

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

Q1 2026 Investor Presentation



Important information

This presentation has been prepared by Mosanada Facilities Management Services Q.P.S.C. (the “Company”) for informational purposes only. This presentation, its contents, and any information provided or discussed in connection with it are strictly private and confidential and may not be reproduced, redistributed, referenced, or passed on, directly or indirectly, to any other person or published, in whole or in part, for any purpose, without the consent of the Company (provided that you may disclose this presentation on a confidential basis to your legal, tax or investment advisers (if any) for the purposes of obtaining advice). Acceptance of delivery of any part of the presentation by you constitutes unconditional acceptance of the terms and conditions of this notice.

This presentation does not constitute or form part of, and should not be construed as, an offer to sell, purchase or subscribe for, or invitation or solicitation of, or invitation to make any offer or recommendation to sell, purchase or subscribe for, or otherwise invest in, any shares or other securities.

Neither this presentation, nor any part of it, may be relied on in connection with, or act as an inducement to, or otherwise as the basis for entering into any contract or commitment whatsoever.

This presentation is not, and should not be assumed to be, complete. It is provided for information purposes only.

Any investment is subject to various risks, none of which are outlined herein. All such risks should be carefully considered by prospective investors before they make any investment decision. Whilst the information in this document has been published in good faith, the Company does not provide any guarantees, representations, warranties or other assurances (express or implied) regarding the fairness, accuracy, completeness or correctness of this information and no reliance should be placed on it. The Company, its affiliates and any of its or their respective directors, officers, partners, members, employees, agents or advisers assume no liability or responsibility and owe no duty of care for any consequences of any person acting in reliance on the information contained in this presentation or for any decision based on it. The Company does not undertake to provide access to any additional information or to update this presentation or to correct any inaccuracies which may become apparent.

Statements contained in this presentation that are not historical facts are based on current expectations, estimates, projections, opinions and beliefs of the Company as at the date of this presentation, and there can be no assurance that future results or events will be consistent with any such expectations, estimates, projections, opinions and beliefs. Such statements involve known and unknown risks, uncertainties and other factors, and reliance should not be placed thereon. In addition, this presentation contains “forward looking statements”. Actual events or results or the actual performance of the Company may differ materially from those reflected or contemplated in such forward looking statements.

This presentation has not been submitted to, or approved by, the securities regulatory authority of Qatar or any other state or jurisdiction. Any investment decision to purchase securities should be based solely on the contents of the listing prospectus (and any supplemental document) as approved by the securities regulatory authority of Qatar.

Q1'26 operational and financial highlights

Mosanada's net profit increased by 13.7% to QAR 9.5 million, supported by a 4.1% year-on-year increase in revenue to QAR 38.0 million

Q1'26 Financial Highlights

↑ 38.0m
Q1'26 Revenue (QAR)

36.5m
Q1'25 Revenue (QAR)

↑ 11.3m
Q1'26 Gross profit (QAR)

11.0m
Q1'25 Gross profit (QAR)

↑ 9.5m
Q1'26 Net profit (QAR)

8.3m
Q1'25 Net profit (QAR)

↑ 24.9%
Q1'26 Net profit margin

22.8%
Q1'25 Net profit margin

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 profits** and a **track record of attractive dividend distributions**
- 6 Strong support from **premium founding shareholders**, who hold **government / semi-government status**

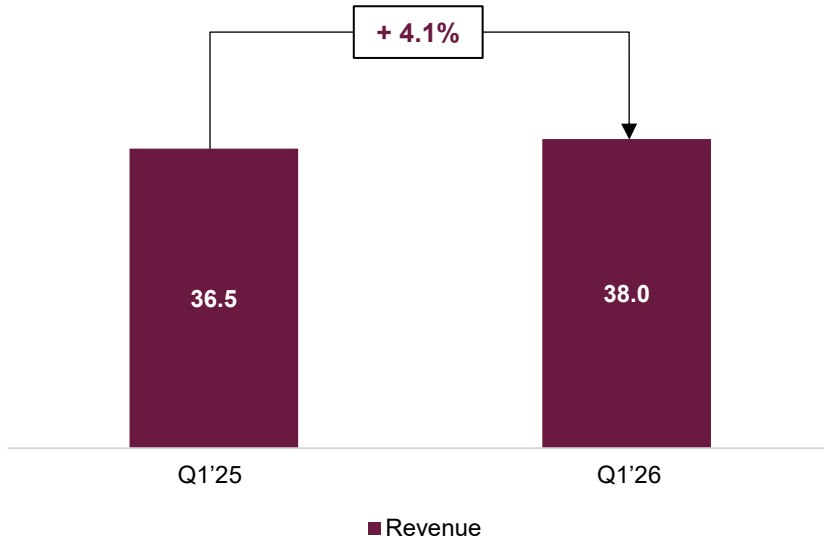
Key operational developments

Awarded a new contract by Qatar Energy, through a joint venture, to provide integrated facilities management services at its headquarters complex, further strengthening Mosanada's portfolio of long-term, recurring revenue contracts and reinforcing its capabilities in serving leading institutional clients.

Financial performance highlights

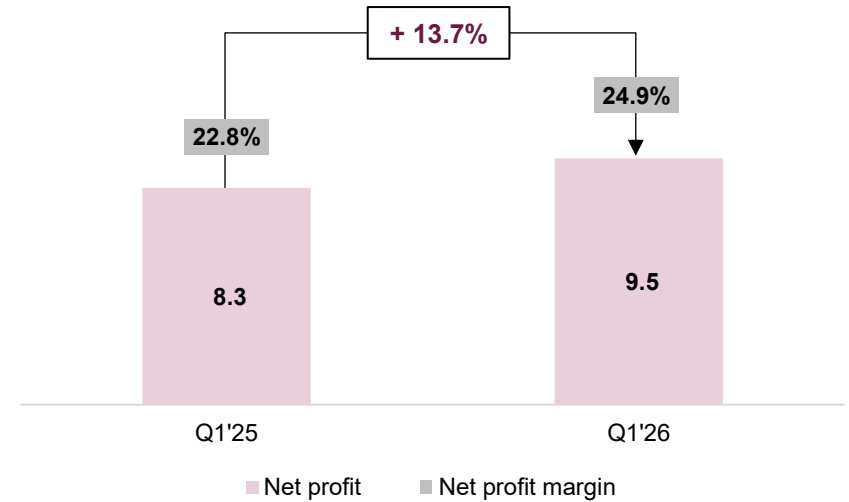
Mosanada recorded revenue of QAR 38.0 million and net profit of QAR 9.5 million in Q1'26, with net profit margin increasing to 24.9% from 22.8%

Revenue (QARm)



- Revenue increased by 4.1% year-on-year to QAR 38.0m in Q1'26, driven by continued growth in existing contracts.
- Manpower secondment services grew organically from QAR 5.1m in Q1'25 to QAR 6.7m in Q1'26, while the contribution from facility management services remained broadly stable.

Net profit (QARm)



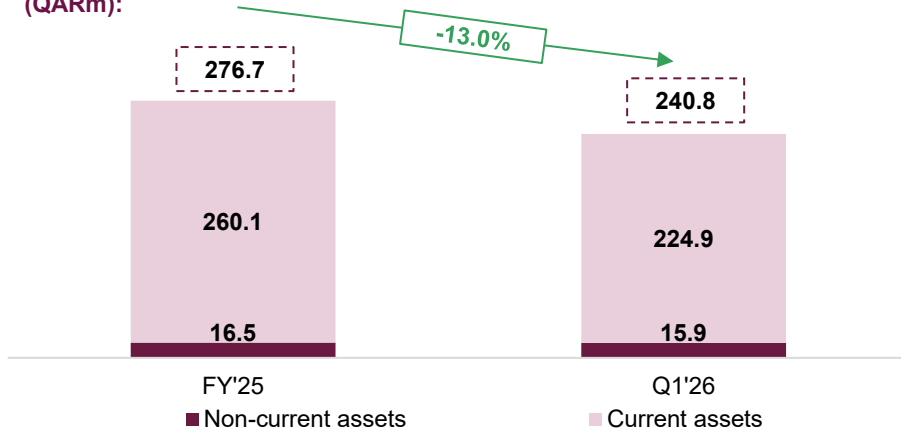
- Net profit amounted to QAR 9.5m in Q1'26, an increase of 13.7% year on year.
- G&A in Q1'25 was relatively higher due to one off listing related charges in connection with the Company's listing on the Qatar Stock Exchange, while Q1'26 also reflects improved operational efficiency and internal optimization initiatives.
- The decline in the share of loss from joint ventures in Q1'26 reflects higher revenue contribution and improved operational efficiencies.

Strong balance sheet backed by debt free capital structure

Asset light business model with limited capital requirements and strong cash position

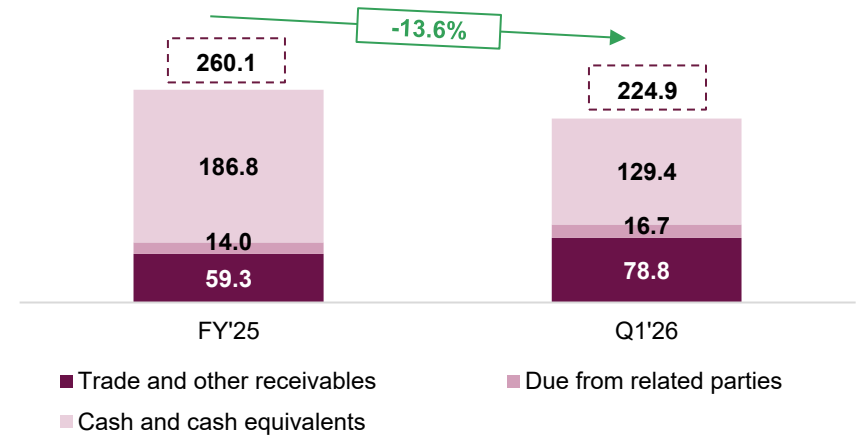
Total Assets: Asset light operations with minimal capex

(QARm):



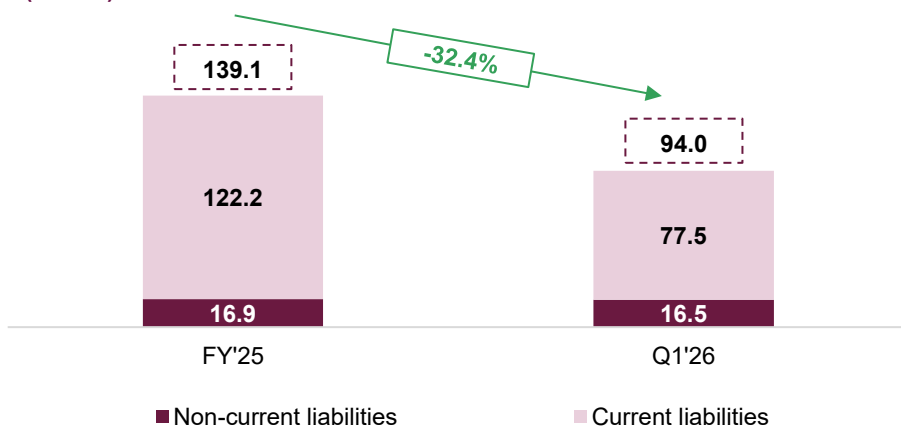
Current Assets: Strong cash position, despite dividend payments during the period

(QARm):



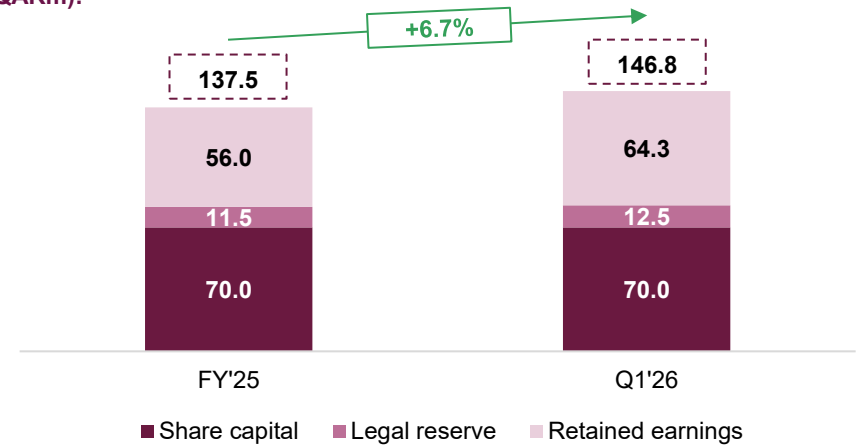
Total Liabilities: Debt-free capital structure

(QARm):



Shareholders' Equity: Well capitalised and equity funded

(QARm):

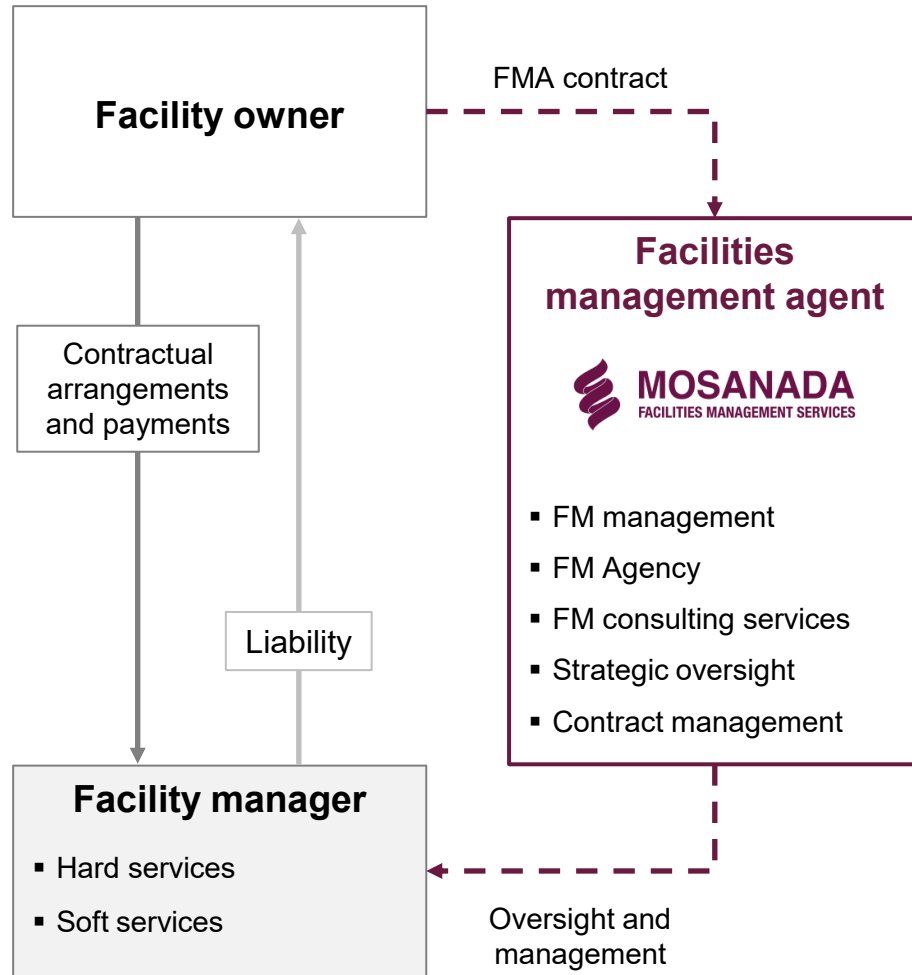


Source: Unreviewed financial statements Q1'26

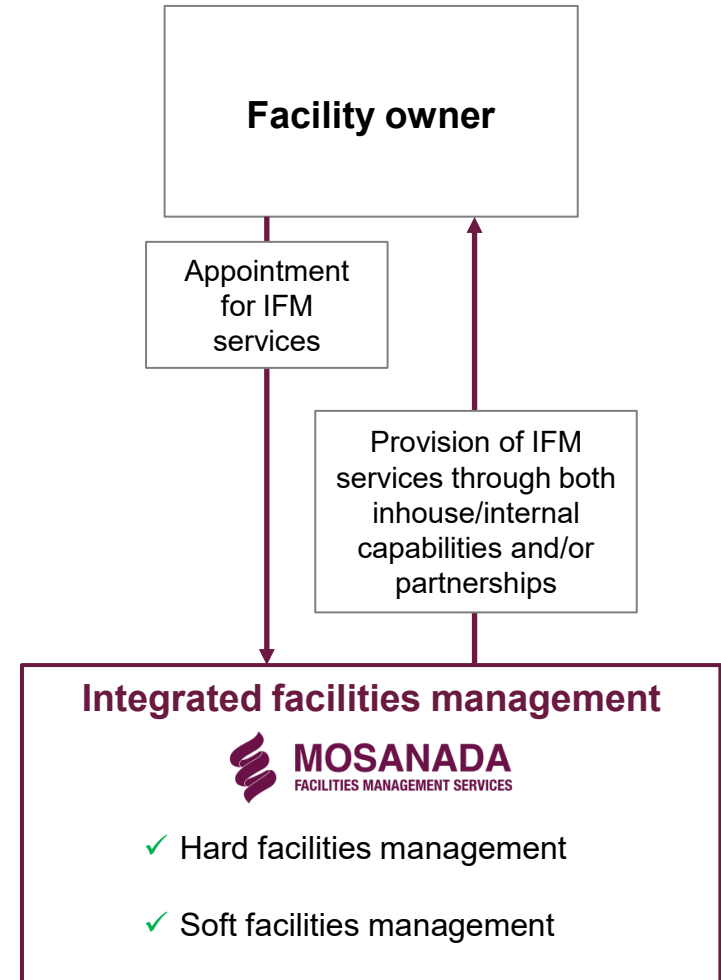
A comprehensive facility management service provider

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

Appendix

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



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 2026
- 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

Q1'26 revenue of QAR 38.0 million, with total comprehensive income of QAR 9.5 million

QARm	Q1'26	Q1'25	% Growth
Revenue	38.0	36.5	4.1%
Cost of revenues	(26.7)	(25.5)	5.0%
Gross Profit	11.3	11.0	2.0%
Share of loss result in joint ventures	(0.0)	(0.5)	(90.8%)
Finance income, net	0.8	1.0	(16.0%)
General and administrative expenses	(2.6)	(3.2)	(19.1%)
Total comprehensive income for the period	9.5	8.3	13.7%
Basic and diluted earnings per share*	0.14	0.25	(44.0%)

*This marks the Company's first quarterly financial results following its listing on 15 December 2025. Accordingly, earnings per share (EPS) for the current and prior periods are presented for comparative purposes only and should not be considered a key performance indicator.

Balance Sheet

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

(QARm)	Q1'26	FY'25	% Growth
Property and equipment	0.5	0.5	7.0%
Intangible assets	1.9	1.9	(1.4%)
Right-of-use assets	4.1	5.0	(17.9%)
Investments in joint ventures	9.4	9.1	3.1%
Total non-current assets	15.9	16.5	(3.6%)
Trade and other receivables	78.8	59.3	32.9%
Due from related parties	16.7	14.0	18.8%
Cash and cash equivalents	129.4	186.8	(30.7%)
Total current assets	224.9	260.1	(13.6%)
Total assets	240.8	276.7	(13.0%)

(QARm)	Q1'26	FY'25	% Growth
Share capital	70.0	70.0	-
Legal reserve	12.5	11.5	8.2%
Retained earnings	64.3	56.0	14.8%
Total equity	146.8	137.5	6.7%
Employees' end of service benefits	15.2	15.4	(1.4%)
Lease liabilities	1.4	1.5	(10.1%)
Total non-current liabilities	16.5	16.9	(2.1%)
Lease liabilities	2.9	3.7	(20.3%)
Trade and other payables	8.1	52.2	(84.4%)
Due to a related party	66.4	66.4	-
Total current liabilities	77.5	122.2	(36.6%)
Total liabilities	94.0	139.1	(32.4%)
Total liabilities and equity	240.8	276.7	(13.0%)

Note: Q1'26 relates to the period ended 31 March 2026 and FY'25 relates to the period ended 31 December 2025
Source: Unreviewed financial statements Q1'26

Cash Flow Statement

Strong cash position with cash and cash equivalents for the period amounting to QAR 129.4 million

QARm	Q1'26	Q1'25	% Growth
Profit for the period	9.5	8.3	13.7%
Depreciation of property and equipment	0.1	0.1	(39.1%)
Amortization of intangible assets	0.2	0.2	23.0%
Depreciation of right-of-use assets	0.9	0.8	8.8%
Share in loss result of joint ventures	0.0	0.5	(90.8%)
Profit income from Mudarabah investments	(0.9)	(1.1)	(16.3%)
Finance expense on lease liabilities	0.1	0.1	(30.2%)
Provision for employees' end-of-service benefits	0.6	0.8	(25.9%)
Operating profit before working capital changes	10.5	9.8	6.8%
<i>Working capital changes:</i>			
Due from related parties	(2.6)	(8.2)	(67.7%)
Trade and other receivables	(19.5)	11.6	n.m.
Trade and other payables	(44.2)	(4.3)	929.2%
Cash (used in) / generated from operating activities	(55.9)	8.9	n.m.
Employees' EoSB paid	(0.8)	(0.5)	46.9%
Net cash (used in) / from operating activities	(56.7)	8.4	n.m.

QARm	Q1'26	Q1'25	% Growth
Additions of property and equipment	(0.1)	(0.0)	653.5%
Additions to intangible assets	(0.2)	(0.3)	(42.3%)
Net movement of working capital of joint venture	(0.3)	(0.1)	131.3%
Finance income received	0.9	1.1	(17.3%)
Net cash from investing activities	0.2	0.6	(59.3%)
Repayments of lease liabilities including finance expense	(1.0)	(0.9)	9.6%
Net cash used in a financing activity	(1.0)	(0.9)	9.6%
Net (decrease) / increase in cash and cash equivalents	(57.4)	8.1	n.m.
Cash and cash equivalents as at beginning of the period	186.8	94.9	96.9%
Cash and cash equivalents for the period	129.4	103.0	25.7%

Note: Q1'26 relates to the period ended 31 March 2026 and Q1'25 relates to the period ended 31 March 2025
Source: Unreviewed financial statements Q1'26

Additional disclosure

This presentation has been prepared by Mosanada Facilities Management Services Q.P.S.C. (the “Company”) for informational purposes only. This presentation does not constitute an offer or invitation or solicitation of any offer to subscribe for or purchase any shares or other securities or a recommendation to invest in any shares or other securities.

This presentation is not intended to be relied upon as the basis for an investment decision, and is not, and should not be assumed to be, complete. It is provided for information purposes only. Any investment is subject to various risks, none of which are outlined herein. All such risks should be carefully considered by prospective investors before they make any investment decision.

Whilst the information in this document has been published in good faith, the Company does not provide any guarantees, representations, warranties or other assurances (express or implied) regarding the accuracy or completeness of this information. The Company, its affiliates and any of its or their respective directors, officers, partners, members, employees, agents or advisers assume no liability or responsibility and owe no duty of care for any consequences of any person acting in reliance on the information contained in this presentation or for any decision based on it. The Company does not undertake to provide access to any additional information or to update this presentation or to correct any inaccuracies which may become apparent.

Statements contained in this presentation that are not historical facts are based on current expectations, estimates, projections, opinions and beliefs of the Company. Such statements involve known and unknown risks, uncertainties and other factors, and reliance should not be placed thereon. In addition, this presentation contains “forward-looking statements.” Actual events or results or the actual performance of the Company may differ materially from those reflected or contemplated in such forward- looking statements.

This presentation has not been submitted to or approved by the capital markets authority of Qatar or any other state or jurisdiction.