Integrated Facilities Management

Mosanada offers both Hard FM and Soft FM services, streamlining operations and enhancing overall service delivery

Overview of Integrated Facilities Management

Integrated Facilities Management

Mosanada is involved in Integrated Facilities Management, combining both **Hard FM** and **Soft FM** services. This segment streamlines operations, enhances efficiency, and improves overall service delivery

Hard FM

Hard FM focuses on management and maintenance of a facility's physical infrastructure, including:

- HVAC
- Electrical systems
- Plumbing
- Fire safety

Ensuring that these systems operate smoothly, comply with regulatory standards and provide a safe environment for occupants

Soft FM

Soft FM involves services that enhances the day-to-day operational environment of a facility, including:

- Cleaning
- Security
- Waste management
- Landscaping

Creating a safe, comfortable, and productive environment for occupants, contributing to their overall well being and satisfaction

Mosanada's key engagements during 2025

January

Trophee des champion, Qatar-UAE Super Cup, and Qatar Custom show

February

Match for Hope at 974 stadium

May

Participation in Project Qatar Exhibition and Amir Cup

September

Qatar International Falcon Festival

October

Strategic Sponsor in QIFMCE Exhibition

November

FIFA U-17 World Cup, Qatar Grand Prix 2025, and Qatar Boat Show 2025

December

Qatar International Arts Festival, FIFA Arab Cup Qatar 2025, and U23 Gulf Cup

Appendix

Mosanada's Board of Directors

Abdulaziz Al Mahmoud
Chairman

Distinguished background in venues and events management, sports, facility management, construction, and IT. Holds several key positions, including, Director General of all Sports Venues in Qatar, Deputy President for Aspire Projects and Chair of the AZF General Tender Committee

Khalid Al Mohannadi
Vice Chairman

A senior government official at the Amiri Diwan, bringing 18 years of expertise in IT, planning, engineering, operations, and public relations. Khalid previously held positions at QOC and Qatar General Electricity & Water

Hamad Al Muhannadi
Board Member

Director of Support Services at the QOC & member of the Organizing Committee for Hosting International and Regional Sporting Events. Over 16 years of experience in project management, developing many sports clubs and cultural and social centers

Ghanim Al Kubaisi
Board Member

Chief Financial Officer of Aspire Logistics since 2017. Specialised expertise in accounting, budgeting and contract administration. Previously held multiple positions in RasGas where business strategy was translated into results

Sheikh Faleh Al-Thani
Board Member

Administrative Researcher at the Amiri Diwan since 2019, with experience in governance, sports, and national projects. Serves as a board member of KAS Eupen, oversees a Spanish club as a part of AZF's European club operations. Contributed to Qatar's WC 2022 and AFC Asian Cup 2023 preparations

Nathaniel Robinson
Board Member

Chief Investment & Strategy Officer at Cushman & Wakefield, overseeing corporate strategy, investment management, M&A, and technology innovation. Previously, he worked at Virgo Capital, Morgan Stanley, and is a co-founder and former chairman of PhillyCarShare, now part of Enterprise Holdings

Abdullrahman Almalki
Board Member

Assistant Undersecretary for Sports Affairs at the MSY. Previously, he served as Director of Facilities & Projects Department at the MSY. Over 22 years of experience in the planning, design, construction, and facility management of major infrastructure and sports facilities

Executive management team

Highly experienced executive management team, having worked within the industry for decades, with a strong track record in the Middle East

Ahmed Hadid
Chief Executive Officer

- Chief Executive Officer since February 2026 and previously served as Chief Financial Officer between June 2024 – February 2026
- 17+ years of experience in corporate & operational finance, with a proven track record in restructuring, strategy, & transactions, driving operational efficiency & creating long-term shareholder value. Previously held CFO & Corporate Finance Director roles at a leading regional group and was part of Deloitte's financial advisory team
- Holds an MA in Finance and Investment from the University of Nottingham and a BA in Financial Economics from the Hashemite University in Jordan

Paul Douglas Fleet
Chief Financial Officer

- Chief Financial Officer since February 2025
- 17+ years of experience in senior finance and executive leadership across facilities management, industrial, and professional services sectors. Previously served as Group Finance Director and CEO at Thermatic Limited and held senior finance roles at BWA Water Additives. Earlier career spent in audit and advisory at Deloitte
- Fellow of the Institute of Chartered Accountants in England and Wales. Holds a First Class Honours degree in Mathematics from the University of Liverpool

Martin Campbell
Senior Director

- Senior Director since 2014 – responsible for all strategic and business development and compliance functions
- 30+ years in the FM space, with experience as an Account Manager for 3 major passenger airports and as a Consultant for FM providers in UK and overseas
- MBA from Strathclyde Business School, Chartered Construction Manager, and Certified Member of the Institute of Workplace and Facilities Management

Mahesh Saidapet
Sport FM Operations Director

- Sport FM Operations Director since October 2024
- 31+ years of experience, including in Facilities Management within the semiconductor industry, as a lecturer in Electrical Engineering at Singapore's Institute of Technical Education, and at UGL Services in Qatar
- Masters in Engineering Management, Electrical and Electronics Engineering degree, and Certified Member of the Institute of Workplace and Facilities Management

Income Statement

FY 2025 revenue of QAR 145.5m, with total comprehensive income of QAR 40.3m

QARm	FY 2025	FY 2024	% Growth
Revenue	**145.5**	**148.6**	**(2.1%)**
Cost of revenue	(102.0)	(94.3)	8.2%
Gross Profit	**43.5**	**54.3**	**(19.9%)**
Other Income	1.2	0.4	228.6%
Share of (loss) / profit result in joint ventures	(0.2)	6.0	(103.7%)
Impairment loss on trade receivables	(1.1)	(1.0)	17.4%
Finance income, net	3.6	2.5	40.9%
General and administrative expenses	(6.7)	(8.3)	(19.1%)
Total comprehensive income for the period	**40.3**	**54.0**	**(25.4%)**

Note: FY 2025 and FY 2024 relate to the periods ended 31 December
Source: Audited financial statements FY 2025

Balance Sheet

Strong asset base, equity funded operations, no bank debt & limited capital requirements

Total Assets (QARm)	FY 2025	FY 2024	% Growth
Property and equipment	0.5	0.8	(43.7%)
Intangible assets	1.9	1.5	23.1%
ROU Assets	5.0	1.0	383.6%
Investments in Joint Venture	9.1	9.1	0.3%
Non-current assets	**16.5**	**12.5**	**31.9%**
Trade and other receivables	59.3	51.5	15.2%
Contract assets	-	-	-
Due from related parties	14.0	9.0	55.5%
Cash and bank balances	186.8	94.9	96.9%
Current assets	**260.1**	**155.4**	**67.4%**
Total assets	**276.7**	**167.9**	**64.8%**

Equity and Liabilities (QARm)	FY 2025	FY 2024	% Growth
Share capital	70.0	15.0	366.7%
Legal reserve	11.5	7.5	53.7%
Retained earnings	56.0	116.2	(51.8%)
Total equity	**137.5**	**138.7**	**(0.8%)**
Employees' end of service benefits	15.4	15.4	(0.3%)
Lease liabilities	1.5	0.6	160.1%
Non-current liabilities	**16.9**	**16.0**	5.5%
Lease liabilities	3.7	0.5	631.1%
Due to a related party	66.4	-	-
Trade and other payables	52.2	12.8	308.6%
Current liabilities	**122.2**	**13.3**	**821.5%**
Total liabilities	**139.1**	**29.3**	**375.5%**
Total equity and liabilities	**276.7**	**167.9**	**64.8%**

Note: FY 2025 and FY 2024 relate to the periods ended 31 December
Source: Audited financial statements FY 2025

Cash Flow Statement

Strong cash flow generation and dividend distribution

QARm	FY 2025	FY 2024	% Growth
Profit for the year	**40.3**	**54.0**	**(25.4%)**
Depreciation of property and equipment	0.5	0.6	(23.5%)
Gain from sale of property and equipment	(0.0)	(0.0)	1207.7%
Amortization of intangible assets	0.7	0.7	8.2%
Depreciation on right-of-use assets	3.5	3.8	(7.0%)
Share of loss / (profit) result in joint ventures	0.2	(6.0)	(103.7%)
Impairment loss on trade receivables	1.1	1.0	17.4%
Profit income from Mudarabah investments	(4.0)	(2.7)	47.7%
Provision for employees' EOSB	2.6	3.4	(22.0%)
Finance expense on lease liabilities	0.4	0.1	168.3%
Net adjustment of leases	-	0.0	(100.0%)
Operating profit before working capital changes	**45.4**	**54.9**	**(17.3%)**
Working capital changes:			
Trade and other receivables	(8.9)	2.2	(501.2%)
Due from related parties	(5.0)	6.3	(179.7%)
Trade and other payables	(3.6)	(12.8)	(71.7%)
Cash flows from operations	**27.8**	**50.6**	**(45.0%)**
Employees' EoSB paid	(2.7)	(4.2)	(36.0%)
Net cash generated from operating activities	**25.2**	**46.4**	**(45.8%)**

QARm	FY 2025	FY 2024	% Growth
Additions of property and equipment	(0.1)	(0.4)	(71.0%)
Proceeds from sale of P&E	0.0	0.0	2.3%
Additions to intangible assets	(1.1)	-	-
Net movement of working capital of JV	(0.2)	38.8	(100.6%)
Profit income from Mudarabah investments	4.0	2.7	47.7%
Net cash used in investing activities	**2.5**	**41.1**	**(93.9%)**
Repayments of lease liabilities including finance expense	(3.8)	(3.8)	(1.4%)
Dividend paid	-	(40.5)	(100.0%)
Net financing transactions with a related party	68.1	-	-
Net cash used in financing activities	**64.3**	**(44.3)**	**(245.0%)**
Change in cash and bank balances	91.9	43.2	112.9%
Cash and bank balances at the beginning of the year	94.9	51.7	83.5%
Cash and bank balances at the end of the year	**186.8**	**94.9**	**96.9%**

Note: FY 2025 and FY 2024 relate to the periods ended 31 December
Source: Audited financial statements FY 2025

Additional disclosure

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