الإمارات للتنقل

EMIRATES MOBILITY

First Half 2026
Results Presentation

DISCLAIMER

Emirates Mobility Company PJSC and its management may make certain statements that constitute “forward-looking statements” with respect to the financial condition, results of operations and business of the Group. These statements can be identified by the fact that they do not relate strictly to historical or current facts. Forward-looking statements often use words such as “anticipates,” “targets,” “expects,” “hopes,” “estimates,” “intends,” “plans,” “goals,” “believes,” “continues” and other similar expressions or future or conditional verbs such as “will,” “may,” “might,” “should,” “would” and “could.” Forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Emirates Mobility Company PJSC to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements. Examples of such statements include, but are not limited to, comments with respect to: 1. outlook for the markets for products; 2. expectations regarding future product pricing; 3. outlook for operations; 4. expectations regarding production capacity and volumes; 5. objectives; 6. strategies to achieve those objectives; 7. expected financial results; 8. sensitivity to changes in product prices; 9. sensitivity to key input prices; 10. sensitivity to changes in foreign exchange rates; 11. expectations regarding income tax rates; 12. expectations regarding compliance with environmental regulations; 13. expectations regarding contingent liabilities and guarantees; 14. expectations regarding the amount, timing and benefits of capital investments. Although Emirates Mobility Company PJSC believes it has a reasonable basis for making these forward-looking statements, readers are cautioned not to place undue reliance on such forward-looking information. By its nature, forward-looking information involves numerous assumptions, inherent risks and uncertainties, both general and specific, which contribute to the possibility that the predictions, forecasts and other forward-looking statements will not occur. These factors include, but are not limited to: 1. assumptions in connection with the economic and financial conditions in the UAE, Middle East, and globally; 2. effects of competition and product pricing pressures; 3. various events which could disrupt operations, including natural events and ongoing relations with employees; 4. impact of changes to or non-compliance with environmental regulations; 5. impact of any product liability claims in excess of insurance coverage; 6. impact of future outcome of certain tax exposures; 7. effects of currency exposures and exchange rate fluctuations. The above list of important factors affecting forward-looking information is not exhaustive. Additional factors are noted elsewhere and reference should be made to the other risks discussed in filings with UAE securities regulatory authorities. Except as required by applicable law, Emirates Mobility Company PJSC does not undertake to update any forward-looking statements, whether written or oral, that may be made from time to time by or on behalf of the Company, whether as a result of new information, future events or otherwise, or to publicly update or revise the above list of factors affecting this information.

Presented by:

Mr. Khaled Al Shemeili
Chief Executive Officer

Dr. Ahmed Odeh
Chief Financial Officer

Ahmed Firas Almasri
Financial Controller
& IR Manager

H1 2026 Earnings Call – Agenda

- **Opening Remarks & Introduction**
- **Disclaimer**
- **Strategy & Business Update**

  Transformation progress and key milestones
- **Subsidiaries Overview**
- **Group Financial Highlights and Future Plans**

  H1 2026 performance overview
- **Business Unit Review**

  Emirates Driving, Mwasalat, and Excellence
- **Outlook & FY2026 Guidance**

  Growth priorities and market outlook
- **Q&A Session & Closing Remarks**

Strategy
Transforming into a Next-Generation Mobility Platform (Emobility)

Key Milestones Driving Our Evolution or "Transformation Timeline"

2000
Government-backed driving school established
Setting national training standards

2005 - 2010
Listed on ADX
2M+ drivers trained
Mobility infrastructure established

2021
2PointZero investment Accelerates transformation

2024
Acquired Excellence Driving to expand geographically

2025
Established Charge Point EV operations and invested in Mwasalat to expand the mobility services platform.

2026
Acquired Performise Lab (AI & smart testing)
Transformed into emirates mobility (EMobility)

North Star

To design, operate, and scale intelligent mobility solutions through a unified, data-driven platform that enables sustainable growth.

Where the business aims to be in 5 years

- Future-ready mobility platform spanning driver education, public transport, taxi, limousine, courier, and EV infrastructure.
- AI-first mobility innovator enabling adaptive learning, intelligent testing, predictive inspection, and automated operations.
- Resilient and diversified growth engine with revenue targeted to scale ~7x and EBITDA ~4x by 2030 vs. 2023.

Key growth levers

1

Portfolio scale-up

Drive portfolio expansion through strategic acquisitions and ownership increases to scale operations and boost earnings

2

Synergy capture

Capture value through an integrated operating model across the portfolio to reduce duplication, increase utilization, and enable scalable multi-service growth, with a clear focus on profitability uplift.

3

AI mobility solutions

Accelerate digital and AI adoption through AI-driven training, smart mobility solutions, and IoT integration to enhance efficiency and decision-making, targeting a double-digit EBITDA uplift over the next 3 years with AI embedded across the core operations.

4

New mobility growth

Future-proof growth by scaling into next-gen mobility verticals—expanding EV infrastructure (ChargePoint), advancing smart mobility platforms, and positioning for autonomous disruption through testbeds, tele-operations, and strategic alliances.

Integrated Mobility Growth Roadmap

2022

100%

Emirates Driving

100%

TABEAH PROPERTY INVESTMENTS

2023

100%

EMIRATES MOBILITY

2024

51%

EXCELLENCE DRIVING

EXCELLENCE LIMOUSINE

EXCELLENCE COURIERS DELIVERY SERVICES

EXCELLENCE AUTO REPAIR

AIDMG

2025

2026

51%

MWASALAT HOLDINGS

AMAN PUBLIC TRANSPORT

Pioneer Car Service Center

AMAN TAXI

COLEMONT

autostrad

65%

CHARGEPOINT

51%

PERFORMISE LABS

100%

Emirates Driving

2027 - 2030

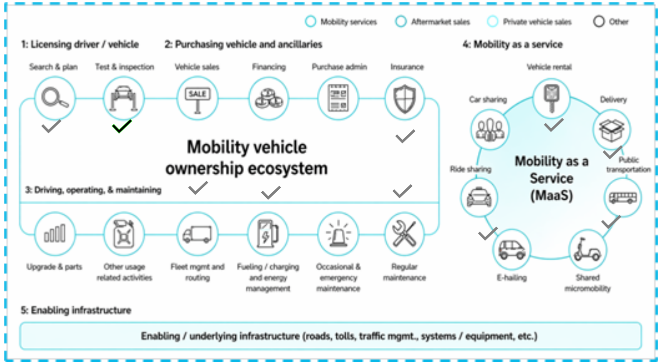
Synergies: Integrate operations, systems, and procurement to reduce duplication and enable scalable multi-service growth.

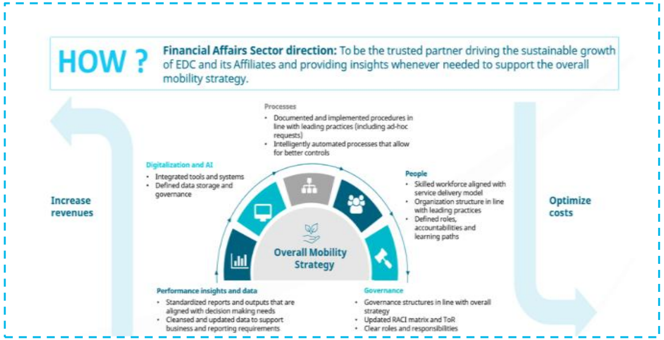
EBITDA Uplift: Optimize scheduling and costs while introducing premium, tech-enabled services to drive sustainable profitability.

AI Focus: Deploy AI for personalized training, predictive operations, and real-time optimization across all functions.

Autonomous Vehicles: Launch AV-readiness programs and partnerships, building certification and regulatory leadership toward 2030.

Global expansion: Regional expansion





Subsidiaries Overview

Mwasalat Holding

Brief Overview

- With over 20 years of operating history, Mwasalat Holdings offers integrated and sustainable mobility solutions across multiple sectors, including public buses, taxis, car rentals and leasing, and school transportation, in addition to insurance brokerage and vehicle maintenance.
- The public transport business serves approximately 75 million passengers annually, reflecting a large-scale operation with a significant impact on daily mobility across the UAE.
- The company operates a combined fleet of around 8,700 vehicles across its car rentals and leasing, taxi, and public transport businesses.
- Supported by a workforce of nearly 5,000 employees, the organization maintains a strong footprint across Abu Dhabi, Dubai, Sharjah, and the Northern Emirates.

Key Services

autostrad
Car Rental
Car Rentals & Leasing, and School Transportation
5.8K+ fleet

AMAN TAXI أمان
Taxi Operations
Taxi operations in AUH & SHJ
2K+ Taxis

COLEMONT
Insurance Brokerage
Offers a full range of insurance solutions

AMAN
Public Transportation
Public bus operator in AUH
100% Mrkt Share

Pioneer Car Service Center
Auto Repair
Fleet Maintenance, and Aftersales Services

Estimated % of market share

Key growth levers

1 Revenue
- Long Term Contract & Corporate Leasing
- New Mobility Models & Cross-Selling Integrated Services

2 Efficiency
- Fleet Optimization & Predictive Maintenance
- Integration Synergies & Shared Analytics

3 Sustainability

Electrification & Carbon Reduction Initiatives

4 Scale
- EMC Ecosystem Synergies
- New Mobility Opportunities

ChargePoint

CHARGEPOINT
Electric Vehicles Charging Stations Management & Operation

Brief Overview

- Established in 2025 as a joint venture between Emirates Driving Company (EDC) and Vcharge, combining EDC's nationwide reach with Vcharge's EV charging expertise under the ChargePoint brand.
- ChargePoint focuses on large-scale deployment of electric vehicle (EV) charging infrastructure across the UAE, with rapid expansion of public charging stations, which aligns with the UAE's sustainability objectives, including the Net Zero 2050 strategy, by providing convenient and accessible charging solutions to support EV adoption.
- As part of the initial network rollout, ChargePoint is launching more than 1,800 public charging sockets in partnership with Abu Dhabi's Integrated Transport Centre (ITC).
- During the setup phase, the JV established its core operations and governance framework, commenced the ITC project deployment (with site acquisitions and installations underway), and developed an autonomous EV charging robot arm prototype for future robotic charging solutions (showcased in early-2026 demos).

Key Services

Public EV Charging
EV charging operator in AUH
1,800 EV chargers

Mobile Charging Truck

Private EV Charging

Autonomous Charging Station

Estimated % of market share

Key growth levers

1 Government Partnerships

Leverage strong public-sector relationships to accelerate growth.

2 Strategic Site Acquisition

Secure high-traffic locations for charger installations.

3 Smart Technology Integration

Continuously invest in software and AI capabilities to optimize the network. An advanced Charging Management System (CMS) will balance load and manage energy costs, while AI-driven analytics improve uptime and maintenance.

ChargePoint

Go-live targeted for Q3 2026

STRATEGIC INVESTMENT

AED 58M

Allocated CAPEX for Phase 1 infrastructure rollout across the UAE, establishing a first-mover advantage in the EV charging market.

EXPECTED ROI

110%

Targeted return on investment driven by high-utilization charging hubs and integrated mobility-as-a-service offerings.

NETWORK EXPANSION

150+ Stations

Rapidly scaling the network to ensure comprehensive coverage in key urban centers and strategic transport corridors by 2026.

REVENUE CONTRIBUTION

AED 45M

Projected annual revenue from charging services and data-driven value-added offerings, supporting long-term profitability.

PerformiseLab

Strategic acquisition to strengthen and support the Group’s operations

STRATEGIC INVESTMENT

51% Equity Stake

Majority acquisition in UAE-based developer of AI-driven testing and automation solutions

INITIAL INVESTMENT

AED 15 Mn

Initial cash consideration paid subsequent to the quarter end

EARN OUT CONSIDERATION

Up to AED 23 Mn

Potential additional consideration tied to specified EBITDA targets

BUSINESS FOCUS

AI Based Testing

Development and commercialization of artificial intelligence-based testing and automation solutions .

Emirates Mobility Company (EMC) has acquired a 51% stake in Performiselab, a UAE-based AI company providing advanced solutions for driver training, testing, and monitoring.
Performiselab’s AI-powered platform is being commercialized across major UAE driving schools and high-security applications, including ADNOC and World Trade Centre events.
The acquisition strengthens EDC’s position as a regional leader in smart mobility and AI-driven driver education.
The transaction is expected to be finalized in Q3 2026

Group Outlook and Future Plans

AI Related Gains and Future Plans

2025 Highlights

Digital Customer Journey

EDC has fully digitized its customer journey, leading to reduced customer service volumes and customer wait times.

IoT-enabled Fleet

EDC's Fleet Management System tracks all its vehicles in real time, enabling utilization analysis and proactive maintenance scheduling.

Enterprise-AI Program

EDC's AI platform to drive workflow agentic automation and data-driven intelligence across critical departments.

AI-enabled Offering

EDC's expansion to enhance its AI offering within its core business through Smart Yards and across its wider Mobility strategy.

31%
YoY student growth

95%
Of students now register online (vs – 10% 18 months ago)

>20%
Expected employee productivity gains (measured in terms of time saved for key tasks)

28%
YoY EBITDA (operational) growth

~100k
Customer-hours and employee-hours saved

108 min
Reduction in customer wait times (from 120 to 12 minutes)

35%
Of growth enabled by Digital Transformation & AI initiatives

2026-2030 Roadmap

7%
YoY EBITDA uplift from AI, digitization and autonomous initiatives.

SAIF

Embeds AI across operations to automate workflows, improve decisions, and deploy customized agents.

AI Trainer

Delivers adaptive, automated training with personalized scenarios and assessments to improve learning outcomes and reduce instructor workload.

Tele-operation

Enables remote monitoring and control of vehicles, enhancing safety, operational oversight, and efficiency.

Smart Training Centre

Integrates AI and simulators into one ecosystem for faster training cycles and real-time learning insights.

Autonomous Vehicles Test Bed

The Autonomous Vehicles Test Bed provides a controlled environment to test, evaluate, and train on autonomous mobility technologies.

Agentic AI

Automates customer interactions, procurement workflows, and financial processes to improve speed, accuracy, and efficiency.

Key Highlights and Priorities 2026

2026 Priorities

EMC activates cross-portfolio synergies,

Integrating education, transport, technology, and infrastructure to deliver end-to-end mobility value.

Finalize long-term DMT agreement

Establish a flagship training hub in Ghantout, expanding Eastern Region coverage in Abu Dhabi.

Execute Mwasalat call option and complete Performise Lab acquisition

Securing majority control, strategic integration, and full P&L consolidation.

Expand into new Dubai area through Jebel Ali center

Expected to be completed and operational by the end of 2026 or early 2027

Roll out ChargePoint ITC concession

Deploying 200 in 2026 and 900 for the project EV chargers across 30 Abu Dhabi sites and entering Dubai to build a cross-emirate charging network.

Deploy AI-enabled proctoring

Reengineer practical training models to unlock cost efficiency, training standardization, and scalability

Strengthen market leadership

EDC's expansion to enhance its AI offering within its core business through Smart Yards and across its wider Mobility strategy.

Transition to a self-optimizing enterprise

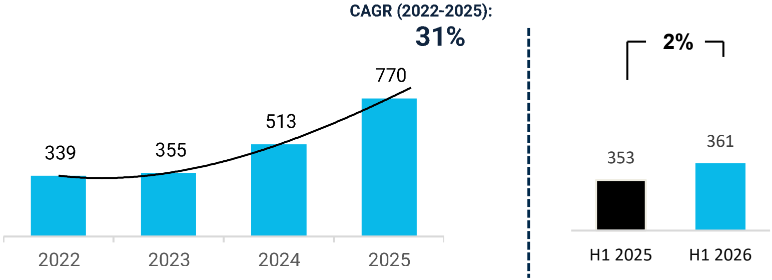
Connecting customer engagement, finance, and procurement through Smart AI agents.

Group Financial Performance

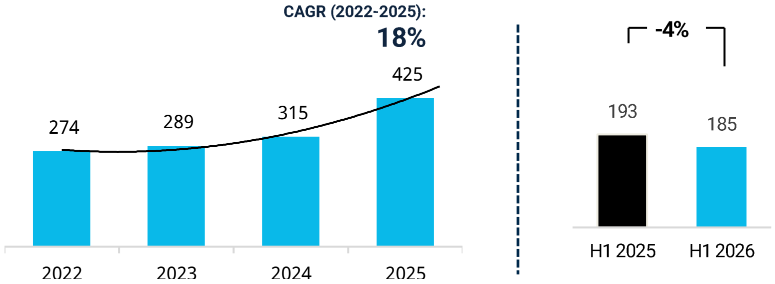
Emirates Mobility – Group Financial Highlights

Revenue on a group level grew 2% YoY to AED 361M in H1 2026

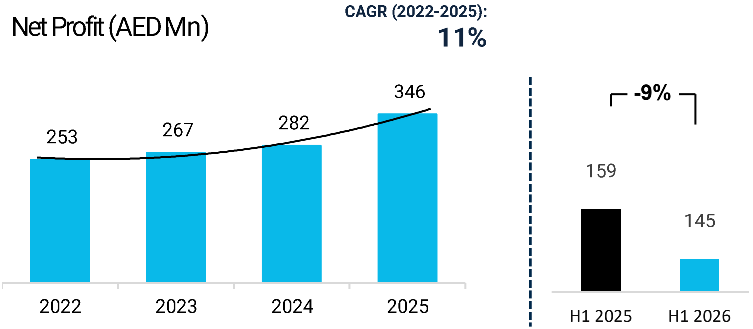
Revenue (AED Mn)



EBITDA (AED Mn)



Net Profit (AED Mn)



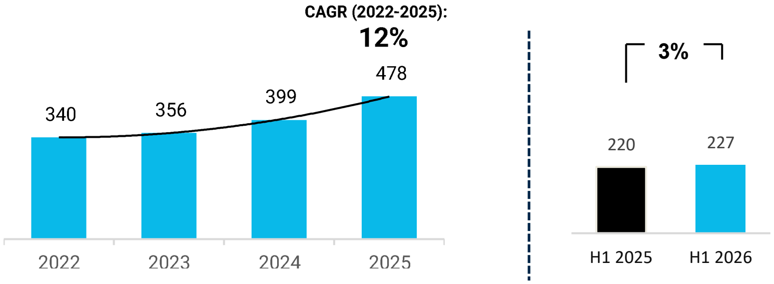
- **Revenue** increased 2% YoY to AED 361 million, supported by resilient demand across the Group's core operations and continued contribution from its diversified mobility platform.
- **EBITDA** stood at AED 185 million, reflecting solid underlying operating performance, with temporary accruals recognized in H1 2026 expected to normalize by year-end.
- **Net profit** stood at AED 145 million, supported by a resilient earnings base, with the year-on-year comparison affected by non-recurring gains in the prior period and temporary H1 cost phasing.

Emirates Driving Financial Performance

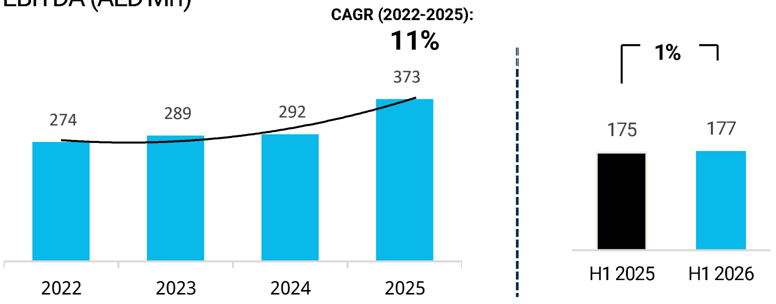
Emirates Driving–Financial Highlights

EDC standalone revenue grew 3% YoY to AED 227M in H1 2026, with profit for the period remained stable at AED 151 million

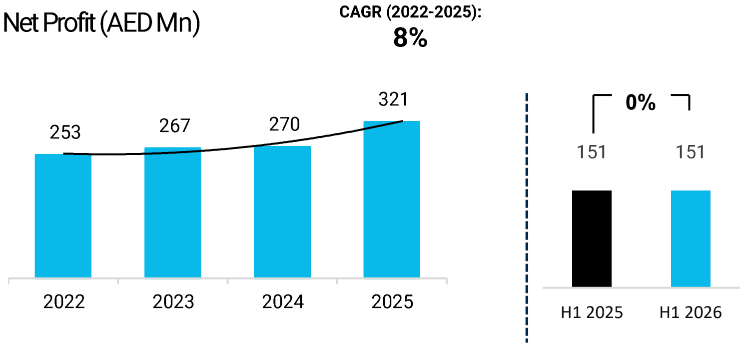
Revenue (AED Mn)



EBITDA (AED Mn)



Net Profit (AED Mn)

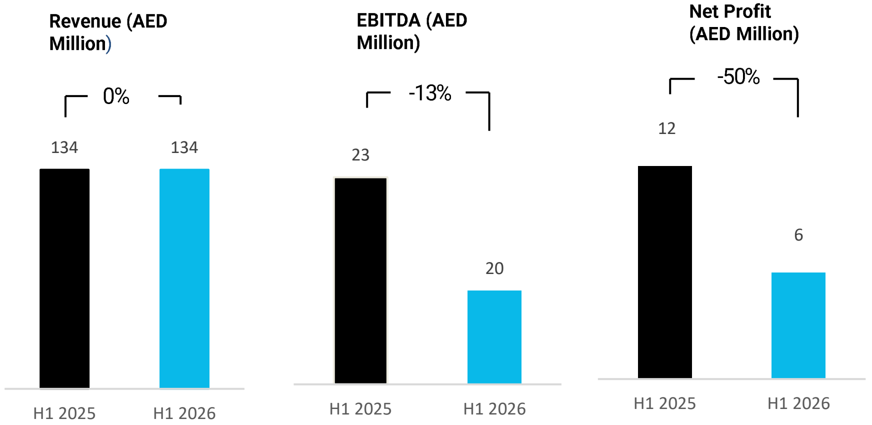


- **Revenue** grew 3% YoY to AED 227 million, supported by a stronger product mix, with higher-value heavy vehicle training offsetting softer light vehicle demand.
- **EBITDA** stood at AED 177 million, reflecting stable operating performance and disciplined cost management.
- **Profit for the period** remained strong at AED 151 million, supported by a resilient earnings base and continued investment in future capacity, including eight new mall locations and the Ghantout branch.
- **Student numbers** reached 79,000.

Excellence Group
Financial Performance

Excellence - Financial Highlights

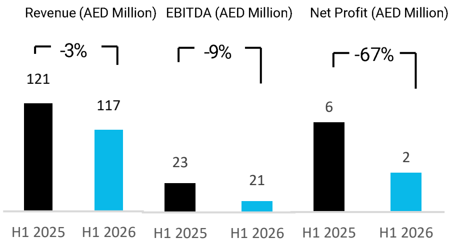
EXCELLENCE GROUP



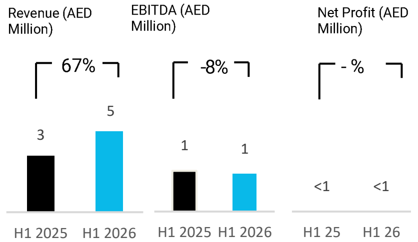
- **Revenue** remained stable YoY at AED 134 million, as lower driving revenue was offset by growth in Limousine, Courier, and Auto Repairs.
- **EBITDA** stood at AED 20 million, reflecting the impact of business mix changes and continued investment in operational expansion.
- **Net profit** stood at AED 6 million, mainly impacted by softer demand in the Limousine business from the hospitality segment, in addition to expansion-related costs for two new sites in Jebel Ali and Al Qusais.
- **Student numbers** reached approximately 20,000.

EXCELLENCE SEGMENTS

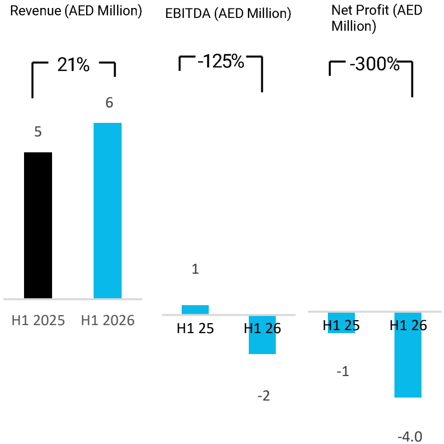
EXCELLENCE DRIVING



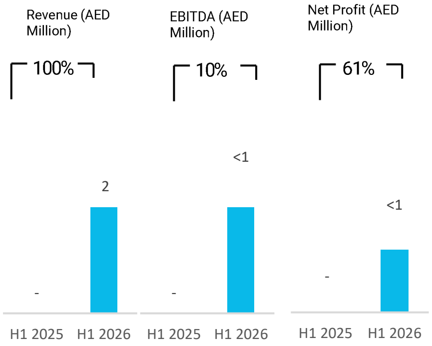
EXCELLENCE COURIER



EXCELLENCE LIMOUSINE



EXCELLENCE AUTO REPAIRS

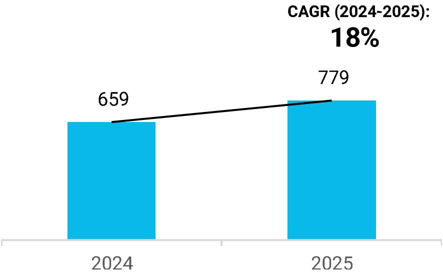


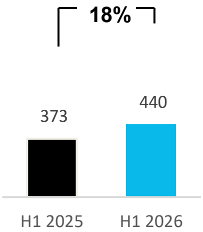
Mwasalat Holding
Financial Performance

Mwasalat Holding–Financial Highlights

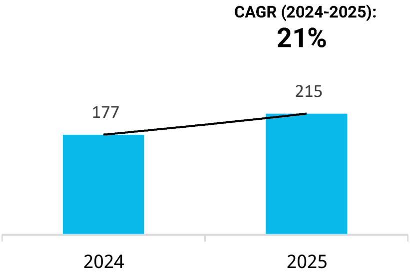
Mwasalat delivered strong H1 2026 revenue and EBITDA growth, though only the Group's equity-accounted share of profit is recognized

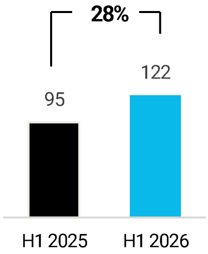
Revenue (AED Mn)



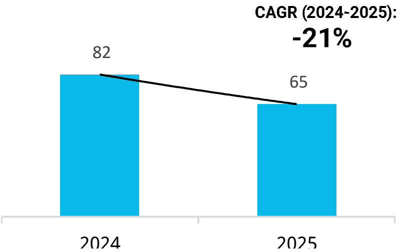


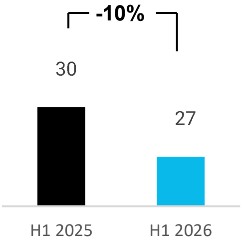
EBITDA (AED Mn)





Net Profit (AED Mn)





- **Revenue** grew 18% YoY to AED 440 million, reflecting Mwasalat's continued scale-up since the Group's 22.5% acquisition in October 2025.
- **EBITDA** rose 28% YoY to AED 122 million, outpacing revenue growth and underscoring margin improvement at the associate level.
- **Profit for the period** stood at AED 27 million, with only the Group's AED 4 million equity-accounted share recognized in consolidated results.

FY2026 Guidance

FY2026 guidance

AED million	FY2026 guidance
Total revenue	738–777
Gross profit	438–461
Gross profit margin	53%-59%
EBITDA	326–343
EBITDA margin	39%-44%
Capex — EDC	36–49
Capex — EPI	43–45

Number of students, 000	FY2026 guidance
Abu Dhabi	167–176
Dubai	40–42

FY2026 guidance

The forecast has been revised using more conservative assumptions to reflect the ongoing regional conflict and the broader operating environment.

Despite this, the Group's operations and revenue base remain resilient, with no material impact observed to date and business fundamentals continuing to demonstrate strength.

Management remains confident in the Group's ability to deliver sustainable performance over the forecast period, supported by disciplined execution and a diversified operating platform.

Q&A

We welcome your questions

THANK YOU