



H1 - Q2 2025 Earnings Presentation

July 2025

No statement in this document is intended to be nor may be construed as a profit forecast. Any statements made in this document which could be classed as “forward-looking” are based upon various assumptions, including, management’s examination of historical operating trends, data contained in the Company’s records and other data available from third parties. Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant risks, uncertainties and contingencies. Forward-looking statements are not guarantees of future performance. Risks, uncertainties, contingencies could cause the actual results of operations, financial condition and liquidity of the Company to differ materially from those results expressed or implied in the document by such forward-looking statements. No representation or warranty is made that any of these forward-looking statements or forecasts will come to pass or that any forecast result will be achieved. No reliance should be placed on any forward-looking statement.

We have provided some notes regarding our use of unaudited and unreviewed combined proforma financials in this presentation, and in other investor materials. We believe this approach is the clearest and most informative way of presenting our financials, in consideration of our reorganization in 2024, and secondly, the change in our financial year in December 2024 to be aligned with the calendar year. As such, the financials we have presented differ materially from our statutory financial statements, and the provision of these combined proforma numbers is designed to make comparisons easier in future periods.

ADNH Catering plc (“ADNHC” or the “Company”) was incorporated in the Abu Dhabi Global Market on 21 June 2024. On 30 June 2024, ownership of the catering and support services businesses in the UAE and the Kingdom of Saudi Arabia were contributed by ADNHC Catering’s parent company, Abu Dhabi National Hotels PJSC (“ADNH”), into the Company as part of a reorganisation (the “Reorganisation”) using the Business Combination method. This method requires the Company to adopt the history of the entity it acquires for reporting purposes. The statutory accounts of ADNHC Catering published on 24 July 2025 therefore correspond to the 6-month period ending 30 June 2025, and comprise:

- ADNHC Catering LLC-OPC (“ADNH Catering Abu Dhabi”)’s financial statements for the full 6-month period;
- ADNHC Catering LLC (“ADNH Catering Dubai”) and ADNHC Compass LLC – SP (“ADNH Catering Sharjah”)’s operations for the full 6-month period; and
- 30% shareholding of Compass Arabia from 1st January 2025 (shareholding was acquired by ADNHC Catering Abu Dhabi on 1 July 2024)
- Food Nation Catering Services LLC- for 3 months period from 1 April 2025.

The prior year comparative statutory consolidated financial information for the 6 months ending 30 June 2024 only reflects the performance of ADNHC Catering Abu Dhabi for six months and the Dubai and Sharjah entities for three months. However, for the quarters ended 30 June and later the statutory consolidated financial information is comparable.

Given this reorganization during prior year, the Company believes that presenting unaudited unreviewed Proforma Combined Income Statements is the most effective and informative way of communicating its year-to-date financial results. This presentation focuses on the performance for the 6 months to 30 June 2025 and is also consistent with how the business will be reported moving forward. The use of Combination Basis presents the results of the three entities as a single business throughout the 6 months period. Proforma accounts for the 6 months to 30 June 2025 are also included in the Appendix to allow comparability with information previously reported or provided with the IPO materials.

- 1) Highlights
- 2) Business Overview
- 3) Growth Strategy
- 4) Financial Performance
- 5) Concluding Remarks
- 6) Appendix



H1 2025 Highlights

ADNH Catering has reported continued strong performance in H1-25 driven by growth in new and existing contracts whilst maintaining leading margins in existing contracts.

- Our contract retention is 98.3% as of H1-25, a result of our management of our long-term relationships with our clients.
- We aim to meet our full year guidance on retention (more than 95%), revenue growth of 5% to 7% year on year (excluding the impact of exiting from the ZadSource business and acquisition of Food Nation) and EBITDA margin of ~13.5% on full year basis.
- H1-25 EBITDA margin is 13.8% ahead of full year guidance of 13.5%.



REVENUE (AED)

838 mn

▲ +1.7% YoY ⁽¹⁾



EBITDA (AED)

115 mn

▲ +7% YoY



CASH CONVERSION

75%

▲ +0% vs H1 2024



TOTAL CONTRACTS

419

▲ +8% vs Dec 2024



TOTAL CLIENTS

304

▲ +4.2% vs Dec 2024



CONTRACT RETENTION

98.3%

▲ +3.3% vs Guidance

⁽¹⁾ Excluding Food Nation revenue.

Q2 2025 Highlights

ADNH Catering has reported continued strong performance in revenue growth and margins in Q2-25. The acquired Food Nation business, Q2 revenue of AED 13M was integrated in Q2 with tangible synergistic benefits being realised.

- Revenue at AED428M for the quarter shows on trend growth of 1.7% YoY with the impact of exiting the ZadSource business and excluding the additional revenue from the Food Nation acquisition.
- Q2-25 EBITDA is AED56M, the EBITDA margin at 13.0% following quarterly seasonal trends.



REVENUE (AED)

428 mn

▲ +1.7% YoY ⁽¹⁾



EBITDA (AED)

56 mn

▲ +2.9% YoY



CASH CONVERSION

75%

▲ +0% vs Q2 2024



TOTAL CONTRACTS

419

▲ +8% vs Dec 2024



TOTAL CLIENTS

304

▲ +4.2% vs Dec 2024



CONTRACT RETENTION

98.3%

▲ +3.3% vs Guidance

⁽¹⁾ Excluding Food Nation revenue.

OUR H1/Q2 BUSINESS OVERVIEW



Key Strengths

Strong brand with a market leading position

Blue chip and diversified client base

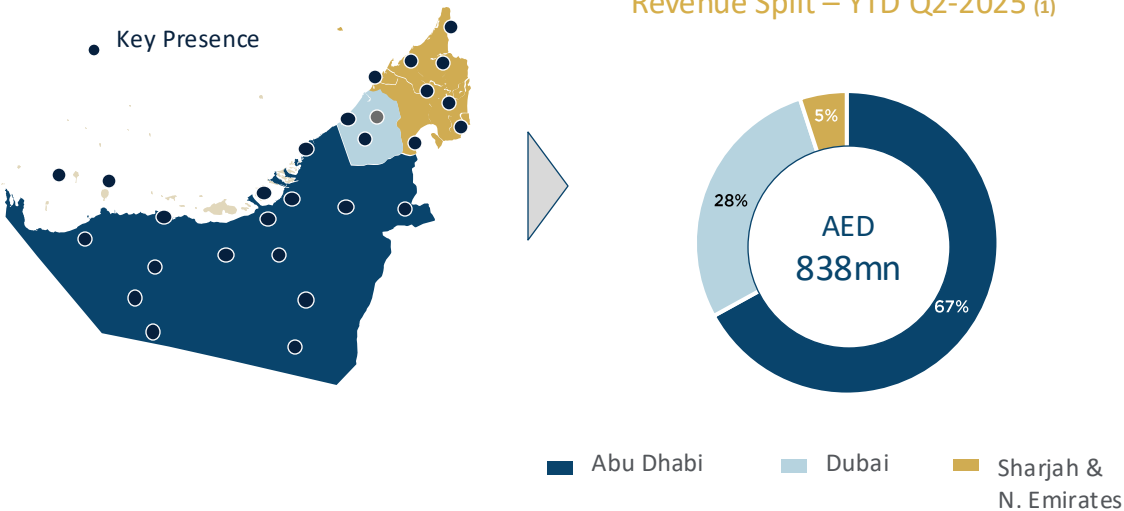
Scaled operation with strong & sustainable margins

Proven track record in securing major government contracts

Diversified & sectorized business with good growth opportunities

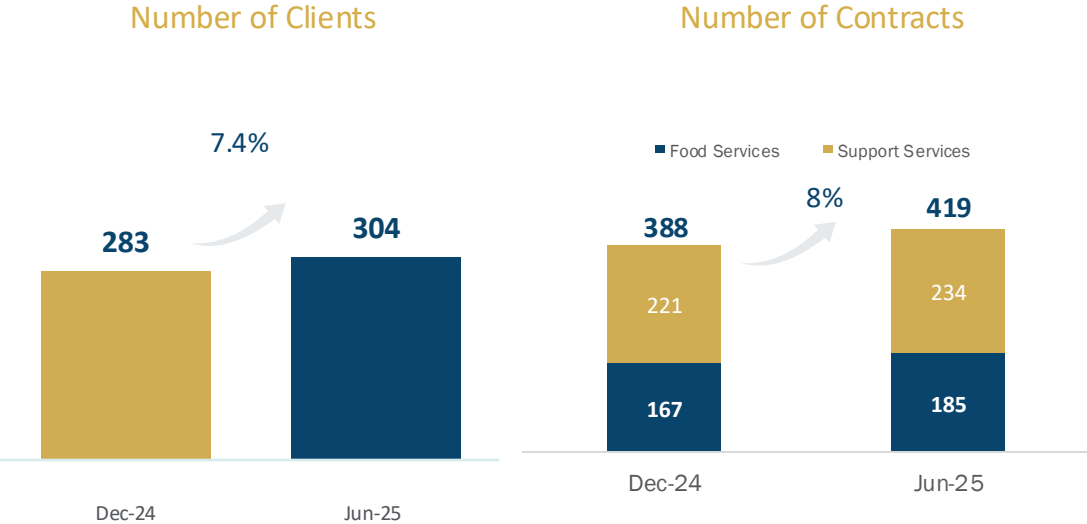
Strong and stable financial profile supported by robust sales pipeline of contracts.

Geographic Presence



Note: (1) Figures relate to the 6 months ended 30-June 2025.

Operational Highlights



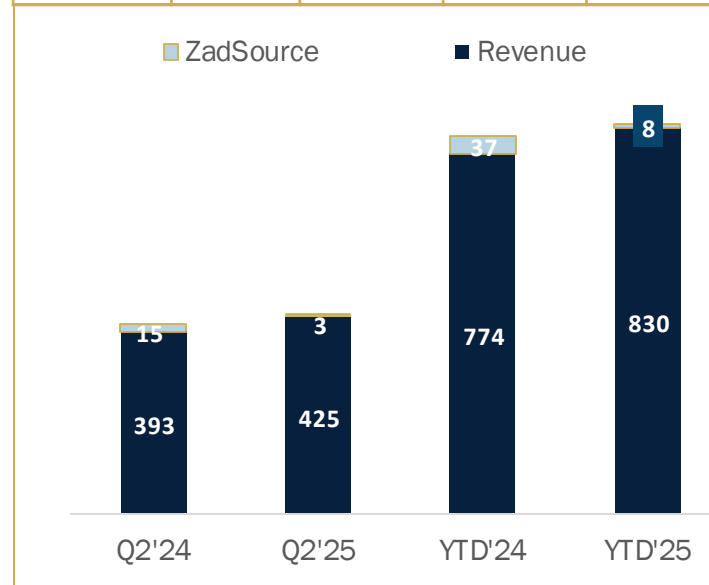
Business in the UAE

Growing Well Diversified Revenues

- **H1-25 revenue growth of 1.7% YoY** (excl. Food Nation).
- Growth in catering and support services is in line with expectation, 5.3% excluding impact of exiting ZadSource business.
- **36 new contracts** secured H1 in the UAE, partly offset by 5 contract losses. The high win rate supported by targeted sales process and market analytics
- **Exiting** ZadSource GPO business, the business model was not achieving target margins and growth in the UAE market. This is decision is margin accretive.
- Revenue of ADNH Catering is well balanced between catering and support services segments, on the public-private mix, between industry sectors, providing scale and resilience
- **98.3% contract retention rate** over the last 6 months.
- **Data and technology:** increased emphasis on operational and performance technology and data analytics from start of the year. Further MIS improvements planned for Q4 and 2026.

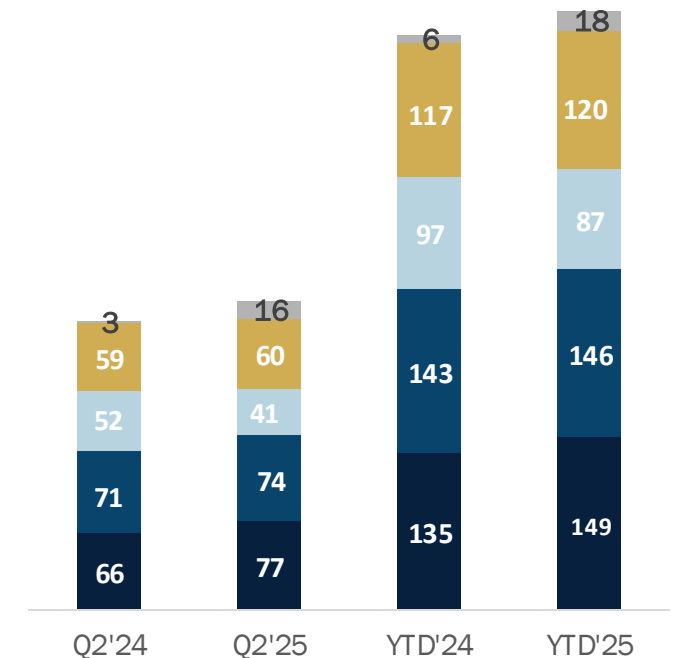
REVENUE BY SEGMENT (AEDM)

	Q2 2024	Q2 2025	YTD 2024	YTD 2025
Food Services as % Revenue	61%	63%	61%	62%
Support Services % Revenue	39%	37%	39%	38%



CATERING SERVICES: REVENUE BY KEY SECTOR (AEDM)

Education Correctional Healthcare
Defence B&I



OUR GROWTH STRATEGY

Driving growth from multiple avenues



Enhancing Sales, Retention and margins

- **Achieving new business wins** through data driven focus and an enhanced growth structure, notable increase in success strike rate for tenders.
- **Further enhancements to the retention process** to underwrite and improve historical retention rate. 98.3% achieved for YTD Q2-25, ahead of our guidance of 95+%
- **Continue to drive margins** through supply chain and people management systems,. Focus on efficiency, productivity and margins
- **Continue to invest in 18,000+ people** with enhanced training & welfare programs



Delivering Segment Specific Strategy

- **Diversification towards private sector, healthcare, B&I** and larger, higher margin support services contracts
- **Concentration on expanding and strengthening business presence throughout the Emirates**, with a particular emphasis on Dubai and Northern Emirates
- **100% acquisition of Food Nation Catering Services** completed acquisition and integration. Hence deepening penetration in the high-growth Education sector.



Horizontal Solutions for the Business

- **RETAIL**: HUSK is expanding, with 32 outlets are currently operational or in construction across the UAE in H1 2025, and an additional 18 locations expected to open in H2 2025. Margin improvement is already being recorded.
- **HIVE**: A fresh, **flexible**, modular dining solution tailored to meet evolving workplace needs and the latest food trends. Currently, 2 are in operation and well received by clients and customers. 4 are under construction, and 15 more are planned for next two years.
- **Events Solutions**: Expanding number of events across the region by building on experience from a large sports event
- **Support Services brand** (Task +) has been launched in Q1 2025 and well received in the support services market.



Exploring Inorganic Growth

- **Acquisition focus**:
 - Education sector: acquisition of Food Nation. Integration complete.
 - For Q2 this acquisition contributed AED13M of inorganic growth. New contracts already signed for next academic year.
 - Ongoing analysis of acquisition complementary competitors
- **Bolt-on acquisitions (outside of contract catering) to strengthen and broaden service offerings**, for example: High-level glass cleaning, Landscaping, Laundry



Unlocking the KSA Opportunity

- **Increased equity stake in Saudi Joint Venture to 50%**
 - Ongoing integration of commercial planning and teams. Transaction to complete in Q3-2025.
- **Private healthcare focus**
 - Focus on expanding in the KSA Healthcare sector by leveraging UAE Healthcare expertise
- **Opportunity in Riyadh**
 - Geographic diversification with plans to enter in Riyadh
- **Strong Saudi economy**
 - High growth potential in line with KSA economic diversification towards energy sectors

FINANCIAL PERFORMANCE



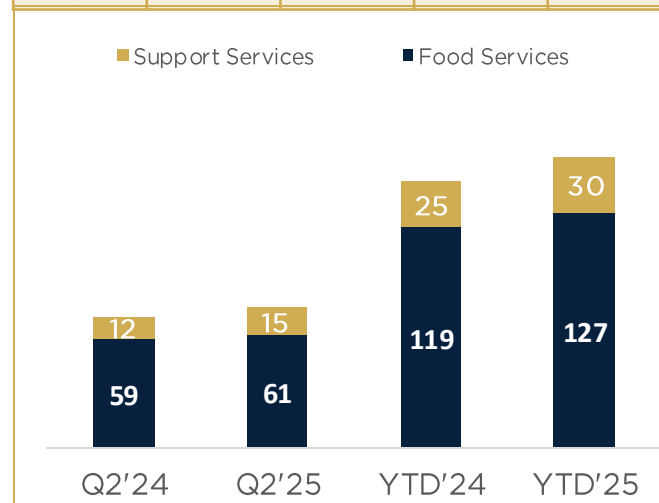
Maintaining Strong Margins

- **Strong 18.7% contract profit margin in H1 2025**, ahead of expectations as a result of strong operational management and seasonal catering events and Eid related services and Support services.
- **Stable base of contract profitability**, despite competition, inflation and supply chain disruption
- **Supply chain management model** effective to deliver operational efficiencies despite supply chain disruption caused by regional tensions
- **Contract management** proactive and data driven
- **Tendering**: special emphasis on ensuring sustainable profitable margins over contract life, in line with long-term strategy
- **Market leading double-digit margins driven by:**⁽¹⁾
 - Relative scale compared to competitors
 - Mature and sophisticated management and procurement systems
 - High labour retention and productivity
 - Efficient overhead structure

Note (1) Comparison against global select peer group, comprised of Catrion, Compass, Aramark, Sodexo and Eloor. (2) Contract profit is calculated as revenue – direct cost (excl. Depreciation)

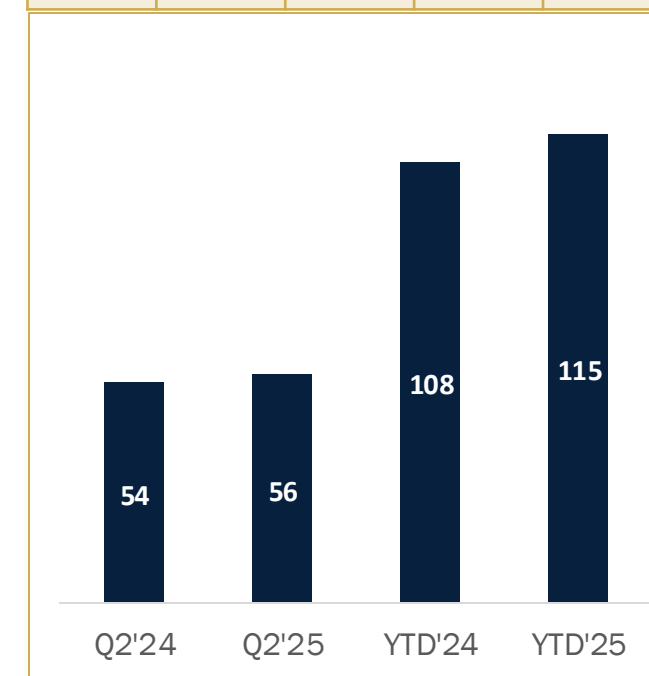
CONTRACT PROFIT ⁽²⁾ (AEDM)

	Q2 2024	Q2 2025	YTD 2024	YTD 2025
Contract Profit Margin	17.4%	17.8%	17.6%	18.7%
Support Services Margin	7.6%	9.6%	7.8%	9.3%
Food Services Margin	23.6%	22.7%	23.8%	24.4%



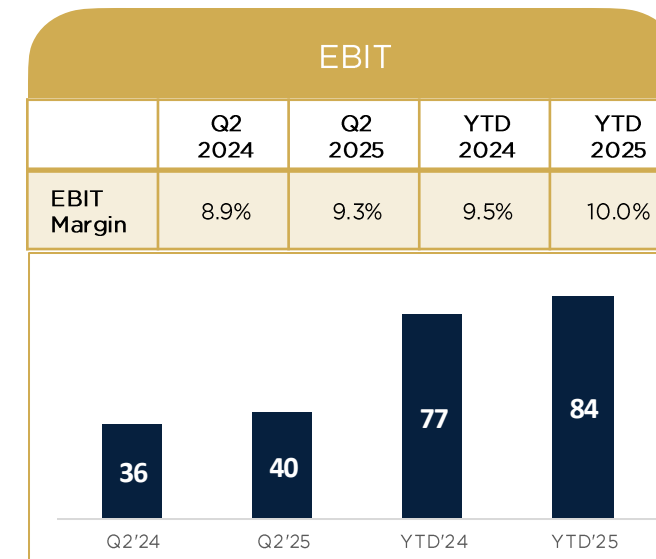
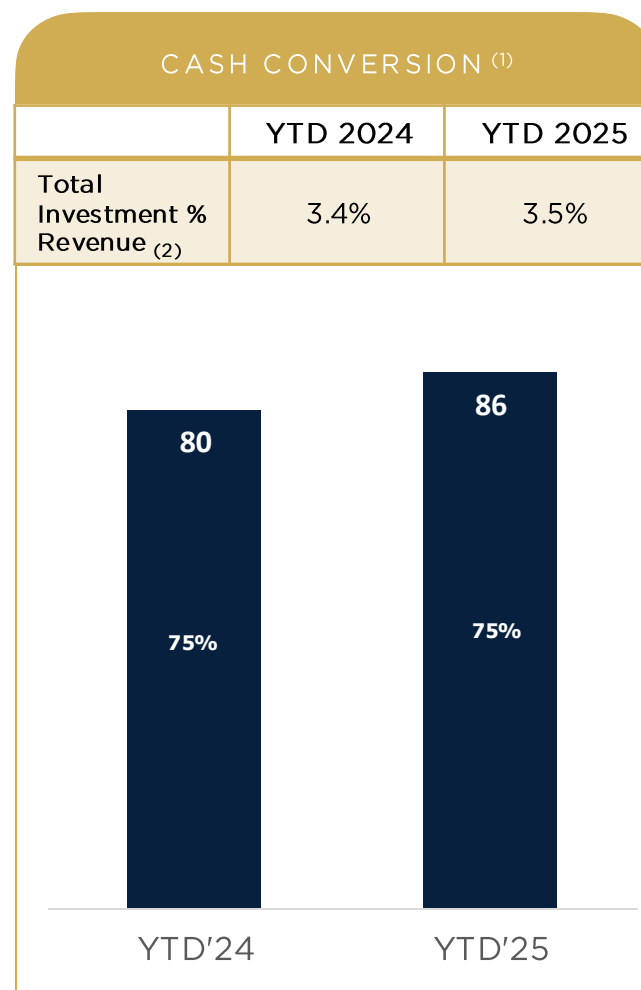
UNDERLYING EBITDA (AEDM)

	Q2 2024	Q2 2025	YTD 2024	YTD 2025
EBITDA Margin	13.2%	13.0%	13.3%	13.8%



Sustained Profitability, Cash Generation, Investing in High Margin Contracts

- High cash conversion, supported by attractive long-term contracts ⁽¹⁾
- Capex light investment model, tailored to client and location requirements, operations typically on client sites using client assets
- Increase in investment due to investment to secure key client for additional 5 years and rebranding HUSK and Hive.
- Industry leading EBIT margin: peers typically record in high single digit range ⁽³⁾
- Increased intangibles amortisation cost in since 2024 due to reorganisation of Group
- AED 250m Revolving Credit Facility in place
- Corporate tax applies at 9%



NET PROFIT

AEDm	Q2'24	Q2'25	YTD' 24	YTD'25
EBIT	36	40	77	84
Net Interest Expense ⁽³⁾	(0)	(0)	1	(1)
Tax	(3)	(5)	(7)	(9)
Net Profit	33	35	71	74
Margin (%)	8.0%	8.1%	8.8%	8.8%

Note (1) Cash Conversion defined as (EBITDA – Net Capex (Capex on owned assets and net of gains from disposals) – Principal portion of Lease Payments) / EBITDA. (2) Inclusive of Principal portion of Lease Payments. (3) Includes finance least interest, bank interest on short term deposits and interest paid on short-term loan.

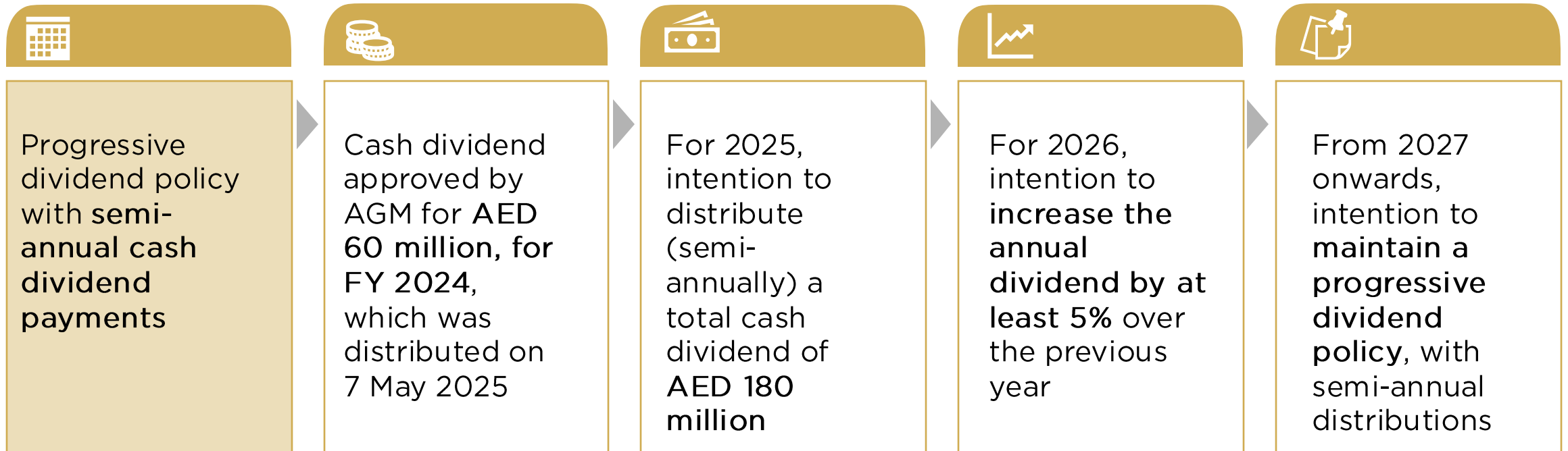
CASH CONVERSION

(AED m)	H1-2024	H1-2025
EBITDA	108	115
(-) Net Capex ⁽¹⁾	(6)	(8)
(-) Prin. Lease Payments	(22)	(21)
Cash Conversion	80	86
% Cash Conversion ⁽²⁾	75%	75%
DSO	143	141
DPO	122	111
DSI	3	3

(1) Net Capex includes Capital expenditure on owned assets and net of gains from disposals. (2) Defined as Cash Conversion / EBITDA. (3) DSO = Days Sales Outstanding and is calculated as: Trade and Other Receivables / Revenue. (4) DPO = Days Payable Outstanding and is calculated as: Trade and Other payables / Cost of Revenue.

COMMENTARY

- Cash conversion in line with last year despite increased investment to secure key contract extension. Strategic intent to invest more to secure attractive longer-term contracts
- Average DSO⁽³⁾ consistent at 141 days over 2025. Focus on key govt clients' debt.
- Average DPO⁽⁴⁾ of 111 days over 2025. Reducing food cost through importing direct from suppliers. Some working capital impact while developing credit history.
- Low DSI and risk of inventory due to 3PL model



Note: Subject to business performance, Board of Directors' recommendation, and shareholder approval.

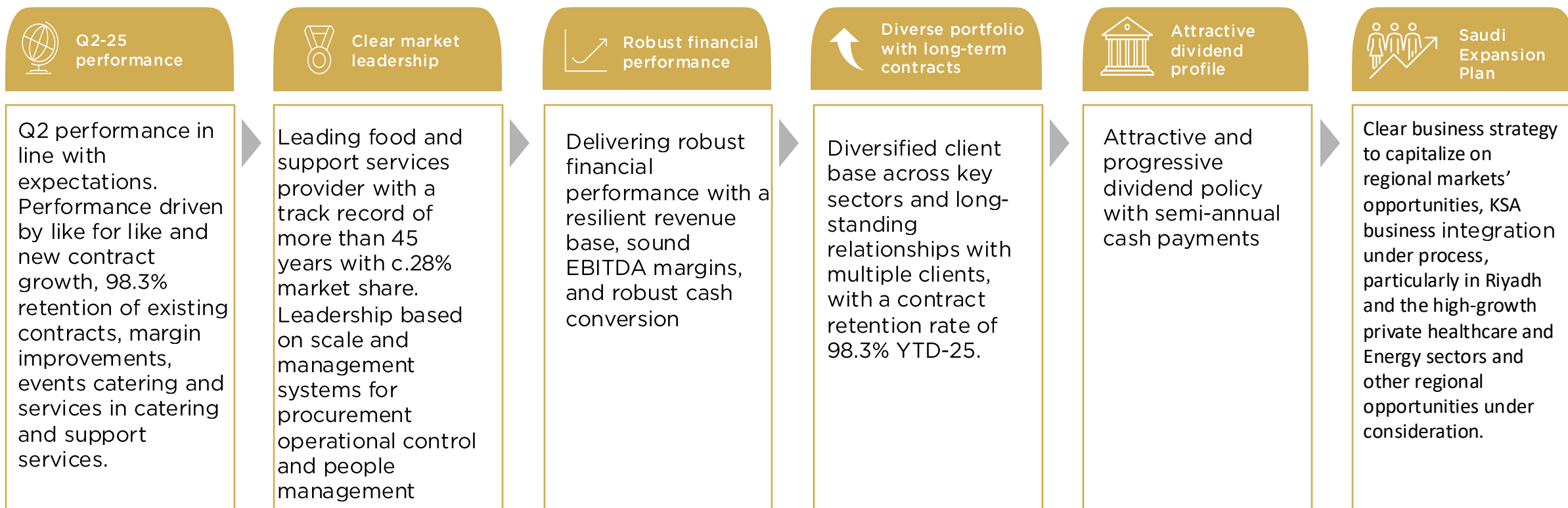
GUIDANCE ⁽¹⁾ ON ORGANIC GROWTH BASIS		NEAR-TERM TARGET ⁽²⁾		YTD'25	COMMENTARY
Operational KPIs	New Contract Wins	8-10% of total revenue per annum (annualised value of new business)		9.6%	Expect to be driven by increasing size of the addressable market and increasing market share of ADNH Catering
	Renewal Rate	95%+	95%+	98.3%	Aim to continue with high retention rates of above 95%
Financial KPIs	Revenue Growth ⁽³⁾	+5-7%	+5-7%	1.7%	H1-25: 1.7% organic revenue growth (excl. Food Nation). Growth adjusted for impact of Zadsoruce exit is 5.3%. Target to grow revenue in line with market growth.
	EBITDA Margin ⁽³⁾	~13.5%	~14%	13.8%	Driven by contract profit margin and SG&A as % of revenue
	Capex (as % of Revenue)	~1.5%	~1%	-1%	Expect to be slightly more than historical figures in near-term (excluding right of use assets) reflecting intent to use more capex to secure attractive longer-term contracts
	Dividend Policy	2025 – a dividend of AED 180m, to be paid semi-annually 2026 – a dividend that is at least 5% higher than that paid for 2025, to be paid semi-annually Thereafter, to adopt a progressive dividend policy, which will be determined based on a target payout ratio linked to profit after tax for the year, to be paid semi-annually			

Financials have been restated to be calendar year in line with the new year end of the Company. Note: (1) All guidance given at the time of IPO remains unchanged. (2) We have not defined and do not intend to define by reference to specific periods the terms “near-term” and “mid-term”, and the targets should not be read as indicating that we represent or otherwise commit to achieve any of these metrics or objects for any particular fiscal year or reporting period. These objectives should not be regarded as forecasts or expected results or otherwise as a representation by us or any other person that we will achieve these objectives in any financial year or reporting period. Our ability to meet these objectives are based on various assumptions and we may be unable to achieve these objectives. (3) Like-for-like excluding impact of consolidation of acquisitions.

CONCLUDING REMARKS



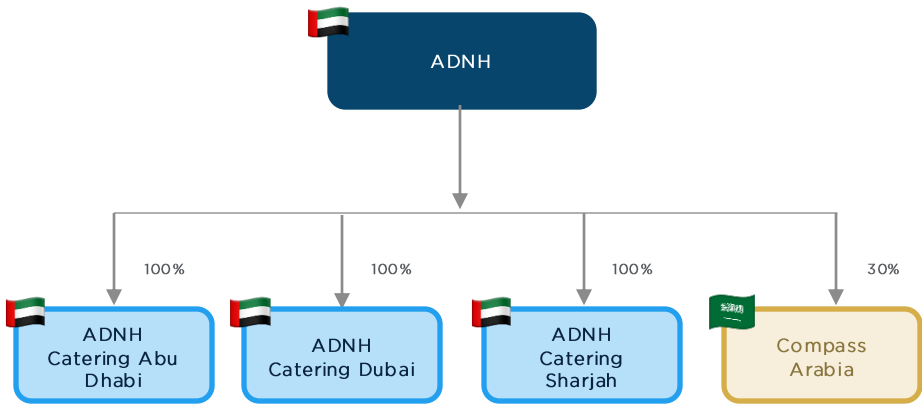
Concluding Remarks



Appendix

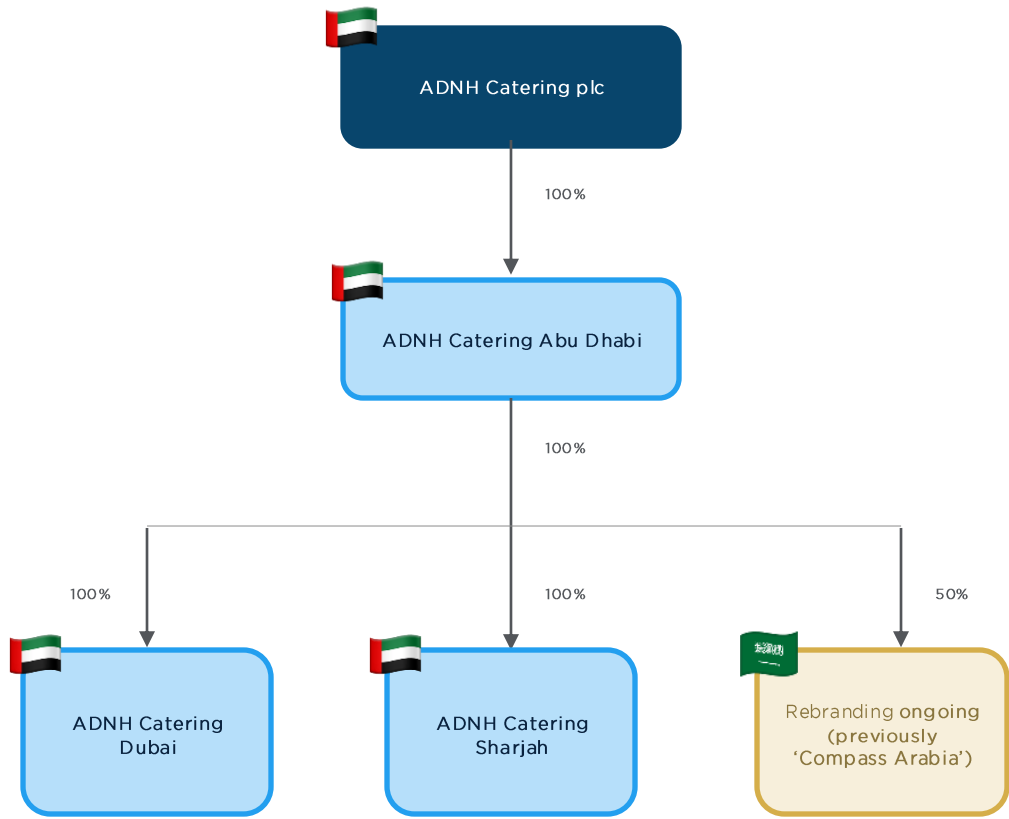
Company Reorganisation Overview

Pre-IPO



Reorganisation using Business Combination method under Common Control. ADNH Catering’s combined condensed accounts for 6 months to 30 June 2025 include ADNH Catering Abu Dhabi, ADNH Catering Dubai and Sharjah, Food Nation Catering Services LLC and Compass Arabia (applying equity accounting for 30% profit share), with the comparative 6-month period including only ADNH Catering Abu Dhabi & 3 months comparative for ADNH Catering Dubai and Sharjah. Proforma combined accounts for the YTD Quarter 2 2024 have therefore been prepared to better demonstrate year-on-year performance. Proforma accounts needed only for YTD 2025, as Q2-2025 is comparable to Q2-2024.

At IPO



Unaudited unreviewed Proforma Combined Income Statement for the 6-month period ending 30 June

Unaudited unreviewed Proforma Combined Income Statement for the 6-month period ending 30th June:

in AED	6 months to June 2025 (Reviewed)	6 months to June 2024 (Unaudited and unreviewed)
Food services	520,268,108	497,987,177
Support services	317,590,903	313,419,574
Revenue	837,859,011	811,406,750
Cost of revenue	(682,719,905)	(695,023,062)
Admin expenses	(48,802,855)	(39,300,295)
Other income, net	53,856	12,036
Impairment loss of trade receivables	(23,496,603)	-
Share of profit from Joint venture	656,297	-
Add-back: Depreciation & amortization	31,742,566	30,691,263
EBITDA	115,292,367	107,786,692
<i>% margin</i>	13.8%	13.3%
Less: Depreciation & amortization	(31,742,566)	(30,691,263)
EBIT	83,549,801	77,095,429
<i>% margin</i>	10.0%	9.5%
Net (finance cost) / Finance income	(1,152,911)	1,147,503
EBT	82,396,890	78,242,932
Income tax expense	(9,175,516)	(7,266,974)
Deferred tax	454,100	225,113
Net Profit	73,675,474	71,201,070
<i>% margin</i>	8.8%	8.8%

Please refer to slide 3 'Note on pro forma financials' for an explanation regarding the basis of preparation for the following slides

Statutory condensed consolidated statement of profit or loss – 30 June 2025

in AED	6 months to June 2025 (Reviewed)	6 months to June 2024 (unaudited and not reviewed)
Food services	520,268,108	443,115,805
Support services	317,590,903	283,286,282
Revenue	837,859,011	726,402,087
Cost of revenue	(682,719,905)	(615,788,480)
Admin expenses	(48,802,855)	(35,904,425)
Other income, net	53,856	246,968
Impairment loss of trade receivables	(23,496,603)	-
Share of profit from Joint venture	656,297	-
Add-back: Depreciation & amortization	31,742,566	27,658,845
EBITDA	115,292,367	102,614,995
<i>% margin</i>	13.8%	14.1%
Add-back: Depreciation & amortization	(31,742,566)	(27,658,845)
EBIT	83,549,801	74,956,150
<i>% margin</i>	10.0%	10.3%
Net finance cost	(1,152,911)	1,312,208
EBT	82,396,890	76,268,358
Income tax expense	(9,175,516)	(7,180,093)
Deferred tax	454,100	225,113
Net Profit	73,675,474	69,313,377
<i>% margin</i>	8.8%	9.5%

Statutory condensed consolidated statement of cash flow for 6 months to 30 June

in AED	Jun-25 (Reviewed)	Jun-24 (Unaudited and not reviewed)
Cash flow from operations		
Profit for the period before tax	82,396,890	76,268,358
Adjustments for:		
Depreciation on PPE	7,630,642	7,281,059
Depreciation on ROU	19,012,528	17,826,881
Amortisation	5,099,393	2,549,508
Provision for impairment of slow-moving inventories	(7,780)	-
Allowance for doubtful receivables	23,496,603	-
Loss on disposal of PPE	57,664	(235,503)
Share of profit in JV	(656,297)	-
End of service benefit	11,799,282	9,983,793
Finance income	(1,014,691)	(2,598,489)
Finance cost	2,167,602	1,286,281
End of service benefits paid	(7,624,893)	(5,981,424)
Working capital changes:		
Inventories	4,351,568	(34,297)
Trade and other receivables	(38,000,434)	(44,483,063)
Due from related parties	1,867,526	29,907,402
Trade and other payables	(55,038,667)	1,577,294
Due to related parties	(2,906,359)	(34,378,132)
Cash generated from operations	52,630,578	58,969,668
Cash flow from investing		
Acquisition of PPE	(7,550,638)	(4,795,675)
Interest income received	1,014,691	2,598,489
Proceeds from sale of PPE	65,785	360,333
Acquisition of subsidiaries	(761,984)	455,837
Cash generated from investing	(7,232,146)	(1,381,016)
Cash flow from financing		
Payments towards lease liabilities	(20,710,421)	(17,671,153)
Finance cost	(2,167,602)	(1,286,281)
Dividends paid	(60,000,000)	(149,881,924)
Bank borrowings	(50,484,586)	-
Cash generated from financing	(133,362,609)	(168,839,357)
Net increase cash and cash equivalents	(87,964,177)	(111,250,705)
Beginning cash and cash equivalents	190,226,355	222,113,793
Ending cash and cash equivalents	102,262,178	110,863,088

Statutory condensed consolidated statement of financial position – 30 June 2025

in AED	Jun-25	Dec-24
Assets		
Property and equipment	17,341,121	16,702,679
Right-of-use assets	50,136,393	60,595,550
Intangible assets	282,333,307	280,732,728
Investments in joint ventures	11,567,057	10,910,760
Total non-current assets	361,377,878	368,941,717
Inventories	10,380,090	14,574,074
Trade and other receivables	658,715,170	660,116,452
Due from related parties	9,111,962	10,979,488
Cash and bank balances	102,262,178	190,226,355
Total current assets	780,469,400	875,896,369
Total current assets	1,141,847,278	1,244,838,086
Liabilities and Equity		
Equity		
Share capital	225,000,000	225,000,000
Statutory reserve	10,000,000	10,000,000
Additional shareholder contribution	142,354,198	142,354,198
Own Shares reserve	(38,584,481)	(20,685,739)
Other reserves	6,249,032	6,249,032
Proposed dividends	-	60,000,000
Retained earnings	197,379,082	123,703,609
Total Equity	542,397,831	546,621,100
Liabilities		
Lease liabilities (non-current)	22,651,592	24,481,384
Deferred income tax liabilities	16,978,665	17,323,775
Provision for employees' end of service benefits	118,494,149	114,319,760
Total non-current liabilities	158,124,406	156,124,919
Trade and other payables	372,377,676	418,617,421
Bank borrowings	-	50,484,586
Income tax provision	28,575,363	19,336,137
Due to related parties	18,762,004	21,668,363
Lease liabilities (current)	21,609,998	31,985,560
Total current liabilities	441,325,040	542,092,067
Total liabilities	599,449,447	698,216,986
Total liabilities & equity	1,141,847,278	1,244,838,086



THANK YOU



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Abu Dhabi
Airport Road, Abu Dhabi National Hotels building

Dubai
4th Floor, JW Marriott Hotel Marina, Dubai Marina.