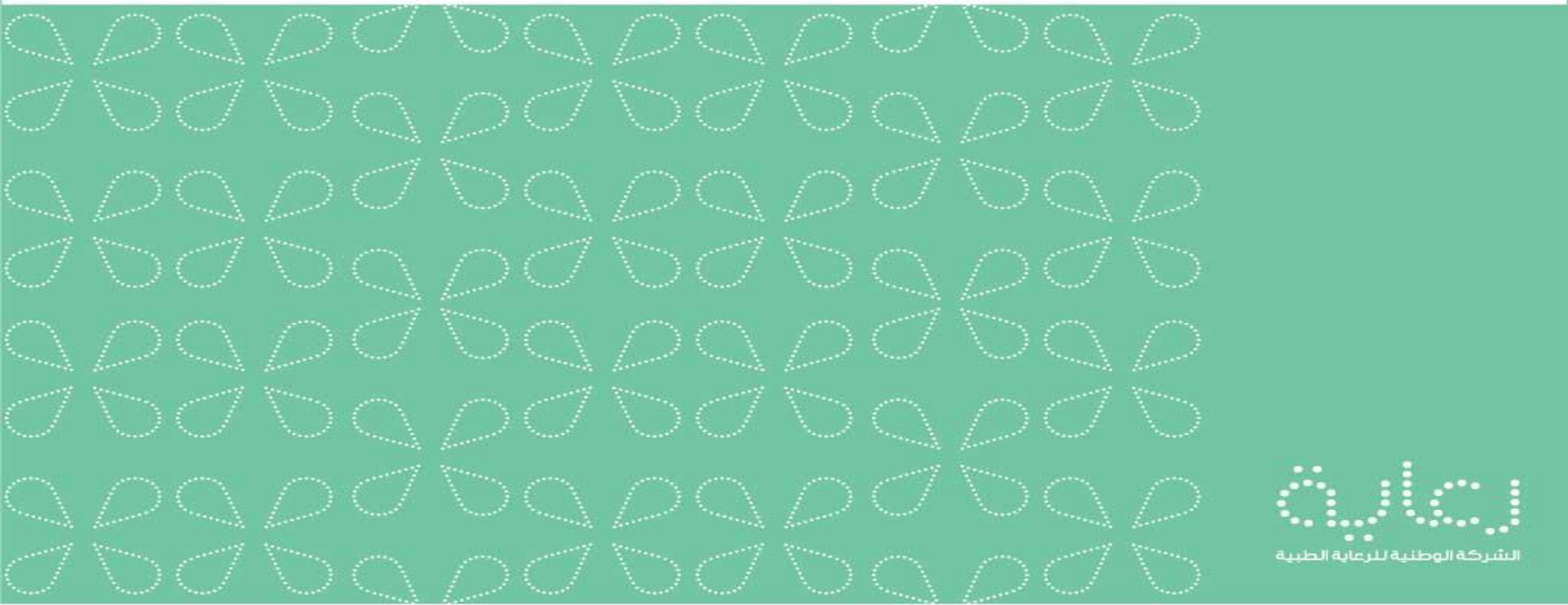


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Strategy Update



Disclaimer

The material in this presentation has been prepared by CARE and is general background information about CARE activities current as at the date of this presentation. This information is given in summary form and does not purport to be complete. Information in this presentation, including forecast financial information, should not be considered as advice or a recommendation to investors or potential investors in relation to holding, purchasing or selling securities or other financial products or instruments and does not take into account your particular investment objectives, financial situation or needs.

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Unless otherwise specified all information is for the quarter ended December 2021.

CARE Today

AREAS OF EXCELLENCE

Recognized brand in Riyadh with established OP/IP footprint



Demonstrated expertise across Orthopedic, Long Term Acute Care, Pediatric, and General Surgeries, OBGYN, Urology, Cardiology and ENT



Reputable and diverse corporate client base, including GOSI, MoH, National Guards, and other leading insurance companies



CARE TODAY



INITIATIVES UNDERWAY



Efficiencies: Supply Chain & People Cost



Care Quality: Accreditations (CBAHI, JCI, CAP and AABB)



Infrastructure – IT: Investment in systems, mobile app, website and improving patient journey



Infrastructure – Assets: Renovations and bed expansions around the facilities

OPPORTUNITIES



Improve positioning of existing assets and enhance coordination across CARE's network



Optimize patient mix and service lines to increase revenues per patient and reduce reliance on government



Leverage cash at hand to invest and grow



Utilize idle assets such as FHCC

The Saudi healthcare landscape outlook remains promising

Key Demand Drivers for Healthcare in KSA



Ageing population with a rise in chronic disease

- **KSA population is growing and ageing, while leading unhealthy lifestyles**
- This is expected to **increase need for care**



Enforcement and expansion of insurance coverage

- **Insured population is expected to grow, compensating for the exodus of expats and fueling further growth in private healthcare**



Growth across KSA regions

- **Multiple large developments** in KSA's main regions are expected to attract more people to Saudi, and **drive demand for healthcare services across regions**



Push to the private sector

- KSA's target to **increase PSP in healthcare from 25% in 2016 to 35%** is providing **opportunities to private healthcare providers**

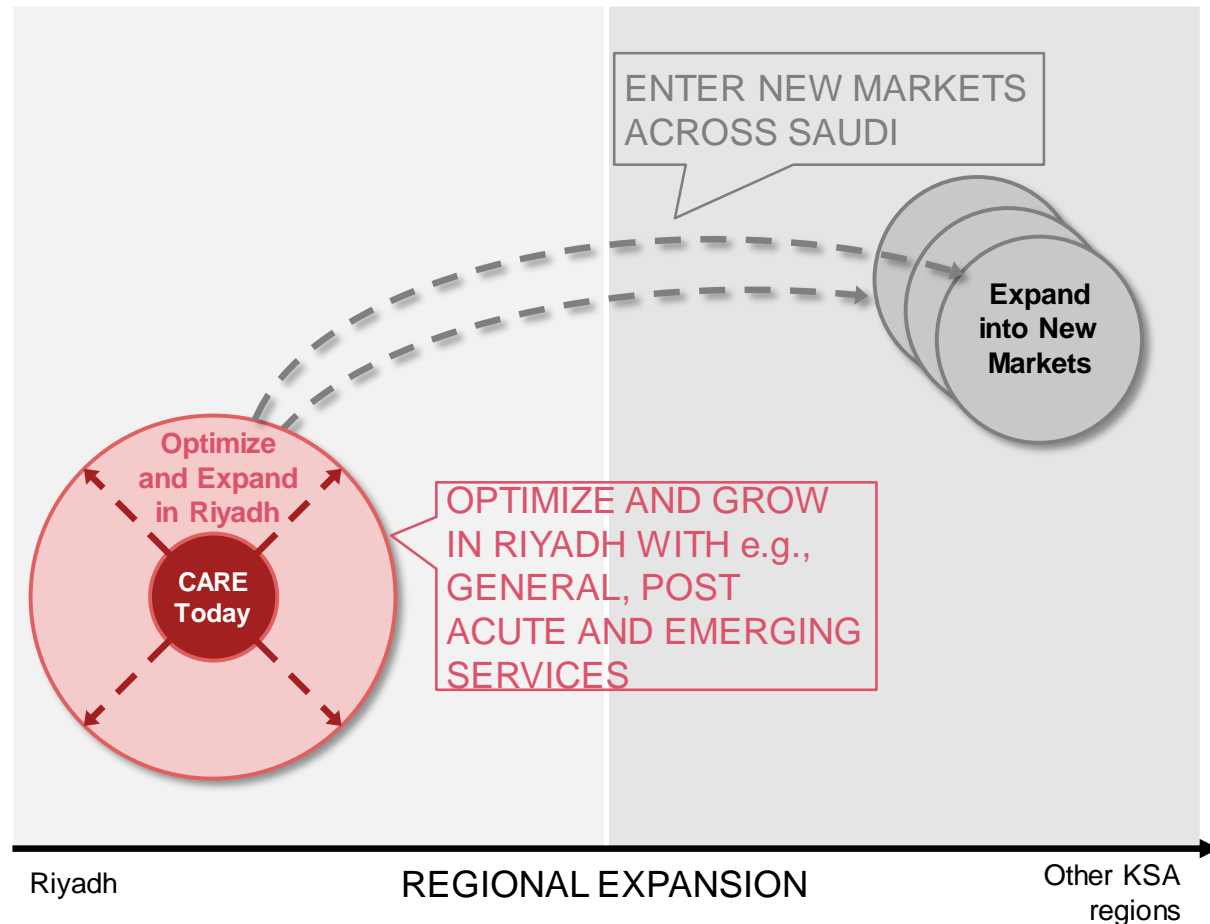


Innovation and virtual care disrupting traditional delivery models

- **KSA adopted regulations and infrastructure** to support telehealth services
- The **COVID-19 pandemic** has **catalyzed the adoption of telehealth**

CARE is putting forth an ambitious strategy centred on optimizing exiting Business Units and aggressive expansion

CARE's Growth Paths



CARE will...

Build on existing strengths, optimize operations, and establish new BUs to grow in expanding Riyadh Market

Enter new markets by capitalizing on identified opportunities and gaps

... in order to:

Defend market share in KSA's most important market

Pursue ambitious and sustainable vectors of growth

Build resiliency through diversified lines of revenue (patient groups, insurance segments, geographies, payors)

CARE's new vision and mission statements signal the new strategy



Vision Statement



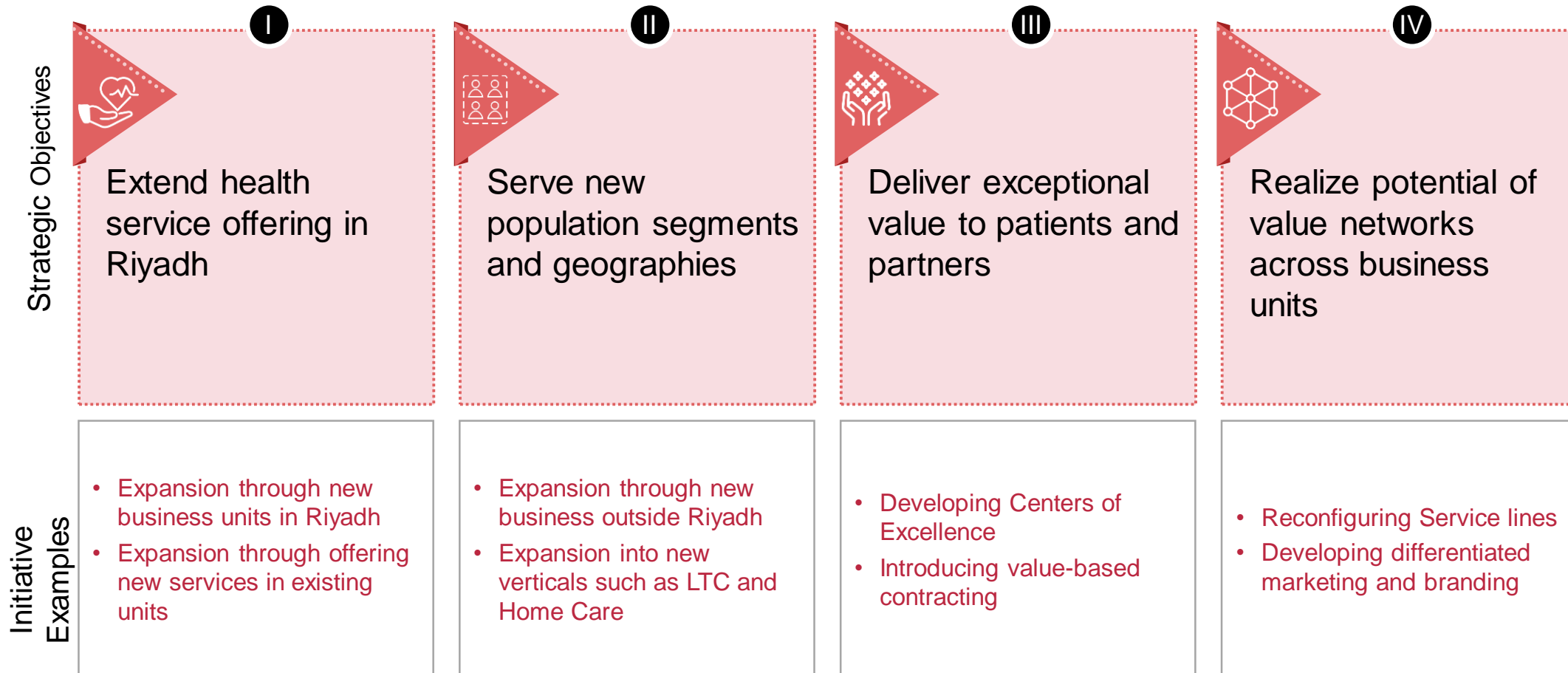
Mission Statement

“At the forefront of healthcare”

“Providing distinctive care to improve the wellbeing of our community through pursuit of excellence”

The strategy is centered around 4 strategic objectives and 18 initiatives

CARE's Strategic Objectives



Impact of Strategy on CARE

PERFORMANCE

- Growth that outperforms the market
- Improved margins
- Diversified sources of revenues

PATIENTS AND PARTNERS

- Improved healthcare outcomes
- Highly satisfied and diverse patient segments served
- Partner of choice for government sector

PEOPLE AND ORGANIZATION

- Employee satisfaction
- Differentiated and clear market positioning and brands



Target
Revenues



EBITDA
margin



Diversified
Revenues



Patient Flow



Centres of
Excellence



Patient
Satisfaction



Employee
Satisfaction



Brand
Identity

Investor Relations

Care.IR@care.med.sa

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NATIONAL MEDICAL CARE CO.

وشكراً



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