

Emirates Driving Company P.J.S.C.

Management Discussion and Analysis Report
30 SEP 2025

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Executive Summary and Overview

Established in 2000, Emirates Driving Company PJSC (EDC) is the leading provider of driver education for the emirate of Abu Dhabi.

Since its establishment, EDC created a strategic partnership with Sweroad, which was governed by the Swedish Transport Administration from 1983 – 2018, for the initial development and continuous improvement of its curricula according to global standards.

EDC consistently delivers the highest standards of training, producing well-qualified drivers to support safe and secure road mobility in the emirate amid rapid population growth and urban development.

The company has formed a joint quality committee with the Abu Dhabi Mobility (formerly ITC) aimed at ensuring its training programs and methodologies align with the Emirate's laws. Moreover, EDC is the primary contributor to the Abu Dhabi Road Safety Education Committee and regularly provides technical input to the Abu Dhabi Mobility.

EDC is now working closely with Abu Dhabi Mobility to launch a new joint strategy, driven from the UAE plan and with the aim of creating safer roads by means of various studies and initiatives. The strategy is founded on the following key topics:

- AI in the field of training development and examination.
- Sustainability in providing education and training services to reduce carbon footprint.
- Modern training techniques.
- Professional competency framework and training qualifications for instructors and driving schools.
- Traffic awareness and education.
- Linking training and traffic engineering regarding drivers' behavior on the road and traffic violations.
- Soft mobility.

Financial Performance for Q3-2025

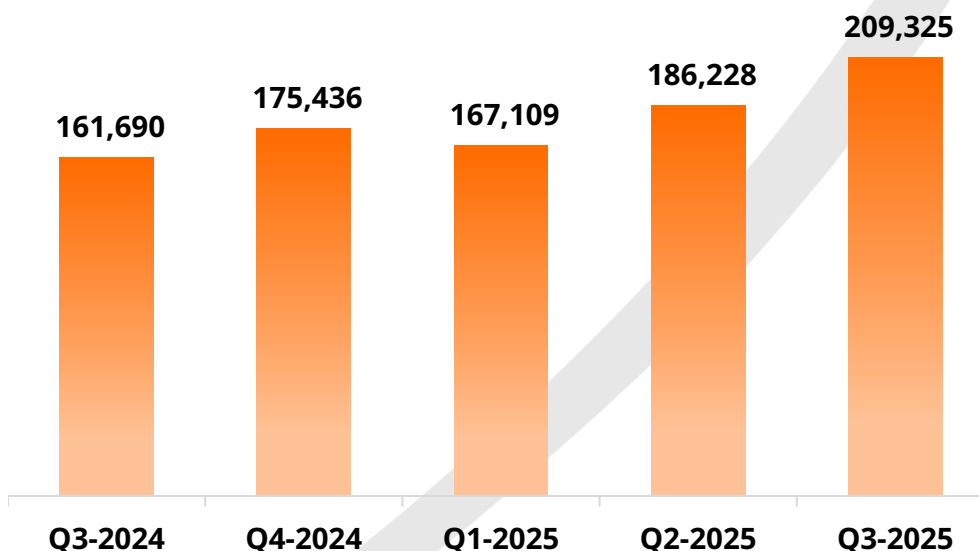
Summary for Statement of Profit or Loss

AED (in Thousand)	30-Sep-2025	30-Sep-2024	Absolute Growth	% Growth
Revenue	562,662	337,493	225,169	67%
Direct expenses	(196,783)	(88,841)	(107,942)	121%
GROSS PROFIT	365,879	248,652	117,227	47%
General and administrative expenses	(116,719)	(65,951)	(50,768)	77%
Operational Profit	249,160	182,700	66,460	36%
EBITDA	193,525	125,102	68,423	55%
PROFIT BEFORE TAX	317,484	227,289	90,195	40%
PROFIT FOR THE PERIOD	271,896	206,795	65,101	31%

1. Revenue Growth

The Group's revenue grew by 29% year-on-year in Q3 2025 compared to Q3 2024 and by 67% year-to-date. This strong performance was driven by the acquisition of a new subsidiary, geographic expansion, an increase in enrolled students, and improved operational efficiency.

Revenue (AED Thousand)



Financial Performance for Q3-2025

2. Total Cost

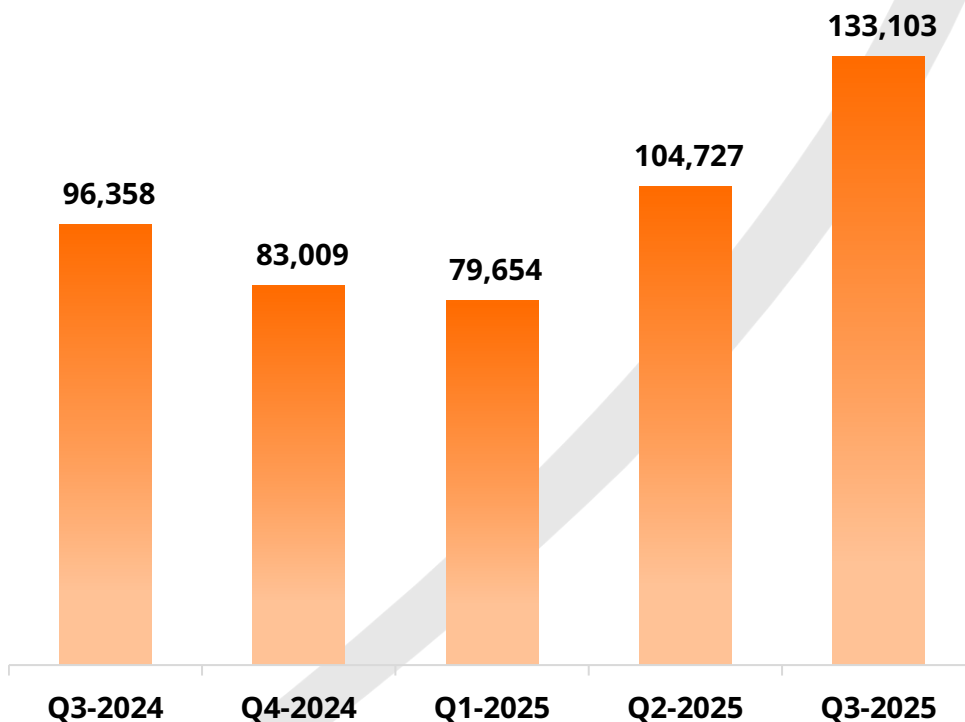
Direct expenses increased by AED 107,942 thousand in YTD Q3 2025 compared to YTD Q3 2024, while General and Administrative (G&A) expenses rose by AED 50,768 thousand over the same period.

These increases were primarily driven by the expansion in operational scale and the acquisition of a new subsidiary.

3. Profitability

The Group reported a 40% increase in Profit Before Tax reaching AED 317,484 thousand in YTD Q3-25 compared to AED 227,289 thousand in YTD-24. During YTD Q3-25, the Group recorded AED 74,484 thousand from Net gain from financial assets FVPL, Gain on sale of assets held for sale, Rental Income (Net), Interest income and other income.

Profit Before Tax (AED Thousand)



Financial Performance for Q3-2025

Summary for Statement of Financial Position

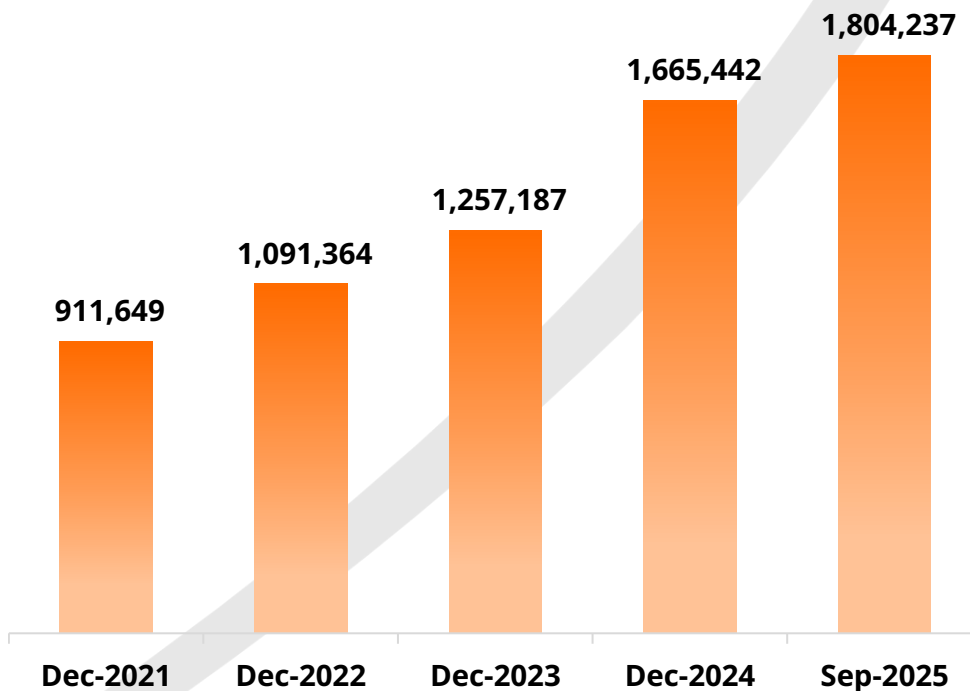
AED (in Thousand)	30-Sep-2025	31-Dec-2024	Absolute Growth	% Growth
Non-current assets	692,550	647,660	44,890	7%
Current assets	1,111,687	1,017,782	93,905	9%
TOTAL ASSETS	1,804,237	1,665,442	138,795	8%
Equity	1,435,533	1,351,210	84,323	6%
Non-current liability	198,539	160,987	37,552	23%
Current liabilities	170,165	153,245	16,920	11%
TOTAL EQUITY AND LIABILITIES	1,804,237	1,665,442	138,795	8%
<i>Cash and bank balances</i>	<i>940,985</i>	<i>721,727</i>	<i>219,258</i>	<i>30%</i>

1. Total Assets

Total assets increased by 8%, reaching AED 1,804,237 thousand as of YTD Q3 2025, up from AED 1,665,442 thousand at year-end 2024.

Cash and cash equivalents stood at AED 940,985 thousand, compared to AED 721,727 thousand at YE 2024.

Total Assets (AED Thousand)



Financial Performance for Q3-2025

2. Total Liabilities

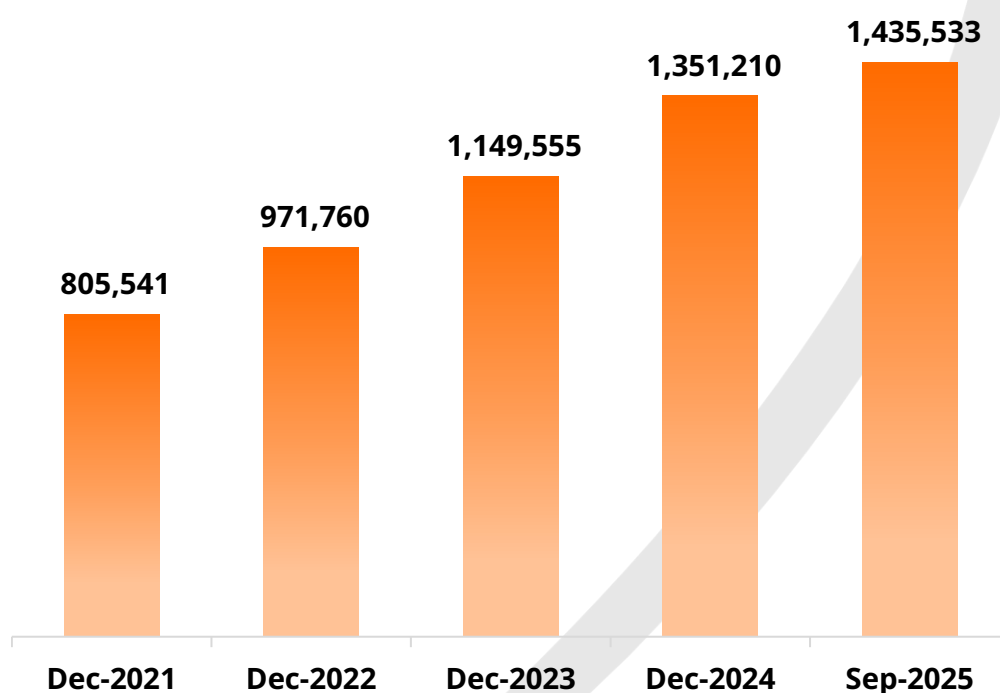
Total Liabilities reached AED 368,705 thousand as of YTD Q3-25, compared to AED 314,232 thousand as of YE-24.

3. Total Equity

Total equity increased by 6% to AED 1,435,533 thousand as of YTD Q3 2025 (YE 2024: AED 1,351,210 thousand), reflecting a 78% growth over five years.

Equity attributable to owners increased to AED 1,315,499 thousand (YE 2024: AED 1,235,512 thousand), and non-controlling interests stood at AED 120,034 thousand (YE 2024: AED 115,698 thousand).

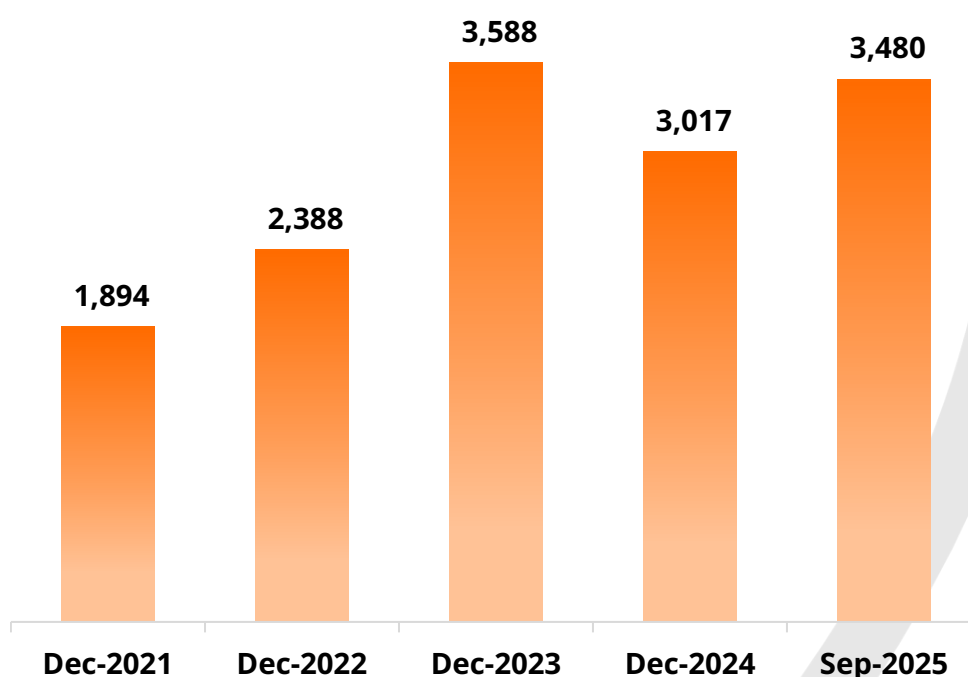
Total Equity (AED Thousand)



Market Capitalization

Market capitalization stood at AED 3,125 million as of Sep 2025, slightly up from AED 3,017 million at YE 2024. Total market capitalization has increased by a solid 84% over the past five years, reflecting sustained investor confidence and long-term value appreciation.

Market Capitalization (AED Million)



Khaled Mohammad Al Shemeili
Chief Executive Officer